

National Park Management Planning 國家公園 經營管理規劃

保護區管理計畫就是將未來某一段期間在保護區內將實施的管理目標、決策架構及管理手段等，進行明確規定的指導性文件。而管理規劃，則是指制定管理計畫遵循的一系列步驟與方法。管理計畫書則是管理規劃的最終結果。

國際自然保育聯盟保護區委員會於2003年制定了「保護區管理規劃指南」，目的是協助各國的保護區管理能夠上軌道。該委員會認為，如果沒有一個好的管理規劃過程和管理計畫內容，保護區的保育和利用就容易處在一個不夠安全穩定的基礎上。在這種情形下，保護區的措施往往是政治壓力的結果，而較少考慮長遠的發展。

管理計畫可以說是保護區經營管理的行動指南，它通常包括若干目標以及為達目標所需要採取的相關工作項目和預算配置。一個好的管理計畫中，目標、工作項目和預算配置等三者間應有緊密的關聯性和邏輯性。

以美國國家公園為例，其內政部國家公園署需依據1993年的政府績效成果法案，制定5個會計年度的「策略計畫」，再依該策略計畫撰寫「年度績效計畫」，年度計畫執行完畢後則撰寫「年度績效報告」，以展現產出與結果。

Conservation management is a clear, instructive document that states the managerial objectives, framework for decision-making, and managerial methods in the future of a conservation area. Management Planning refers to a series of procedures and methods for formulating the management plan.

IUCN has formulated the “Guide to Conservation Area Management” in 2003 for helping conservation efforts in different countries to stay on track. IUCN believes that without proper procedures and content of management planning, conservation efforts would be based on a shaky ground and often determined by political forces instead of long-term considerations.

The management plan is an action plan for conservation management and often includes the tasks and budget needed for a certain goal. A good management plan should have carefully arranged targets, tasks, and budget allocations.

Take the national parks in the U.S. for example; the U.S. National Park Service has formulated relevant strategies for five fiscal years in 1993, which served as the basis for the “annual performance plan.” After the annual plans were implemented, the “annual performance reports” were provided in order to demonstrate the results.

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由於策略計畫屬於5年期的中程管理規劃，而美國國家公園署自有其長程目標，亦即國家公園的4大任務目標：自然與文化資源保育、遊憩體驗、夥伴參與以及經營管理效能。因此，在國家公園署的策略計畫中，即以國家公園4大任務目標為方針，制定5年期的任務目標（以I、II、III、IV、V編號）及其若干子任務目標（例如：Ia、Ib...），再依各子目標訂定特定工作項的5年期目標（例如：Ia1、Ia2...），5年期目標之陳述則儘量以量化的工作指標來說明。

美國國家公園署所轄的各國家公園為配合國家公園署的5年策略計畫，亦訂有個別國家公園的5年策略計畫。以黃石國家公園為例，即訂有該國家公園的5年期「策略計畫」，明定黃石國家公園的任務目標（I、II、III、IV）及其若干子任務目標（例如：Ia、Ib...），再依各子目標訂定特定工作項的5年期目標（例如：Ia1-YELL-01、Ia1-YELL-02...），5年期目標之陳述大多以量化的工作指標來說明，並一一說明如何完成這些目標的經費預算配置。

整體而言，美國國家公園系統的策略計畫中的目標、子目標、工作指標、預算配置四者間的關聯性和邏輯性很強，國家公園署和個別國家公園的策略計畫也都能緊密搭配，頗值得我國參考。 (圖)

The strategy is a 5-year medium/long-term plan, and the U.S. NPS has its own long-term goals, which are the four major purposes of national parks: conservation of natural and cultural resource, recreation experience, partner participation, and management effectiveness. Based on these goals, a national park is given a five-year goal (coded I, II, III, IV, and V) and sub-tasks (e.g., Ia, Ib...etc.) by the U.S. NPS, with quantitative description of the work content.

In order to work with the five-year plans formulated by U.S. NPS, the national parks under its jurisdiction have formulated their individual five-year plans. Take Yellowstone National Park for example; its administration incorporates the five-year strategy assigned by U.S. NPS as well as its own specific objectives (I, II, III, and IV...etc.) and the sub-tasks (Ia, Ib...etc.). Each sub-task is also given specific five-year objectives (e.g., Ia1-YELL-01 and Ia1-YELL-02). The five-year objectives are described quantitatively and explain how the budget allocation is achieved.

Overall, the goals, sub-goals, criteria, and budget allocation in the strategies formulated by U.S. NPS are carefully arranged and logical, and they have close connections and matching with the plans formulated by the national parks individually. This is a valuable lesson to be learned by the national parks in our country. (圖)