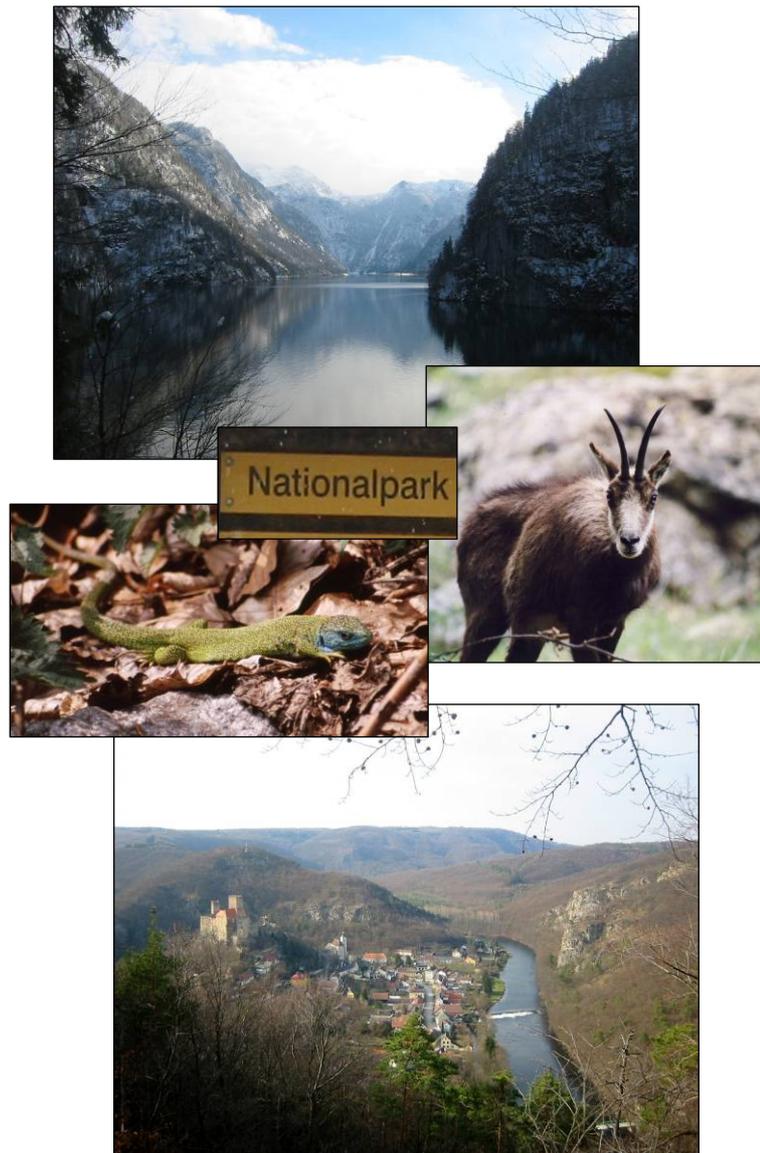


EUROPEAN SITE CONSOLIDATION
SCORECARD -
MEASURING THE MANAGEMENT EFFECTIVENESS
OF EUROPEAN PROTECTED AREAS



BERND PFLEGER

2007

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November 2007

Cover page (Photos made by the author):

Top:	Lake 'Königssee', national park Berchtesgaden
Centre left:	Chamois (<i>Rupicapra rupicapra</i>)
Centre:	Part of the entrance sign of national park Berchtesgaden
Centre right:	Green Lizard (<i>Lacerta viridis</i>)
Below:	River Thaya and city Hardegg in national park Thayatal

1 PREFACE

This European Site Consolidation Scorecard is a modified version of the 'Parks in Peril Site Consolidation Scorecard' (see The Nature Conservancy, 2004), a methodology for evaluating the management effectiveness of protected areas, developed by The Nature Conservancy (TNC) for its 'Parks in Peril Programme' and used since many years, but so far only in Latin America and the Caribbean. The modifications are based on a study which critically revised the Parks in Peril Site Consolidation Scorecard and its applicability for European protected areas by evaluating the management effectiveness of IUCN category II protected areas in Central Europe with a slightly modified Parks in Peril Site Consolidation Scorecard (see Pflieger, 2007). The recommendations for improving and applying this methodology for European protected areas stated in that study are now implemented with this European version of the Site Consolidation Scorecard.

However, this modified European version was not tested so far and users of this methodology are highly welcomed to share their experience with us and give recommendations for improvements (E-Mail: BerndPflieger@web.de).

2 GENERAL INFORMATION

2.1 Site Consolidation

Site consolidation is the process of bringing together the resources necessary to support long-term conservation in specific project areas. These resources include financial resources, technical resources, human resources, adequate infrastructure, a supportive local constituency, strong capacity for strategic planning, political support, and ecological information. A consolidated site is one in which the institutions charged with its management have the tools to deal with current threats and management challenges, as well as the capacity to respond to threats that arise in the future. To manage this process, the Site Consolidation Scorecard was developed. This vital tool helps site managers to set priorities for building conservation capacity, measure their progress, and employ adaptive management to improve program efficiency and impact.

2.2 Introduction to the Scorecard

This manual provides technical instructions for using the European Site Consolidation Scorecard as a project management tool to track progress at specific project areas.

At individual project areas, the Scorecard is designed to aid project managers in measuring advances towards multi-year goals. Equally important, it identifies indicators that are not advancing as planned, where additional infusion of human, technical and/or financial resources might be required.

While the Scorecard is designed to measure a project area or site's progress towards consolidation, it is not designed to measure direct conservation impact or a project area's success in reducing threats and conserving biodiversity. Instead, it measures processes that lead to site consolidation and the capacity for conservation of a given project area. When properly developed and implemented, a site-specific monitoring plan, included as one of the 22 indicators, will provide an ongoing measure of conservation impact through changes in threat and biodiversity health indicators.

2.3 What's New in this European Version of the Scorecard

There are substantial changes in this European version of the Site Consolidation Scorecard from the TNC's Parks in Peril version (see The Nature Conservancy, 2004). Here are the most important changes:

- ◆ The Parks in Peril Site Consolidation Scorecard concentrates very much on threats and conservation. Probably the main reason is that this methodology was developed for endangered protected areas ('in peril') in Latin America, which are very vulnerable from a nature conservation point of view. However, not only in Europe many protected areas exist which are hardly threatened and have some other priority goals beside nature conservation issues (though the maintenance of biodiversity should be the overall goal of all conservation sites). Therefore the focus in the European version is more on priority goals in general than on threats and conservation.
- ◆ The European version explains the postulated management tools, such as the monitoring plan or environmental communication concept in more detail and/or provides some references and best practice examples.
- ◆ For various indicators, the text was slightly improved (see Pflieger, 2007) and some unclear terms were further defined.
- ◆ The indicator about environmental communication and education plans was split up into two indicators, one dealing with communication and public relations (indicator D.8), the other assesses plans for educational offers at the protected area(s) (indicator D.9). These are two complementary topics, but they are often separated into two organisational sections in protected areas and therefore a common evaluation is mostly difficult and not useful.
- ◆ Moreover, the former indicator "Institutional leadership for project area" which included key leadership components but also collaboration mechanisms across institutional boundaries, two related but different issues which were mixed up one indicator and therefore complicated a clear classification, was split up. One indicator evaluates now the leadership components (indicator D.2), the other assesses collaboration mechanisms, if there is a common leadership (indicator D.3).

- ◆ Indicator B.4, 'Land tenure issues within the project area', was modified because it is common standard in Europe that good land tenure information is available. Therefore the "land-use" was added and a higher focus was set on the use of land tenure data.
- ◆ Three new indicators were added which are important for an effective management of protected areas: One assessing the organizational effectiveness of the protected area management body (indicator B.7), one dealing with the cooperation with other organizations (indicator D.9), and one evaluating the ecological connectivity with the surrounding environment by the integration in ecological networks (indicator D.10).
- ◆ The readability of the document was improved, e.g. by changing the layout or by adding some paragraphs.
- ◆ The documentation section was enhanced. The main modifications are: For a better understanding of the chosen classification the point "reasons for classification" was added in the documentation section. Moreover, the item "target(s)" was included to state the concrete target(s) for each indicator. Related to that point the section "recommendations" lists the recommendations for the management and other relevant stakeholders. The new point "stakeholder opinion" should summarize the opinions of the stakeholders (which should be fully attached in Annex II), for instance out of stakeholder interviews or workshops, and should highlight the main findings. Only these indicators where improvements are necessary. Finally some tables, such as the checklist for physical infrastructure, were improved, enlarged and adapted to European standards.

2.4 Site Consolidation Indicators

Four general categories have been identified as essential to a site's conservation capacity:

- ◆ strategic planning;
- ◆ basic on-site protection;
- ◆ long-term financing; and
- ◆ a supportive local constituency for the project area.

Within these categories, the scorecard provides 22 indicators with which to measure consolidation.

- A. STRATEGIC PLANNING
 - A.1 Project area zoning
 - A.2 Site-based long-term management plan
 - A.3 Science and information needs assessment for project area
 - A.4 Monitoring plan development and implementation for project area
- B. BASIC PROTECTION ACTIVITIES
 - B.1 Physical infrastructure for project area
 - B.2 On-site personnel
 - B.3 Training Plan for On-site Personnel
 - B.4 Land tenure and land use issues within the project area
 - B.5 Threats analysis for the project area
 - B.6 Official declaration of protected area status for the project area
 - B.7 Organisational structure
- C. LONG-TERM FINANCING
 - C.1 Long-term financial plan for sites in the project area
- D. SITE CONSTITUENCY
 - D.1 Broad-based management committee/technical advisory committee for project area
 - D.2 Institutional Leadership for the project area
 - D.3 Common Leadership for the project area
 - D.4 Community involvement in compatible resource use at the project area
 - D.5 Stakeholder and Constituency Support for Project Area
 - D.6 Policy agenda development at national/regional/local levels for project area
 - D.7 Communication plans for the project area
 - D.8 Environmental education plans for the project area
 - D.9 Cooperation with other organizations
 - D.10 Integration in an ecological network

2.5 For Whom and How the European Site Consolidation Scorecard Works

The European Site Consolidation Scorecard can be used for a variety of different protected areas as long as an on-site personnel is in place which consists of at least a few persons, and the efforts are low enough that most protected areas possess the necessary resources to carry out the evaluation.

The Scorecard should be used as a self-assessment tool, accompanied by an external facilitator which leads the evaluation, or even better, by external independent evaluator(s) together with the protected area management to jointly classify, document and recommend. This integrates the strengths and minimize most weaknesses of both approaches (internal or external evaluation, see Pflieger, 2007). Moreover, all relevant stakeholders should be involved. Suitable ways to include stakeholders is organizing stakeholder workshops and / or carrying out personal interviews with all relevant stakeholder groups, done by the facilitator or the external evaluator, documenting their opinions towards each indicator in Annex II and integrating their statements in the classification.

An initial "snapshot" assessment of conditions in the project area at the beginning of the project provides the baseline against which future progress is measured. Periodic follow-up self-assessments are then conducted. To decrease the costs and the necessary amount of time, the evaluation which includes stakeholders and external persons might only be carried out every 3-5 years. In between it is yearly and shortly done as a self-assessment by the management with the main focus on the crucial indicators.

The purpose of the Scorecard is to measure the degree of site consolidation in order to identify actions still required for the protected area to be managed at a level that abates the most critical threats to the site and protects the highest priority conservation targets.

Each of the 22 Scorecard indicators is divided into five benchmarks. Each of the five benchmarks reflects a similar level of progress across all indicators, which are roughly summarized in Table 1.

Table 1: The general meaning of the five indicator levels.

5 =	Excellent (proper management of the project area ensured)
4 =	Adequate (project area is adequately managed for the most critical threats and highest priority conservation targets)
3 =	Progress made (project area becoming adequately managed, but isn't yet)
2 =	Work begun (little actual progress towards adequate management of the project area)
1 =	No work has been done (project area not being managed)

As a general rule, a project area that has achieved "4's" in all 22 indicators is considered consolidated. The specific circumstances of individual project areas will vary, and it is the role of the evaluators to determine the level of achievement for each indicator that best represents the consolidation of a given project area. On a case-by-case basis, the evaluators may decide that certain indicators do not apply to a given project area; they may also decide that it will not be possible to boost every indicator to a level of "4" or greater. Ideally, this should be established at the initial "snapshot" assessment, when baseline conditions are being determined.

A documentation tool, included as an annex, prompts managers to document systematically sources of information, site-specific problems, limitations, lessons learnt, reasons for classification, stakeholder opinions, and most importantly, specific changes at the site required to reach various benchmark scores. The documentation section should be extensively used because it ensures consistency over time, facilitates transfer of information among different staff and institutions, reduces arbitrariness, improves reliability, comparability and comprehensibility and helps in implementing necessary measures as well as in learning from former mistakes.

2.6 Scale of Analysis

The Site Consolidation Scorecard was originally designed for application to individual, government-recognized protected areas. However, today we often work at larger landscape scales, or in complex matrices of parcels under different ownership regimes, such as landscapes consisting of publicly declared protected areas as well as private lands. At times, conservation managers experience confusion over the level at which the scorecard should be applied. To facilitate application of the scorecard at different scales, the following definitions were used:

- ◆ **Project:** the set of actions undertaken by any group of managers, researchers, or local stakeholders in pursuit of specified goals and objectives. In some cases, actions for the project may take place remotely, such as educating consumers in the United States to affect demand for shrimp harvesting from coastal areas in Central America.
- ◆ **Protected area:** an area of land and/or water especially designated for the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means. Protected areas are classified according to their protection, conservation and recreation objectives. Examples of protected areas include: nature reserves, wilderness areas, national parks, biosphere reserves, private reserves, landscape protected areas, or habitat/species conservation or management areas.
- ◆ **Landscape:** a complex matrix of parcels that may be under different ownership regimes, such as a combination of publicly-declared protected areas as well as private lands. Generally, we work at the landscape scale in order to capture “functional” landscapes that seek to conserve a large number of ecological systems, communities and species. They have a high degree of ecological integrity and retain (or can have restored) most or all of their key ecological components, patterns and processes.

- ◆ Project area or site: the area where the project is taking action. This area is generally larger than the specific location of the target biodiversity. It may include the area within the boundaries of a single, official protected area, or it may be a landscape-scale site that includes many areas under different ownership and management regimes.

The Scorecard is designed as a measurement and planning tool. Project managers should apply it at the level at which planning makes sense. If the landscape can be reasonably managed as a single unit, then it is appropriate to apply the Scorecard to the entire project area as a unit. However, if the project area is a large landscape containing separate protected areas, it may make sense to treat each protected area separately when applying the Scorecard.

For example, the Condor Bioreserve in Ecuador is a large landscape containing six separate, officially-declared protected areas within a matrix of private lands. Each of these protected areas has unique needs for infrastructure, personnel, information, and management. Managers of the Condor project apply the Scorecard separately to each of these protected areas each year. This provides measurement and planning tools tailored to the needs of each protected area. If the Scorecard were applied to the entire landscape as a whole, valuable detail important for strategic planning would be lost. For example, one protected area in the landscape might have complete infrastructure, but another might have no infrastructure. Using separate scorecards allows managers to focus planning on the needs of the individual protected area.

Project managers should decide the appropriate scale at which to apply the scorecard, as well as what makes sense for planning and reporting purposes. The indicators of the scorecard are all designed to be applied at the level of the protected area – but the indicators can be applied at larger scales if it makes strategic sense to do so. Therefore the term “project area” instead of “protected area” was used in this scorecard.

2.7 What Comes After Site Consolidation

First of all, it is crucial that the results of each evaluation should be used to adapt management practices and should be communicated to the right people. Otherwise the evaluation is worse than useless, as those involved may be frustrated by the process (Hockings et al., 2006). At the moment this point is one of the greatest problems in assessing protected area management effectiveness: Evaluations are carried out, but the recommendations are not implemented in daily management (Steindlegger, 2007).

The Scorecard can be used as a road map to provide project managers with a clear vision of where the project area is headed. It permits project managers to see what activities still need to be done to consolidate a project area. Consolidation, clearly, is not the end of the road for a project area. Rather, it is a first, critical step towards achieving the sustainable conservation of a given project area.

If the scorecard has been used to guide consolidation of the project area, by the end the project area should have a series of strategic tools, or consolidation products that can guide future management. Among these tools are: a training plan for on-site personnel, an analysis of the specific threats to biodiversity at the project area, a long-term management plan, a threats-related monitoring plan, a long-term financial plan, a science and information needs assessment and a plan for promoting government policies that support the conservation of the project area.

The successful consolidation of a project area will provide managers with a proven track record of management effectiveness. The completion of a rigorous, analysis-based planning process will also be attractive to donor organizations that search for solid foundations on which to base their conservation investment decisions. Consolidated project areas will have a documented history of accomplishment to point to in their efforts to generate additional support for their site-based conservation efforts.

3 INDICATORS

A. STRATEGIC PLANNING

A.1 Project area zoning

Indicator Summary:

Protected areas that are based on the UNESCO biosphere reserve concept are customarily divided into zones that allow for different types and intensities of resource use. Typical zones found in these protected areas include off-limits “core” zones and multiple-use “buffer” zones. However, as we work more to conserve functional landscapes, we encounter more non-traditional sites in need of conservation. Normally, strict protection against all resource uses is frequently not possible (nor desirable) in significant portions of these sites. Generally, the livelihoods of people living in or around these areas are affected by the boundaries and restrictions placed on land use, and thus a participatory process by which local residents are included in the zoning process and encouraged to respect reserve zoning is often a necessary part of reserve management.

A description of reserve zoning, including relevant boundaries and restrictions, is typically included in the project area management plan. The zoning plan typically reflects soil types, inclination, watersheds, and other biophysical properties of the project area in addition to priorities established in a Conservation Area Plan, management plan, or other threats-based analysis. Changing popular perspectives of land use can be a slow process. Therefore, managers should determine which areas are in greatest need of zoning enforcement due to vulnerability of protected area targets or severity of threats, and they should focus on those areas as they implement the zoning plan.

A consolidated project area will have clearly defined zones that have emerged from a process that includes local stakeholders, and actual land uses will conform to the described uses in critical areas of the reserve.

Benchmarks:

5 =	Plan for land-use zoning for project area is complete; land-use patterns conform to usage standards established for zones.
4 =	Plan for land-use zoning for project area is complete; land-use patterns conform to plan in critical areas.
3 =	Participatory process under way to establish and agree on land-use zones for the project area.
2 =	Studies under way to determine appropriate use zones reflecting priorities in a Conservation Area Plan, management plan, or other threats- and objective based analysis.
1 =	No division of use zones within the reserve.

Benchmark Guidelines:

The benchmarks for this indicator reflect the steps involved in establishing effective protected area and buffer area zoning by employing a process that includes the participation of local stakeholders. Benchmark 2 reflects an assessment of appropriate use zones based on biological considerations of the project area, including a consideration of priority targets and critical threats.

Benchmark 3 provides a "reality check" by including stakeholder participation in the process. Benchmark 4 reflects the completion of the zoning process, and indicates that zoning restrictions are, for the most part and as determined by project managers, being adhered to in areas of the reserve that are particularly important for the fulfilment of the priority goals. Benchmark 5 describes the point at which the boundaries and restrictions in these zones are established and respected, except for isolated transgressions.

Product:

Generally land-use zoning is best presented in map form, and accompanied by an explanation of the restrictions governing each zone. Other relevant information, such as the location of boundary markers and signs, can be added. More advanced project areas may want to overlay areas or zones known to have special biological significance. Although Geographical Information Systems are ideally suited to managing this type of information, depending on the availability of technology, a simple hard-copy map with zones drawn and described may be sufficient. A European model of good practice for zoning is described in Synge (2004).

Documentation:

Conservation practitioners should document the critical areas where land use must conform to the zoning plan in order for the project area or site to achieve a level 4, as well as the prescribed land uses in these areas. The source and quality of the land use zoning information should also be mentioned.

A.2 Site-based long-term management plan

Indicator Summary:

A management plan is an explicit strategy for conserving a particular project area into the future. Many types of management plans exist, under many names – master plan or operative plan, for example. For official protected areas, government resource management agencies often have an official format already developed for use across the entire protected areas system. All project areas should have some sort of written management plan to guide management activities.

In many cases, a management plan will include as components several of the indicators listed separately in this scorecard, including a financial plan, a threats analysis, a monitoring plan, etc. Too often, management plans exist as finished documents but are not used to guide the actual management process. An effective management plan is based on a systematic analysis of targets, threats, and stakeholders such as TNC's Conservation Action Planning methodology (CAP, former Conservation Area Planning¹). It is developed in a participative process including all relevant stakeholders and is finally accepted by most of them. It focuses managers on the most important targets and the most critical threats, including threats originating outside the project area such as water-borne pollutants, policy issues, and settlement activities. An effective management plan guides the actions of other actors besides just the park management authority

¹ TNC's methodology for identifying priority conservation targets and critical threats to those targets. CAP also provides guidelines for working with stakeholders to develop strategies to address those targets and threats, ensuring that conservation managers focus their efforts on the most critical actions to protect and conserve the site. For more information on TNC's approach to Conservation Action Planning, we suggest that you consult the CAP homepage at <http://conserveonline.org/workspaces/cbdgateway/cap> or *Conservation Action Planning Handbook: Developing Strategies, Taking Action and Measuring Success at Any Scale* (The Nature Conservancy 2007). Moreover, you can have a look on the Parks in Peril homepage (<http://www.parksinperil.org>) or search for "Conservation Areas Plans" at <http://conserveonline.org> to get some examples such as Halstead (2007) or Hamel et al. (2006).

and is periodically revised as conditions change and information becomes available.

To be considered consolidated, a project area should have a management plan that describes and justifies a protection strategy extending at least five years into the future.

Benchmarks:

5 =	Conservation Area Plan or equivalent long-term management plan completed, being implemented, and is periodically revised to reflect changing circumstances or information.
4 =	Conservation Area Plan or equivalent long-term management plan completed and being implemented by protected area managers at the site.
3 =	Conservation Area Plan or equivalent long-term management plan, based on an analysis of priority targets, critical threats, and stakeholders completed and accepted by most relevant stakeholders but not yet implemented.
2 =	Conservation Area Plan or equivalent long-term management plan, based on an analysis of priority targets, critical threats, and stakeholders being prepared.
1 =	Conservation Area Plan or equivalent long term management plan, based on an analysis of priority targets, critical threats, and stakeholders, does not exist.

Benchmark Guidelines:

The benchmarks for this indicator reflect the process of drafting (benchmarks 2 and 3) and implementing (benchmark 4) a management plan. A management plan can be said to be implemented when it is being used as the basis for annual operating plans, infrastructure development, staffing decisions, fundraising strategies and other shorter-term planning tools. In some cases, a management plan may await official approval by the responsible agency for months or years; to reach a 4, what is important is that the management plan is being implemented and guiding conservation at the project area. At benchmark 5, the changing situation at the project area and information from the monitoring process are used to revise the management plan on a regular basis. Level 5 can only be achieved if the management plan was already revised.

Product:

What is important is that the management plan reflects the priorities identified e.g. in the Conservation Action Planning process. A management plan that results from the consolidation process should contain (or compile) many of the products that are presented separately in the Scorecard. It should describe a vision for the project area, priority targets, critical threats, and strategies to achieve these aims and reduce threats, and should incorporate information from a stakeholder analysis. The goals should be based on the vision and in accordance to Hockings et al. (2006, p.26), who highlighted that "the importance of establishing clear, measurable, outcome-based objectives as a basis for management cannot be stressed too much", the objectives should follow the CARMAT principle: Be **C**lear, **A**tttractive, **R**ealistic, **M**easurable, **A**ccepted and **T**ime defined. Also other components listed under separate indicators in this scorecard, including a financial plan, threats analysis, monitoring plan, etc. could be part of the management plan.

More information about how to write management plans can be for instance found in Cabespace (2004), Thomas & Middleton (2003), Countryside Agency (2005), Idle & Bines (2004) and Ramsar Convention Secretariat (2002). For a more detailed overview of management plan guideline books see Dudley et al. (2005, p. 37). Examples of management plans are Fitton (2000), Yellowstone National Park (2000) and Dorset and East Devon Coast World Heritage Site (2003), or Halstead (2007), Hamel et al. (2006) and Allen & Flack (2001) for Conservation Area Plans.

If a management plan does not draw sufficiently from an analysis of targets, threats, stakeholders, and strategies, it will not reach the benchmark of 4. Many management plans contain lengthy appendices, species lists, bibliographies and so on. This is less important than a concise, well-justified plan of action for managing the project area in the medium-term (approximately five years).

Documentation:

The documentation for the site-based, long-term management plan should include a brief description of the planning process used to analyze targets, threats and stakeholders at the project area, as well as whether or not this process and the plan resulting have been approved by the relevant management authorities and have been accepted by the other relevant stakeholders.

A.3 Science and information needs assessment for project area

Indicator Summary:

Management of project areas should be based on the best scientific information available. At times, however, sufficient information is not available. Since the possibilities for conducting scientific research in the biologically diverse project areas are virtually limitless, science and research needs must be prioritized so that research focuses on what reserve managers genuinely need to know.

Conservation Action Planning, or a similar threats-based analysis, will identify priority conservation targets and critical threats, but will also identify “gaps” in necessary information on those targets and threats. A science and information needs assessment identifies and prioritizes those gaps. This type of research is normally broader than research conducted in monitoring activities. It is intended to provide general information on important targets and threats, which can then be used to set up a monitoring program that focuses on changes in status of targets and threats. Once information gaps are filled, project managers may need to reorder target and threat priorities.

At a consolidated site, both targets and the science and information needs required for effective management have been systematically identified, and contacts have been initiated with appropriate organizations capable of addressing those needs.

Benchmarks:

5 =	Scientific and research organizations and individuals are coordinating with reserve management to address reserve's science and information needs
4 =	Science and information needs identified, ranked, and distributed; contact made with science and research organizations to address these needs
3 =	Science and information needs being identified and ranked as part of Conservation Action Planning or other threats-based analysis.
2 =	Science and information needs generally known, but not in the context of a formal analysis such as Conservation Action Planning or other threats-based analysis.
1 =	Science and information needs essentially unknown

Benchmark Guidelines:

A basic knowledge of the current status of a reserve's conservation targets is needed to prioritize threats, and additional research is often required to determine the precise nature (e.g., the extent, severity, source, etc.) of the threats, as well as their relation to and impact on targets. Science needs should be construed to include social sciences as well as natural sciences. Benchmark 1 reflects an absence of an understanding of information gaps at the project area, while at benchmark 2 project managers have an idea of what information is necessary, but gaps have not been formally analyzed or ranked.

Benchmark 3 reflects ongoing identification of key species, natural communities, and threats as well as an ongoing assessment of the specific science and information needs of a project area. At benchmark 4, managers have completed a systematic analysis of information needs for targets and threats, established information priorities, have distributed this information to appropriate research entities to publicized the project areas information priorities, and have initiated contact with potential research institutions. At benchmark 5, research organizations are collaborating with project management to fill information gaps.

Product:

A science and information needs assessment should be a summary document, based on Conservation Action Planning or a similar threats-based analysis, that identifies and ranks the major areas where scientific research is needed to improve reserve management. It should be useful for directing potential researchers towards the reserve's highest priorities for research. While it is usually

helpful to compile a bibliography of existing studies on the project area, not all subjects that have yet to be studied qualify automatically as needs. True conservation science needs are only those subjects that have yet to be studied sufficiently *and* that will provide relevant information for effective management.

Documentation:

Conservation practitioners should provide a brief overview of the highest-priority science and information needs identified for the project area and the status of research on information gaps. Obstacles for conducting scientific studies and obtaining scientific information in the project area should also be noted (e.g. funding, contacts with scientific institutions, logistics, etc.).

A.4 Monitoring plan development and implementation for project area

Indicator Summary:

Effective monitoring tracks the impact of threats on biodiversity values or “targets” and thus enables project managers to measure the effectiveness of management actions. Ideally, managers use this information to adjust management activities and revise management plans. Different types of monitoring can be carried out at project areas. Monitoring can focus on biodiversity targets (populations of vulnerable species and natural communities, for example), on threats to targets, or on management capacity (this scorecard, for example).

For the purposes of achieving consolidation, this indicator focuses on monitoring priority targets and critical threats to those targets, within a realistic budget, as identified in Conservation Action Planning or a similar, threats-based analysis. Monitoring should track major threats as directly as possible, choosing variables and monitoring techniques that are within the means of project managers or support groups to track continually and at a relatively low cost. Moreover, it should be financially feasible to carry out this monitoring on the long term. Variables must provide an accurate measure of targets and threats, and the monitoring plan must be implemented according to a schedule that provides information timed to support recurring management decisions. Once variables are identified, initial data-collection is required to establish a baseline against which future data can be compared.

To be considered consolidated, a project area should have a completed monitoring plan that is being implemented so that priority targets and critical threats are being monitored.

Benchmarks:

5 =	Monitoring plan completed and fully implemented. Timely monitoring information and analysis related to priority targets and critical threats are in protected area managers' hands, and being used for management purposes.
4 =	Monitoring plan completed; accurate variables related to priority targets and critical threats being monitored.
3 =	Accurate variables related to priority targets and critical threats identified, baseline information being collected and classified; monitoring plan not completed.
2 =	Some baseline information being gathered, but with no clear relation to priority targets and critical threats identified in a monitoring plan.
1 =	No monitoring of any significance being carried out

Benchmark Guidelines:

Monitoring in this scorecard refers to data that is collected at predetermined intervals to assess changes over time. Sometimes inventories are needed to set baselines in a monitoring program, but not all inventories qualify as monitoring – for example, some inventories may need to be conducted as part of the science and information needs assessment. In general, benchmark 2 refers to a stage in which information is being gathered without any analysis of its potential relevance to the monitoring of priority targets or critical threats.

In benchmark 3, Conservation Action Planning or a similar threats-based analysis has identified priority targets and critical threats, project managers have determined relevant monitoring variables, and some useful data is becoming available – but the formal monitoring plan is not yet complete. In benchmark 4, these data are being collected at predetermined intervals according to a completed monitoring plan, and they are establishing or being compared to baseline levels. Socioeconomic variables as well as biological ones should be considered as they relate to threats. In benchmark 5, the monitoring plan is fully implemented, the data is properly stored, project managers are using the information to adjust management activities and the project area's management plan, and the management relevant results are communicated to the stakeholders.

Product:

A monitoring plan should propose the most appropriate variables to measure for each priority target and critical threat, the best ways of measuring them, and the frequency with which they should be measured. In many cases, information that is already being collected by other groups or agencies can be used to provide information on threats; these cases should be noted in the plan. The key to an effective monitoring plan is the selection of variables that are faithful indicators of the targets and threats being measured. Also important is designing a monitoring strategy that is feasible given expected financial resource levels in the medium-term as well as the existence of an effective data management system. Moreover, changing environment and impacts of the protected area on its vicinity should be taken into account.

For different examples of monitoring plans see Mwangomo et al. (2005), Slapcinsky & Gordon (2003), Hamel et al. (2006), Williams (2004), California Department of Fish & Game (2004), The Nature Conservancy (2006), Palau International Coral Reef Centre (2007) and Andrews et al. (2005). Different approaches to develop monitoring plans can be found in Hockings et al. (2007), Wilkinson et al. (2003), IUCN (2004), Queensland Government (2006), Foundations of Success and The Nature Conservancy (2002) and The Nature Conservancy (2007).

Documentation:

What process has been used to develop the monitoring plan? At what stage is that process? What is the source of the prioritization of targets and threats – Conservation Action Planning, or a similar analysis? When was that analysis completed? Obstacles encountered during the development and implementation of the monitoring plan should also be mentioned.

B. BASIC PROTECTION ACTIVITIES

B.1 Physical infrastructure for project area

Indicator Summary:

Physical infrastructure refers to on-site improvements (including ranger stations, radio systems, vehicles, boundary demarcation, educational and management-related signs, road and trail systems, etc.) necessary for effective management of a protected area. At a minimum, infrastructure should support “basic” reserve management – management activities that confront the most pressing threats and support achievement of priority goals.

Infrastructure needed for basic reserve management will vary from place to place. Those groups participating in the management of the reserve are best suited to determine the specific infrastructure needs of the project area. *Project managers must define, at the outset, the infrastructure necessary to support conservation and management at the site*, and construction or acquisition of infrastructure should follow a prioritization of the most needed infrastructure to confront the most pressing threats and manage the highest priority goals efficiently. Infrastructure needs should be defined as part of a Conservation Action Planning process, in a threats and objective-based management plan for the project area, or in another threat and objective-based analysis of infrastructure needs.

At least the basic necessary infrastructure to address the most critical threats and achieve the highest priority goals must be in place for a site to be considered consolidated.

Benchmarks:

5 =	All physical infrastructure necessary (according to the priorities in the management plan or Conservation Area Plan) for basic reserve management in place. No significant gaps exist. The input of resources for this physical infrastructure is efficient and effective.
4=	Most physical infrastructure recommended by Conservation Action Planning process or management plan (or other threats and objective-based analysis of infrastructure needs) in place for basic reserve management; good capacity to address critical threats and other priority management issues.
3=	Some physical infrastructure recommended by Conservation Action Planning process or management plan (or other threats and objective-based analysis of infrastructure needs) for basic reserve management in place, but significant gaps exist.
2=	Physical infrastructure for basic reserve management has been prioritized for threat reduction and objective fulfilment in a management plan, Conservation Area Plan, or other threats and objective-based analysis of infrastructure needs.
1=	No physical infrastructure recommended by Conservation Action Planning process or management plan (or other threats and objective-based analysis of infrastructure needs) for reserve management is in place.

Benchmark Guidelines:

Project managers define the level of infrastructure necessary to meet the criteria for adequate management ("4") and excellent management ("5"). If any element of infrastructure needs does not reach the level required for a "4", the project area is scored as a "3." If Conservation Action Planning has not commenced, and if no threats and objective-based management plan is available, project managers should undertake another form of threats and objective-based analysis to identify priority infrastructure needs to qualify for the adequate and excellent levels. It is particularly important that the need for major infrastructure improvements (i.e., buildings and vehicles) be recommended by a thorough Conservation Area Plan or management plan. Requirements to meet these levels are defined in the documentation area for this indicator (see annex I). However, one necessity to reach a level of 5 is that the resources (e.g. money, time, personnel, material, energy) to get and maintain this infrastructure are used efficient and effective.

Documentation:

Describe the major infrastructure (i.e., expensive items such as buildings, vehicles, motor boats, etc.) that must be in place at the project area to reach a level of 5 and a level of 4. Explain why this infrastructure is important for managing priority targets and critical threats. Multi-year targets should also be set for all types of infrastructure and equipment, including smaller items.

B.2 On-site personnel

Indicator Summary:

The on-site presence of reserve staff is generally essential to the effective management of a project area. Project managers are best suited to determine what constitutes adequate on-site staffing levels. Managers should also assess to what extent off-site staff, such as technical staff based in a distant capital city office, should be considered “on-site personnel” – that is, staff necessary to carry out management activities necessary to abate critical threats and achieve priority goals at the project area and support an appropriate level of restoration. On-site personnel can be either governmental employees or non-governmental staff with the authority to carry out management actions.

Personnel should be adequate for management both in terms of number, but also in terms of the positions they occupy and training and experience to achieve their performance objectives. Appleton (2001) provides a worldwide overview of occupational standards for conservation staff and Appleton et al. (2003) describe in detail skills and knowledge ideally required for 24 key protected area jobs in South East Asia.

Staffing needs should be developed according to a management plan, a Conservation Area Plan, or another threats and objective-based analysis of personnel needs. The financial plan for the reserve should identify sustainable funding sources to pay for personnel costs and other basic management costs after consolidation.

To be considered consolidated, a project area should have the physical presence of sufficient on-site personnel in the right positions to carry out basic management activities, abate the most pressing threats and manage the highest priority goals.

Benchmarks:

5 =	Number and positions of on-site personnel sufficient to perform all planned management activities according to a management plan, Conservation Area Plan, or other threats and objective -based analysis of personnel needs; personnel able to abate all pressing threats and manage all priority goals. The input of personnel resources is efficient and effective to address these threats and goals.
4=	Number and positions of on-site personnel adequate to perform basic management activities according to a management plan, Conservation Area Plan, or other threats and objective -based analysis of personnel needs; personnel able to abate the most pressing threats and manage the highest priority goals.
3=	On-site personnel conform to a staffing plan according to a management plan, Conservation Area Plan, or other threats and objective-based analysis of personnel needs; personnel able to address some critical threats and some priority goals.
2=	Some on-site personnel are able to perform some management activities.
1=	No on-site personnel.

Benchmark Guidelines:

The benchmarks for this indicator refer to a simple checklist of numbers of on-site staff in identified positions dedicated to reserve management activities. Staffing requirements to reach a level of 4 and 5 are detailed in the documentation area for this indicator. At benchmark 4, a project area has sufficient staff for basic management activities, which could include patrolling, outreach and community relations, monitoring, etc. Capacity to address the most important threats and manage the highest priority goals is necessary to reach level 4. At benchmark 5, a project area has additional staff to carry out more comprehensive management actions to address all threats and goals identified as most critical in the management plan or Conservation Area Plan. Moreover, the personnel resources are efficient and effective used to fulfil their tasks.

Documentation:

Staffing levels necessary to reach a 4 and 5 should be described in a table. Include a brief narrative of how this level of staffing addresses all targets and threats, or the most important. Obstacles encountered for meeting on-site personnel needs should also be mentioned.

B.3 Training Plan for On-site Personnel

Indicator Summary:

The presence of on-site personnel at a project area is not sufficient in and of itself. Project area staff should also have the skills necessary for carrying out their on-site management responsibilities. While most sites provide some training for their staff, the premise of this indicator is that training must be systematically provided to reserve personnel based on an analysis of the skills needed for each staff member to function effectively. A systematic training program also responds to new staff's needs and to the evolving needs of existing staff. The training plan should be developed in conjunction with Conservation Action Planning or a management plan; if these are unavailable, a draft training plan should be based on a similar, careful analysis of targets and critical threats.

At a consolidated site, the specific training needs of on-site personnel have been identified and described in a training plan, and some training to fulfil these needs is being provided.

Benchmarks:

5 =	Training plan addressing skills related to threats and conservation targets; training provided to meet the at least 80% of training priorities identified.
4=	Training plan addresses skills related to threats and targets; some basic courses provided based on priorities identified in the plan.
3=	Training plan addressing skills related to threats and objectives completed, no training yet initiated.
2=	Training needs being identified to improve skills necessary to address threats and targets; training plan not yet complete.
1=	No formal assessment of training needs is available or being developed.

Benchmark Guidelines:

This set of benchmarks refers to two distinct yet interrelated processes: (1) the identification of training needs for on-site personnel; and (2) the implementation of a systematic training program to address those needs. While individual training courses may be provided for on-site personnel from time to time as training opportunities arise, the focus of this indicator is to assess the status of a systematic identification of staff training needs (benchmarks 2 to 3), and then to provide training courses and programs to ensure that those needs are met (benchmarks 4 and 5).

For the purposes of consolidation, this indicator refers specifically to on-site personnel involved in management activities, regardless of their organizational affiliation. Training for off-site staff, as well as for community leaders and other non-management personnel, is often a valid goal but is not a requirement for consolidation.

Product:

A training plan for on-site personnel should be a short, position-by-position analysis of the skills that project area personnel need to carry out their management tasks effectively. These general needs should be matched against existing skills of personnel to determine what skills are lacking and need providing. These specific needs are then ranked in order of importance and urgency. The result, which can be presented in table form, describes the priority training needs for on-site personnel. This can be followed with a description of available training opportunities known to project managers and NGO support groups as well as an estimated budget. For the assessment of training needs Parsram (2007, p. 24) provides a detailed and useful questionnaire. The project TOPAS (<http://www.nna.de/topas>) developed standards for vocational qualifications for staff in European protected areas and undertook a survey and developed a database² on training centres in Europe for protected area staff.

² This database is available on the TOPAS project CD

Documentation:

The documentation for the training plan should include a summary of training needs for each of the key personnel or operating units within the project area. Obstacles for meeting training needs should also be discussed.

B.4 Land tenure and land use issues within the project area

Indicator Summary:

Good land tenure information is critical to effective project area management, especially in landscape-scale project areas where significant areas outside an officially declared reserve are included in the project. Land tenure and land use information helps identify what stakeholders are especially important to the project's conservation solution. Reliable land tenure information can be difficult to obtain. Project managers should determine what tenure and land use information is critical to their management efforts.

Generally, it is at least necessary to determine which lands are public, private or communal, and to obtain the names of the owners of large, private inholdings. Where possible, it is often helpful to reconstruct the title history of large inholdings and communally held lands. Ideally, complete land tenure information should be based on the most recent official sources, verified on the ground, and presented visually in a way that makes it easy to use. Project managers generally use this information to regulate changes in land tenure (such as new human settlements) and land uses inside the protected area's boundaries.

At a consolidated site, managers will have and use the land tenure and land use information necessary for taking management actions in critical areas of the project area as identified in a Conservation Area Plan or management plan.

Benchmarks:

5 =	Land tenure and land use information available for the entire project area and being used to make strategic decisions
4 =	Land tenure and land use information accessible for critical areas identified in the threats analysis and being used to make strategic decisions
3 =	Land tenure and land use information accessible for critical areas identified but not being used
2 =	Inadequate access to land tenure and land use information
1 =	Land tenure and land use information not available from any source

Benchmark Guidelines:

The benchmarks for this indicator reflect two conditions: availability of relevant land tenure and land use information, and use of this information by project managers. As a project area nears consolidation (benchmark 3), tenure and land use information may be generally available but is not being used to manage the reserve. In benchmarks 4 and 5, the information is being put to use by managers. The benchmarks reflect the difficulty of getting complete land tenure and land use information in some countries. In the consolidated site, the level of 4 indicates that land tenure and land use information is accessible and being used for management of priority areas identified in a threats-based analysis of conservation priorities.

The level of 5 indicates complete land tenure and land use information, accessible and used for management decisions. Use of the information is often reflected by management staff's participation in resolving agrarian issues. A project area's tenure conflicts need not be resolved or even addressed by project managers for it to qualify for consolidation, but project managers should have basic information on these conflicts that will enable them to participate in tenure disputes.

For project areas that include multiple protected areas, managers should decide on the functional units for management and evaluate this indicator for each unit involved. For example, in a large-scale landscape with two officially-decreed protected areas (each with its own priorities) separated by privately owned lands, managers should consider evaluating the indicator for each protected area, in each case including the private landholdings relevant to conservation of that protected area.

Product:

Usually land tenure and land use information is best presented in map form or in a GIS database. The map should distinguish between different types of landholdings, such as private, public and communal. Lands adjacent to the reserve as well as inholdings should be presented. Other tenure-related data, such as resource-use concessions, can be added as well. Where there are large privately or communally held lands in or adjacent to the reserve, a table providing the names of the individuals or communities that own the land is often very helpful. The land use should be presented in a similar way.

Documentation:

For this indicator, conservation practitioners should describe the extent of the area for which land tenure and land use information must be available to reach levels 4 and 5. A discussion of the quality of the land tenure information might also be included. Furthermore it should be stated how the data is used for strategic decisions.

B.5 Threats analysis for the project area

Indicator Summary:

A systematic analysis that identifies threats to a site's conservation, pinpoints their origins and proposes strategies for overcoming them is an essential management tool for the conservation of a project area. A threats analysis establishes priorities for management activity and helps to direct limited resources to actions of greatest conservation impact. Often, a threats analysis will serve as the basic building block for all management actions to be conducted in a given project area. A threats analysis can be conducted as part of Conservation Action Planning early in project implementation. However, sites might also use a threats analysis prepared for the management plan, or another threats analysis methodology.

For a site to be considered consolidated, the threats to its conservation must have been identified and prioritized, and management strategies developed to address specific, priority conservation threats.

Benchmarks:

5 =	Threats identified, prioritized, and being addressed through management actions.
4 =	Threats identified and prioritized; specific strategies drafted to address priority threats.
3 =	Threats analysis complete; no specific strategies yet drafted to address threats.
2 =	Threats analysis under way.
1 =	No analysis of threats.

Benchmark Guidelines:

The benchmarks for this indicator refer to two interrelated processes: the systematic analysis of threats to the conservation of a project area, and the design of specific strategies to address priority threats. Any systematic analysis of conservation threats is adequate to reach benchmark 3. To reach benchmarks 4 and 5, strategies must be drafted and implemented to counteract the highest-priority threats identified in the analysis.

The logical unit of analysis for a conservation project is the entire area for which priorities must be set. If the conservation project is a landscape including only a government protected area and some surrounding lands, then one threat analysis for the project would be appropriate. If the conservation project includes multiple parks or reserves with other types of land between, managers should consider whether the threats analysis should be conducted at the landscape scale (generating a single set of critical threats for the entire project) or for the individual protected areas included (generating a set of critical threats for each protected area).

Product:

The Nature Conservancy's methodology for conducting threats analyses is a several-step process contained in Conservation Action Planning (see chapter A.2, Low 2003). The first step is to identify and rank the conservation "targets" of the project area – those biological/ecological features for which it was created and the reasons why its consolidation is important. Next, the immediate impacts or "stresses" affecting these targets are determined and ranked, and after that the specific "sources" of each stress are determined and ranked as well. This process enables managers and others to identify priority threats, which are the

sources that make the largest contribution of stresses that affect the highest-priority targets. Finally, strategies are developed to reduce the impact of the highest-ranking threats, and these strategies should form the basis of a management plan. For examples see Halstead (2007), Hamel et al. (2006), Allen & Flack (2001) or The Nature Conservancy (2007). Whether managers use Conservation Action Planning or another methodology, such as WWF RAPPAM (Ervin, 2003), Threat Reduction Assessment (Margoluis and Salafsky, 2001), or Wetland Risk Assessment Framework of the Ramsar Convention (Van Dam et al., 1999), a threats analysis should rank threats in terms of importance and clearly justify this ranking. Moreover, it is crucial to consider all relevant external factors, including climate change and impacts from the land- and seascape which are farer away (see also indicator D.10).

Documentation:

The documentation for the threats analysis for the project area should include the total area to which the analysis applies or the scale of the threats analysis, as well as a description of the methodology used for conducting the analysis.

B.6 Official declaration of protected area status for the project area

Indicator Summary:

An official decree is a fundamental part of long-term security for most *official* protected areas, but many older decrees suffer from imprecision that undermines their ability to protect an area. Also, what constitutes the “correct” boundaries of a protected area is often a matter of interpretation. Some decrees describe polygons that do not close or that do not accurately reflect the geographic area needing protection. A strong decree will describe borders in unambiguous terms, using latitude and longitude or fixed geographical features (a mountain peak is better than a river, which might shift its location). Project managers must determine the appropriateness and correctness of an existing decree, being sure to consider biodiversity targets, critical threats, ecological functions, and connectivity. If a decree exists, but is not correct, the project area should be scored as a level 2.

As conservation projects focus more on non-traditional protected areas and large-scale landscapes, the proportion of project areas where this indicator is applicable may decline. The indicator should be applied individually to each protected area, even if there are more than one in the project area. In other situa-

tions, project managers might consider applying this indicator if some sort of legal status is necessary for long-term conservation. For example, in private reserves, a registered conservation easement might be required; the project area may be scored against this indicator in order to ensure that legal status stays among the priorities targeted for the project area. Or, project managers might decide not to apply the indicator if no official protected areas are included in the conservation project, noting this reason in the documentation section.

At consolidated sites, project managers and support groups will have done everything in their power to obtain a strong, accurate, legally binding decree.

Benchmarks:

5 =	Official declaration of protected area obtained at appropriate level with reserve boundaries correctly described.
4 =	Proposal for official declaration with reserve boundaries correctly described submitted to proper authorities, no official declaration yet obtained.
3 =	Proposal for an appropriate declaration being prepared with reserve boundaries correctly described.
2 =	Protected area decree exists; conflicts over designation of reserve boundaries.
1 =	No protected area decree exists.

Benchmark Guidelines:

This indicator presupposes that project managers have a clear idea of what the “correct” boundaries should be, and it measures their progress toward getting those boundaries officially sanctioned. In many cases, the protection agency or NGO will manage the process of preparing a corrected decree (benchmark 3) and promote it with the authorities responsible for issuing decrees (benchmark 4). Benchmark 5 refers to protected areas that have official, appropriate decrees with correctly described boundaries. Note that the indicator does not include *demarcation* of protected area boundaries in the field (e.g., signs and other boundary markers) – only declaration and correct description.

Product:

When the official decree is adequate, it is sufficient as the consolidation product. When the decree needs changing, the proposal for a new decree as it has been submitted to the proper authorities is the product.

Documentation:

For official declaration of protected areas within the project area, conservation practitioners should include a discussion of the type of declaration needed (if applicable) and the process for achieving the declaration. Details should cover information about how the appropriate boundaries and other parameters of the declaration have been determined.

B.7 Organisational structure

Indicator Summary:

The organisational structure of the institution which is responsible for the management of the protected area(s) is the basis for an effective management. If there are no clear roles and responsibilities, no adequate information flows and no clear and flexible rules and decision making procedures it is impossible to effectively manage an area. However, the existence of clear structures and procedures alone is not enough, they must be adequate to effectively address the objectives stated in the management plan. This means a flexible and short decision chain, an independent decision making body as well as a flexible organisational structure which will be adapted to changing circumstances. Therefore this indicator assesses the appropriateness and adequacy of the management systems and the organic and functional structures of the management body.

It should be noted that in some cases the management body (the group implementing the management plan) may not be the same as the decision making body. This has negative implications for the likely effectiveness of the protected area (Pomeroy et al., 2004). Lillo et al. (2004) state that experience has shown that when protected areas have solid legislative grounding and are governed by agencies exclusively focused on protected area management and conservation, with sufficient financial and decision-making autonomy, they are most effective and efficient.

At consolidated sites, an organizational chart clearly defines roles and responsibilities which correspond well to the protected area(s) management targets with a sufficient level of autonomy and acceptable communication flow among the various hierarchies and positions. At least in all critical areas all priority targets can be effectively addressed through clear and adequate flexible rules as well as planning and decision making processes.

Benchmarks (from Cifuentes et al., 2000, modified and expanded):

5 =	The organizational chart is clearly defined, encompasses all the project area's management objectives, and shows adequate internal decision-making autonomy as well as adequate flow of communication at all levels and among all positions. Clear, flexible rules as well as planning and decision making procedures allow to effectively address all targets. The organizational structure is regularly evaluated and updated.
4 =	The organizational chart is clear and corresponds well to the project area's management objectives with a sufficient level of autonomy and acceptable communication flow among the various levels and positions. Clear, adequate flexible rules as well as planning and decision making procedures allow to effectively address all priority targets in critical areas.
3 =	The organizational chart is defined according to the objectives developed in the project area but there is occasional overlap of responsibilities due to lack of clarity in the structure. Communication flow is partly deficient. Rules as well as planning and decision making procedures allow to address some priority targets in some critical areas.
2 =	The organizational chart has significant structural flaws with regard to the area's objectives and responsibilities. Communication flow is insufficient. Roles as well as planning and decision making procedures are ineffective for addressing priority targets.
1 =	Chart doesn't exist or is very unclear. Communication flow is almost non-existent. There are no rules or planning and decision making procedures.

Benchmark Guidelines:

At benchmark 4, the organizational chart shows clear roles and responsibilities, the level of autonomy of the lower hierarchies and the communication flow are okay, and the rules as well as the planning and decision making processes allow to effectively deal with all *priority* targets, but only in *critical areas* of the site. To achieve a level 5, *all* targets can be effectively addressed across the *entire site* or project area through the organizational structure, which effectiveness is furthermore regularly assess and adapted if necessary. Moreover, the communication flow and the internal decision making autonomy is better and very well adapted to the specific requirements.

Benchmarks 2 and 3 represent only partial fulfilment of one of the elements stated above. Benchmark 1 is the case if no or only a very unclear organ-

izational chart, hardly any communication flow, or no rules or planning and decision making procedures exist.

Product:

The roles and responsibilities must be clearly defined and are typically pictured in an organisational chart showing the lines of authority and responsibility for project area management (see e.g. Shenandoah National Park Organization Charts, 2006, Organigramm NP Gesäuse, 2007). Such information is normally available in the management plan. The rules as well as the planning and decision making procedures should be clear for every employee and at least for institutions with more than just a few persons they should be written down in a manual. Such a handbook should also address formal communication channels (e.g. regular staff or program meetings, field visits).

For a more detailed evaluation of the organisational effectiveness TNCs "Institutional Self-Assessment", a scorecard approach similar to this Site Consolidation Scorecard, could be used (see Devine, 2001).

Documentation:

In the documentation section the establishment process of the organizational structure and possibilities to assess and change it will be shortly described. The quality of the specific elements of the structure and necessary improvements should be listed and among others, limitations and lessons learned should be highlighted.

C. LONG-TERM FINANCING

C.1 Long-term financial plan for sites in the project area

Indicator Summary:

A long-term financial plan is an indispensable component of a successful long-term conservation strategy. The plan should analyze funding for basic reserve management activities and identify a diverse funding base to pay for these activities. TNC has a methodology for long-term financial planning for project areas, but other methodologies are available. Each project area's access to long-term and/or recurrent sources will vary. For some project areas, no viable options for long-term or recurrent funding may be apparent. These project areas should be analyzed to see if they are in fact viable. The financial planning process should identify a project area's best available options and should outline a strategy for pursuing them.

Sources could include host-country budget allocations, entrance fees or visitor donations, user fees, concessions, capitalized endowments, multiple and multi-year sources of foreign funding, and many more. Generally, bringing these sources on-line will require months or even years of preparatory work by project managers and support groups. Therefore, the plan should include short-term funding sources to cover reserve management until longer-term mechanisms can be put in place. There should be sufficient diversification of funding mechanisms to protect the site from financial disaster if one or more components of the financial plan fail to meet projected levels. Successful implementation of a financial plan also requires that appropriate staff be dedicated to implementation.

To be considered consolidated, a site should have completed a financial plan and begun to implement its recommended measures to achieve recurrent and/or long-term sources of financing, with funding sufficient for the next fiscal year.

Benchmarks:

5 =	Long-term financial plan completed; diversified portfolio of funding sources and mechanisms in place to cover basic reserve management costs, with funding identified two-to-five years into the future.
4 =	Long-term financial plan completed; recurrent and/or long-term sources and mechanisms to cover basic reserve management costs are being implemented, with sufficient funding to cover basic reserve management costs for the next fiscal year.
3 =	Draft financial plan completed; recurrent and/or long-term sources and mechanisms identified to cover basic reserve management costs
2 =	Financial planning under way
1 =	No financial planning or diversification of funding sources in evidence

Benchmark Guidelines:

The benchmarks for this indicator reflect the process of financial planning to cover basic reserve management costs – management activities that confront the most pressing threats and support critical targets. In benchmark 2 this process has begun. In benchmark 3, a draft document has been finished that identifies the best potential options for the site’s financial security.

In benchmark 4, the financial management plan is complete, and project managers and support groups have begun implementing some of these funding options, although long-term mechanisms may not yet have begun generating revenue. However, the site has sufficient resources from various sources to cover the next fiscal year’s operations. By benchmark 5, these long-term mechanisms are providing enough income to pay for basic, recurrent reserve costs over a two-to five-year period.

Product:

A long-term financial plan contains projections of the site’s operational costs and income sources and should answer the following questions: How much will the basic management of the reserve cost over the next two to five years? Where will the funds come from to cover these costs? What actions need to be carried out, when, and by whom, to ensure that there is sufficient funding available to pay for basic reserve management? These components together constitute the financial plan for the reserve.

TNC developed a manual for long-term financial planning (The Nature Conservancy, 2001b) including an excel-sheet template (Cancino, 2001). Many more additional information and case studies concerning financing protected areas and developing financial and business plans can be for example found on the websites of "The Conservation Finance Alliance" (<http://www.conservationfinance.org>) or in the IUCN guidelines "Financing Protected Areas: Guidelines for Protected Area Managers" (Financing Protected Areas Task Force of the World Commission on Protected Areas (WCPA) of IUCN, in collaboration with the Economics Unit of IUCN, 2000) and "Sustainable financing of protected areas: A global review of challenges and options" (Emerton et al. 2006). For a more detailed overview of protected area financing material see Dudley et al. (2005, pp. 65-66) or <http://earthmind.net/parks/info.htm>.

Documentation:

The documentation for the long-term financial plan should include a description of the process for completing the plan, including critical steps for its development and implementation in coming years. Financial needs and mechanisms proposed in the financial plan should also be mentioned.

D. SITE CONSTITUENCY

D.1 Broad-based management committee/technical advisory committee for project area

Indicator Summary:

Management or technical advisory committees allow stakeholders, including but not necessarily limited to local communities, to participate in the management process of the project area. The presence of such a committee indicates openness on the part of project managers to incorporate and address the concerns of these stakeholders. Many types of management and advisory committees exist, ranging from support committees (“Friends of the Park”) to formal representative councils designed to ensure broad participation. The authority invested in these committees varies widely as well; some are strictly advisory, whereas others have decision-making authority on many issues affecting reserve security and management.

Local laws or regulations may dictate the structure and responsibility of management committees. Project managers should define the optimum level of stakeholder involvement through an assessment of stakeholders. They should address the scale of a committee’s influence – for example, should there be a single management committee for an entire landscape, or individual committees for each protected area in a landscape, or even both? Generally, building a committee’s involvement in reserve management is a gradual – and at times conflictive – process.

To be considered consolidated, a site should have formed a management or advisory committee, made up of key stakeholders identified in a creditable stakeholder analysis that participates in conservation and management decisions.

Benchmarks:

5 =	Advisory committee meets regularly and is an active participant in reserve management decisions
4 =	Advisory committee includes key stakeholders, occasionally participates in reserve management decisions
3 =	Management Committee or Technical Advisory Committee formed based on completed analysis of stakeholders.
2 =	Management Committee or Technical Advisory committee being formed based on on-going or completed analysis of stakeholders in reserve
1 =	Management Committee or Technical Advisory committee non-existent

Benchmark Guidelines:

Representation and participation are viewed as two integral features of all effective management or advisory committees. A functioning committee as described in benchmark 4 is both representative of key stakeholders and participatory. Stakeholders generally include reserve-area communities as well as government agencies and businesses, universities and other entities as well. The benchmarks of the indicator reflect the steps of forming a management committee and building its effective participation in reserve management. In benchmark 2, a stakeholder analysis is at least underway, and efforts to form the committee have begun. In benchmark 3, the management committee has been formed, but has not yet begun to participate in management decisions.

In benchmark 4, the advisory committee has been formed based on an analysis of stakeholders, and it occasionally participates in management decision. *"Occasional" participation should be defined and documented by project managers as the basic level of interaction necessary to deal with a defined set of the most critical issues appropriate for the management committee.* Measures of participation could include instances of committee members being consulted on management plans, operating plans, spending plans, etc. At benchmark 5, the management committee meets regularly enough to participate in all management decisions appropriate for its role. More active participation at that level might include committee involvement in the actual planning and/or budgeting of management activities, a clearly defined legal role in management, a frequent and systematic participation, or all of these.

Documentation:

Project managers should describe the structure, membership, and authority of the management committee(s), as well as the level of participation necessary to reach level 4 and level 5. The source of the stakeholder analysis cited should be identified. For a manual how to do a stakeholder analysis see Dearden et al. (2002).

D.2 Institutional Leadership for the project area

Indicator Summary:

Institutional leadership is essential for achieving conservation success within the site consolidation model. Leadership capacity needs to be built within the core institutions at a project area – whether there is one lead institution or a combination of institutions – across three key leadership components: *vision*, *focus for implementation*, and *motivation*.

- ◆ Creating and demonstrating a *vision* of long-term success involves clearly defining and expressing a future for the project area based on both contextual (external) and institutional (internal) factors.
A vision provides a valuable reminder of the longevity of the protected area and is at the same time an ideal view of the future of the site (cablespace, 2004). While the vision must remain realistic, it should also accommodate hope and optimism, encouraging support and commitment that go beyond any current difficulties and constraints, as well as beyond the immediate aims and objectives. A proper vision can be a powerful tool for generating increased interest in the protected area and encouraging increased involvement and support from influential parties such as the local population, elected members, visitors, staff and grant-giving bodies. Without a vision, also the management plan may have little coherent direction (Thomas & Middleton, 2003). For more information about creating a proper vision for protected areas see for instance cablespace (2004) and Thomas & Middleton (2003).
- ◆ Focusing efforts to implement and monitor strategies involves providing resources and support for strategy achievement, monitoring performance, improving effectiveness, holding individuals and institutions accountable for achieving their goals, tackling problems before they become crises, and resolving problems efficiently and effectively.

- ◆ Motivating stakeholders to work willingly towards the implementation of priority strategies involves building a broad base of support, negotiating win/win solutions by understanding the needs and perspectives of a variety of stakeholders, and creating a climate that fosters individual and institutional investment, development, excellence, and learning.

In a consolidated site, clear leadership is provided in critical areas of the site by one or more institutions that a) create and demonstrate a vision for the project area, b) ensure implementation and monitoring of priority strategies by focusing efforts and using an adaptive management approach, and c) motivate stakeholders to work willingly towards the implementation of priority strategies. Institutional leadership is sufficient to achieve implementation and monitoring of priority strategies in these critical areas.

Benchmarks:

5=	Clear leadership is provided in the entire site by one or a combination of institutions that (1) create and demonstrate a vision for the project area; (2) ensure implementation and monitoring of priority strategies by focusing efforts and using an adaptive management approach; and (3) motivate stakeholders to work willingly towards the implementation of priority strategies.
4=	Clear leadership is provided in critical areas of the site by one or a combination of institutions that (1) create and demonstrate a vision; (2) ensure implementation and monitoring of priority strategies by focusing efforts and using an adaptive management approach; and (3) motivate stakeholders to work willingly towards the implementation of priority strategies.
3=	One or a combination of institutions demonstrate any two, but not all three elements of institutional leadership (vision, focus, motivation) in some portion of the project area.
2=	One or a combination of institutions demonstrates one of the three elements of institutional leadership (vision, focus for implementation, motivation) in the some portion of the project area.
1=	No institution or institutions demonstrate leadership in the project area.

Benchmark guidelines:

In the scorecard, vision, focus and motivation are viewed as three integral components of institutional leadership for conservation. Adequate institutional

leadership, as described in benchmark 4, involves articulating a future vision for the site, focusing efforts to implement and monitor priority strategies, and motivating stakeholders to willingly work towards the implementation of priority strategies. The vision might be expressed in a management plan or other document, but it is also actively demonstrated by the lead institution(s) and accepted by most relevant stakeholders. Structures, processes and systems are created or modified to support strategic priorities and an adaptive management approach. A variety of stakeholders are willingly – not coercively – motivated to work towards site consolidation and conservation success as a result of strong institutional leadership.

At benchmark 4, the aforementioned institutional leadership is evident only in *critical areas* of the site. To achieve a level 5, leadership is expressed across the *entire site* or project area. Benchmarks 2 and 3 represent only partial fulfilment of the three institutional leadership criteria in some portions of the site. Benchmark 1 is the case where no clear leadership is demonstrated by any institutions in the project area, creating challenges for achieving consolidation across a number of indicators.

Documentation:

A brief description of the vision for the project area should be included, accompanied by comments on opportunities that have facilitated or obstacles that have hindered progress towards this vision. Moreover, sources of information for determining the presence of the three leadership elements should be listed.

D.3 Common Leadership for the project area

Indicator Summary:

This indicator is connected to the one before about institutional leadership (D.2), but is only relevant if there is a combination of institutions which lead the project area, for instance in transboundary protected areas.

Collaboration mechanisms – including defined structure, authority, roles and responsibilities – should be in place to promote teamwork across institutional boundaries in pursuit of the shared long-term vision. However, as for every cooperation trust between the partners is essential to be successful on the long term.

In a consolidated site, institutional leadership and collaboration between the leading institutions is sufficient to achieve implementation and monitoring of

priority strategies in the critical areas due to the existence of some collaboration mechanisms and a common vision for the site.

Benchmarks:

5=	The multiple institutions which are involved in the leading of the project area share the vision for the site and clear collaboration mechanisms – including defined structure, authority, roles and responsibilities – are in place. These cooperation elements are regularly evaluated and adapted to changing circumstances and there exists a high level of trust between the partner institutions.
4=	The involved institutions share the vision for the site and have some collaboration mechanisms in place which are sufficient to achieve implementation and monitoring of priority strategies in critical areas.
3=	Some cooperation mechanisms are in place but the involved institutions have some difficulties in collaboration which hinders implementation and monitoring of some priority strategies in critical areas.
2=	The institutions involved in the leading of the project area may have conflicting visions and no collaboration mechanisms are in place.
1=	No institutions demonstrate leadership in the project area.

Benchmark guidelines:

Adequate common leadership, as described in benchmark 4, means that the leading institutions share a common vision for the project area (see indicator D.2) and sufficient collaboration mechanisms, such as defined structure, authority, roles and responsibilities, are in place to ensure the implementation and monitoring of priority strategies in critical areas of the project site. To achieve a level 5, common leadership is expressed across the *entire site* or project area, the collaboration mechanisms are regularly evaluated as well as adopted and there is a high level of trust between the partners. Benchmarks 2 and 3 represent difficulties with defining a common vision and creating collaboration mechanisms. Benchmark 1 is the case where no clear leadership is demonstrated by any institutions in the project area, creating challenges for achieving consolidation across a number of indicators.

Documentation:

The documentation section for institutional leadership should list the institution(s) involved in the management of the project area, along with the respec-

tive responsibilities and capabilities of each. Moreover, the quality of the collaboration should be further explained. If applicable, obstacles that have hindered progress towards collaboration mechanisms and a common vision should be briefly described.

D.4 Community involvement in compatible resource use at the project area

Indicator Summary:

In those protected areas where communities are located either within the boundaries or immediately adjacent to the protected area, biodiversity conservation depends on these communities' using the project area's biological resources in a manner that is compatible with the biodiversity conservation goals of the project area. A local constituency for a project area can be built when community organizations are encouraged to develop programs that promote the compatible use of resources the project area has to offer, and upon which these communities depend for their livelihoods.

Successful compatible resource-use initiatives will demonstrate a clear link to conservation of the site, and their impact on priority conservation targets or critical threats should be measurable in a monitoring plan. These initiatives will be undertaken with communities whose location or influence makes them critical to strategies for threat abatement and objective achievement. Project managers, based on a Conservation Area Plan, Management Plan, or other threats and objective-based analysis, should decide on the communities that are most critical for inclusion in these activities.

At consolidated sites, the reserve area's principal community groups (or other key stakeholders) in critical areas of the reserve are involved in pilot initiatives for the compatible use of local resources, and these pilot initiatives are being documented in a such a way that they can be replicated elsewhere.

Benchmarks:

5 =	Well-documented compatible resource-use initiatives involve community organizations or other key stakeholders in critical areas of the project area; impact on targets or critical threats demonstrated.
4 =	Well-documented compatible resource-use initiatives involve community organizations or other key stakeholders in critical areas of the project area.
3 =	Compatible resource-use initiatives involve individual communities or residents in critical areas of the project area; documentation of results under way
2 =	Compatible resource-use initiatives under way but don't involve communities.
1 =	No compatible resource use under way

Benchmark Guidelines:

The benchmarks for this indicator list differing levels of engagement by individuals and by community organizations (e.g. farm groups, fishing cooperatives, indigenous organizations, etc.) and differing levels of documentation that would allow for compatible resource use initiatives to be replicated in other locations. The benchmarks assume that project managers implement these initiatives in areas critical to conservation of the project area. Benchmark 2 involves a test site for implementation of this compatible-use initiative. Benchmark 3 is attained when communities are engaged in pilot initiatives, and results are being documented.

Benchmark 4 describes the engagement of organized community or civic groups on compatible resource use initiatives and the documentation of these; benchmark 5 describes initiatives involving these groups and evidencing an impact on biodiversity targets or critical threats, perhaps measured by the project area's monitoring plan. Attaining this level might result from targeting particularly critical areas or communities, or collaboration with major regional organizations and/or associations present in the area in order to influence enough resource-users to bring about a significant reduction of threats to biodiversity.

Product:

Documentation for pilot initiatives can take many forms, but should at a minimum describe the types of initiatives being carried out with community organizations, the goals and methods of the initiatives, and the overall results to date. This documentation can take the form of a brief “case study” or similar documentation that can be shared with other groups seeking to promote compatible development alternatives at the same project area or at other, distant project areas. In general, well-documented pilot initiatives are easier to replicate, thus multiplying the impact of each individual initiative.

Documentation:

The documentation for community involvement in compatible resource use should mention the critical areas or communities for compatible-use initiatives, the nature of the initiatives proposed or in process, the stakeholders involved, and the expected measurable influence on biodiversity health or threat abatement.

D.5 Stakeholder and Constituency Support for Project Area

Indicator Summary:

There can be no enduring results at project areas without the engagement and support of critical constituencies, including stakeholders in local communities. Critical constituencies and their relationship to priority targets and threats should be identified in a stakeholder analysis, normally as part of a Conservation Action Planning process or similar threats-based exercise. For a manual how to do a stakeholder analysis see Dearden et al. (2002). Project managers need to develop explicit strategies for gaining the support of the most critical constituencies, including relevant stakeholders, especially local communities. There exists a wide variety of constituencies for the project area – from local communities and resource users, to state and federal governments and global industries. Constituencies do not necessarily have to live in or around the area to have an important role and impact on its conservation. One or more of the following characteristics can describe an area’s constituencies:

- They are causing source(s) of stress
- They are, or could be, mitigating source(s) of stress
- They could benefit if the project area conservation goals were achieved

- They could be affected adversely if the goals were achieved
- They could shape public opinion about conservation goals and strategies
- They have the authority (formal or informal) to make decisions affecting the ability to implement conservation strategies and achieve conservation goals

Project managers may employ a number of different strategies to appeal to the support of stakeholders. Community development and sustainable use projects are an example. Involving stakeholders in management decisions and activities is mostly a successful and often necessary approach to gain sufficient support. However, at the end project areas gain only long term support from the important local stakeholders if they benefit in any way from the protected areas. Therefore it is on the one hand useful to set such a goal in the management plan, on the other it is mostly necessary to make the various benefits of protected areas visible to its stakeholders. Related to that points above, proper and comprehensive communication with the stakeholders, best with the help of a communication strategy (see indicator D.7), is mostly essential.

In the consolidated site, project managers will have identified priority stakeholders and critical areas where stakeholders are important. Support from these stakeholders will be sufficient to allow implementation of high priority strategies with these stakeholders and in these areas.

Benchmarks:

5 =	The project managers and their program are supported by key stakeholders in the implementation of <i>most</i> strategies in the <i>entire</i> project area. There are no <i>major</i> obstacles to implementation of key strategies due to stakeholder resistance.
4 =	The project managers and their program are supported by key stakeholders in the implementation of the highest-priority strategies <i>in all critical areas</i> or <i>with all critical communities</i> of the project area, but there is some difficulty in strategy implementation in other areas due to stakeholder resistance.
3 =	The project managers and their program have sufficient stakeholder support for implementation of key strategies in <i>some</i> critical areas or <i>with some critical communities</i> of the project area; there is some significant stakeholder opposition to strategy implementation.
2 =	The project managers and their program have little stakeholder support, but stakeholder opposition does not prevent implementation of <i>some</i> key strategies in the reserve.
1 =	The project managers and their program have very little stakeholder support; there is significant stakeholder opposition preventing implementation of any key strategies.

Benchmarks:

The benchmarks of the indicator describe levels of critical stakeholder support once project managers have identified priority stakeholders and critical areas within the conservation project where stakeholder support is especially important. Benchmark 1 applies when opposition from relevant stakeholders is sufficient to prevent implementation of key strategies in critical areas or with critical communities. At benchmark 2, there is still significant stakeholder opposition, but at a low enough level to allow implementation of *some key strategies* (but not in the most critical areas or with the most critical communities). For benchmark 3, there is sufficient stakeholder support to implement *some key strategies* in *critical areas* or *with critical communities*.

The project reaches benchmark 4 when stakeholder support is sufficient for implementation of *all key strategies* that focus on the critical areas or critical communities that project managers have identified for the project area. Finally, at a benchmark of 5, key stakeholders are largely supportive of the project area so

that stakeholder resistance does not prevent implementation of the majority of strategies at the project area. *Note that if project managers are unable to implement strategies for reasons other than lack of stakeholder support (e.g. lack of funds), a site could nonetheless score very highly on this indicator.*

Documentation:

The documentation section for stakeholder or constituency support for the project area should describe the critical areas or critical communities where support is needed to reach a level 4 once this information is available. A description of the stakeholder groups, the current status of stakeholder support, the strategies proposed to gain their support, and any obstacles encountered in the process should also be included.

D.6 Policy agenda development at national/regional/local levels for project area

Indicator Summary:

Project areas can support the conservation of biological diversity insofar as local, regional, national, and international policies that enable these project areas to function effectively and thrive. For that reason project area managers should ensure that appropriate policies supporting the conservation of project areas are in place at the appropriate levels. In some cases, appropriate policies are already in place as laws or regulations, but they need to be enforced; these situations must also be identified and prioritized. It is useful to compile policy priorities and recommended actions in a framework of policy analysis and action for the project area: a "policy agenda." Policy changes described in the policy agenda could include:

- ◆ Needed laws, regulations, or politically-driven practices that do not yet exist.
- ◆ Necessary revisions of existing laws, regulations, and politically-driven practices.
- ◆ Enforcement of existing laws, regulations, and politically driven practices.

Strategies recommended by the analysis might include working with legislators to adopt or change laws, with protected area officials to enforce regulations, or with stakeholders to reduce conflicts that support damaging policies.

At consolidated sites, the policies needed to support the site's long-term security have been identified and prioritized in a brief policy agenda, and a plan

to promote policies related to the highest priority threats and targets is being implemented.

Benchmarks:

5 =	Policy plan or agenda prioritizes policy changes necessary to address priority targets and critical threats; strategies recommended in the plan are being implemented, with some success in changing policies or stimulating implementation of policies.
4 =	Policy plan or agenda prioritizes policy changes necessary to address priority targets and critical threats; project managers are pursuing most critical policy issues.
3 =	Policy plan or agenda for securing appropriate policies completed; plan is based on Conservation Area Plan, management plan, or other threats and objective-based analysis.
2 =	No formal policy plan or agenda developed for promoting appropriate policies; however, action being taken on as-needed basis to develop policies that support the project area.
1 =	No action being taken to develop or promote policies for park security

Benchmark Guidelines:

Benchmark 2 describes an opportunistic strategy for pursuing policies on a case-by-case basis and as the need arises for specific policy work in support of the project area. Without a broader prioritization, project managers may use time inefficiently pursuing less-important policy changes. Benchmark 3 refers to a more systematic and proactive approach to analyzing policies required supporting the protected area(s). It is based on a Conservation Area Plan, management plan, or other threats and objective-based analysis of priorities.

Benchmark 4 is achieved when the policy agenda is complete, the most critical policies identified, and project managers are pursuing necessary changes for the highest priority policies. Benchmark 5 indicates the promotion of relevant policy reforms at all appropriate levels, with success in changing some critical policies.

Product:

A policy agenda is simply a written strategy that describes the policy-related activities that must be addressed to ensure the long-term security of the project area. A Conservation Area Plan, management plan, or other threats and

objective-based analysis can serve as a guide to this strategy; project managers and support groups can analyze the site's priority threats and targets and determine what actions in the policy arena are needed to reduce or mitigate those threats and achieve those goals. The format of this document is flexible; project managers might adopt a simple matrix of ordered policy priorities with identified strategies, and might include step-by-step activities. An inventory (a simple list) of policies that affect the reserve can also be a useful analytical tool. Likewise, a policy agenda can examine the roles of the different government agencies with jurisdiction over issues that affect the reserve. The Wilderness Society et al. (2004) provide an example for a general conservation policy agenda.

Documentation:

In addition to maintaining a draft of the policy agenda, where priority policy changes and strategies for those changes are described, conservation managers should describe the policy initiatives that must be implemented to reach a level of 4. Cite the name and location of the policy agenda document. Include notes regarding next steps in this process.

D.7 Communication plans for the project area

Indicator Summary:

Communication plans are varied and multifaceted, but they have one aspect in common: they are designed to increase awareness, inform, or favourably change behaviour in target audiences. These plans deal with public relations, but also with formal and informal communication with specific stakeholders, such as land users, government agencies, NGOs, or advisory board members. Strategic communication approaches should be used to influence human knowledge, attitudes, decisions and actions towards the environment and the protected area positively, especially with regards to key threats and opportunities. The process of designing a communication plan begins with setting clear goals. What exactly do we want people to do? Environmental practices often involve a myriad of behaviours. Which of these should be the focus of our efforts?

The identification of goals is followed by the selection of the target audience. Which audience would have the greatest influence on that goal? What is the target audience's current understanding, attitude or behaviour in relation to that goal? At this point, it is important to find out which form of media will be most effective and efficient for reaching the target audience – radio, TV, newspaper, community bulletin boards, meetings, home visits? Then, the message should be

defined. A message written for a community bulletin board is quite different – and could be more effective for changing behaviour – than one written for TV. Project managers should determine the appropriate target goals, audiences, messages and measures for communication plans and design or guide these programs accordingly.

To be considered consolidated, a site should have a communication plan – which identifies target goals, audiences, messages and measures – in place.

Benchmarks:

5 =	A communication plan identifies goals, audiences, messages, and measures; plan implemented for critical audiences; measurable positive change in awareness, knowledge, attitudes, skills and/or participation.
4 =	A communication plan identifies goals, audiences, messages, and measures; plan implemented for critical audiences; measurable positive change in awareness, knowledge, attitudes, skills and/or participation not yet evident.
3 =	A communication plan developed to address critical threats and priority targets at the project area; activities under development.
2 =	A communication plan in the process of being developed to address critical threats and priority targets at the project area; no activities under development.
1 =	No communication plan; no corresponding activities under development.

Benchmark Guidelines:

At benchmark 2, managers have begun the process of developing a communication plan focusing on audiences highly relevant to critical threats and priority goals at the project area. Project areas that have completed a communication plan (identifying target goals, audiences, messages, and measures) but have yet to implement the resulting strategies would be considered a level 3.

Benchmark 4 is reached when the plan has been implemented and communication activities are taking place according to the plan’s priorities. To reach a level 5, a project area must have a communication program that has collected and analyzed data to determine that positive changes in awareness, knowledge, attitudes, skills and/or participation are evident as a result of the implementation

of activities. Note that measuring the impact of the plan generally requires comparison with baseline information collected prior to plan implementation.

If a project area has implemented short-term or sporadic communication activities that were not conducted in accordance with a well-conceived and strategic plan with target goals, audiences, messages, and measures, the project area would qualify for a level 1 or 2.

Product:

A communications plan should describe target goals, audiences, messages, and measures, as discussed above. It also should include accurate indicators for measuring the impact of the communication program in terms of awareness, knowledge, attitudes, skills, and participation.

A variety of handbooks about communication plans including case studies exist: Hesselink et al. (2007), Earle et al. (2006), GTZ (2006), Mefalopulos & Kamlongera (2004), WWF (2003). Additionally, examples of communication plans can be found in NWCG Wildland Fire Education Working Team (2005), Brecon Beacons National Park (2004) and WWF (2003, Appendix D). A lot of useful information about various issues concerning communication and protected areas can be found via the IUCN Commission on Education and Communication homepage (<http://cec.wcln.org>). Moreover, the European Commission published a book about best practice examples for communicating Natura 2000 (European Commission, 2004).

Documentation:

Once the plan is complete, managers should indicate the target audiences that must be address in order to reach a benchmark of 4, as well as the anticipated changes in awareness, knowledge, attitudes, skills and participation of the target audiences. The plan, describing target goals, audiences, messages, and measures for the communication should be readily available and in use by the staff.

D.8 Environmental education plans for the project area

Indicator Summary:

The indicator concerning environmental education plans is complementary to the one before about communication plans. Communication plans are dealing with public relations and communication with stakeholder groups whereas this

indicator assesses the plans for educational offers at the protected area, such as guided tours, nature trails, exhibitions, or education programs with children. Nevertheless it can be useful to develop a common plan about communication and education but to evaluate the outcomes separately, e.g. if these two topics belong to different organisational sections in the project area administration.

As a consequence education plans should be developed in a similar way than communication plans (see indicator D.7): Setting clear goals, followed by the selection of target audiences, messages and measures.

To be considered consolidated, a site should have an environmental education plan – which identifies target goals, audiences, messages and measures – in place.

Benchmarks:

5 =	An environmental education plan identifies goals, audiences, messages, and measures; plan implemented for critical audiences; measurable positive change in awareness, knowledge, attitudes, skills and/or participation.
4 =	An environmental education plan identifies goals, audiences, messages, and measures; plan implemented for critical audiences; measurable positive change in awareness, knowledge, attitudes, skills and/or participation not yet evident.
3 =	An environmental education plan developed to address critical threats and priority targets at the project area; activities under development.
2 =	An environmental education plan in the process of being developed to address critical threats and priority targets at the project area; no activities under development.
1 =	No environmental education plan; no corresponding activities under development.

Benchmark Guidelines:

At benchmark 2, managers have begun the process of developing an environmental education plan focusing on an audience highly relevant to critical threats and priority targets at the project area. Project areas that have completed an environmental education plan (identifying target goals, audiences, messages, and measures) but have yet to implement the resulting strategies would be considered a level 3.

Benchmark 4 is reached when the plan has been implemented and education activities are taking place according to the plan's priorities. To reach a level 5, a project area must have an environmental education program that has collected and analyzed data to determine that positive changes in awareness, knowledge, attitudes, skills and/or participation are evident as a result of the implementation of activities. Note that measuring the impact of the plan generally requires comparison with baseline information collected prior to plan implementation.

If a project area has implemented short-term or sporadic education activities that were not conducted in accordance with a well-conceived and strategic plan with target goals, audiences, messages, and measures, the project area would qualify for a level 1 or 2.

Product:

An environmental education plan should describe target goals, audiences, messages, and measures, as discussed above. It also should include accurate indicators for measuring the impact of the environmental education program in terms of awareness, knowledge, attitudes, skills, and participation.

Besides the references presented for the indicator about communication plans the IUCN Commission on Education and Communication provides a book about evaluating environmental education (Stokking et al., 1999). Related to education plans, a handbook for conservation education was written by Robinson & Glanznig (2003), Earthlines consortium (1999) developed a best practice book for park interpretation and education and the US National Park Service (2006) gives in his core management guidance document short guidelines for education programs. Examples for education plans: Indian Peaks Wilderness (2005), HeiB (2001), Wilderness Program (U.S.) (2002), Shenandoah National Park (2002) and Department of Interpretive Planning (2007). More Wilderness Education Plans and a template can be found in the Wilderness Interpretation and Education Toolbox (2007).

Documentation:

Once the plan is complete, managers should indicate the target audiences that must be addressed in order to reach a benchmark of 4, as well as the anticipated changes in awareness, knowledge, attitudes, skills and participation of the target audiences. The plan, describing target goals, audiences, messages, and

measures for the environmental education, should be readily available and in use by the staff.

D.9 Cooperation with other organizations

Indicator Summary:

The project area does not exist in an isolated context but rather interacts with various actors represented by governmental and non-governmental organizations (Courrau, 1999). Furthermore, no organization can operate effectively in isolation. Organizational effectiveness increasingly depends on the ability of an organization to establish mutually beneficial relations with external entities, including other protected areas, NGOs, governmental agencies, international organizations, academic institutions, the media, community-based groups, coalitions and the private sector (e.g. tourism operators, sponsors, adjacent land owners) (Devine et al., 2001). The protected area would among others profit from using synergies, such as the sharing of information and knowledge, for instance about management methods and techniques, or the exchange of experience between protected areas, which also includes the exchange of employees. Dudley et al. (2005) state that some of the most successful capacity building activities can be informal, through networking, cooperation and exchanges between protected area staff including in different countries. Organizations such as the International Rangers Federation can help to facilitate such exchanges. Examples for protected area cooperation are the 'Alpine Network of Protected Areas' (<http://www.alparc.org>), the collaborations between the Italian Federation of Parks and Nature Reserves and South African National Parks (see Federparchi & SAN Parks, 2006), or the cooperation between the Parco Naturale Alpi Marittime (Italy) and Mercantour National Park (France) (see Mercantour, 2007). An example for sponsoring is the Grand Canyon National Park Foundation (2007).

Among others, clear and agreed goals as well as sufficient communication, e.g. through a comprehensive communication strategy with clear rules, are crucial for a successful cooperation.

At consolidated sites, the project area management has some beneficial cooperation with strategic partner organizations which are compatible with the objectives stated in the management plan.

Benchmarks: (from Devine et al., 2001, and Cifuentes et al., 2000, modified and expanded)

5 =	Project area management has long-standing working relations and/or joint projects with a variety of strategic partner organizations and this cooperation is compatible with the project area's objectives and lead to the use of synergies. Success and effectiveness of a cooperation is evaluated and afterwards adapted regularly
4 =	Organization has working relations and/or ongoing joint projects with several strategic partner organizations and this cooperation is compatible with the project area's objectives and lead to the use of synergies.
3 =	Project area management has working relations, and at least one ongoing joint project, with partner organizations and this cooperation is compatible with the project area's objectives.
2 =	Organization occasionally engages in alliances and projects and with other organizations on an ad-hoc basis or cooperation contradicts project area objectives to some degree.
1 =	Project area management seldom collaborates with other organizations or cooperation is contradictory and threatens the permanence of the project area.

Benchmark Guidelines:

The benchmarks are divided into two issues: On the one hand the number and intensity of working relations and/or joint projects are assessed, on the other it is evaluated if this cooperation is really beneficial for the effective fulfilment of the project area's goals.

At benchmark 3 the organizations has only a few, but regular cooperation which are in line with its objectives. Level 2 describes project areas with occasional cooperation, or regular working relations and projects which are partly contradictory to the project area's aims. Project areas classified in level 1 have hardly any cooperation or its collaborations are contradictory to its objectives. At benchmark 4 the organization collaborates with several strategic partners and clearly benefits from it. To achieve level 5, the organization has a lot of long-standing, beneficial cooperation which are in line with its goals and it regularly assesses and adapts its collaborations.

Documentation:

In the documentation section list shortly all organizations with which the project area maintains regular contacts and cooperation agreements, verify their current status and state benefits and room for improvements.

D.10 Integration in an ecological network

Indicator Summary:

Protected areas are not islands without connections to their surroundings; they are embedded in a region and its management effectiveness is therefore strongly influenced by many different parameters from outside. One fundamental aspect to achieve the overall goal of all protected areas, the maintenance of biodiversity, is the proper integration of the conservation site in functioning ecological networks.

Today an ecological network is recognised as a framework of ecological elements, e.g. core areas (mostly larger protected areas), corridors (such as natural forest stripes, watercourses or hedgerows), buffer zones and sustainable-use areas, that provide the physical conditions necessary for ecosystems and species populations to survive in a human-dominated landscape (Jongman & Pungetti, 2004). Ecological networks connect populations of species and ecosystems that are threatened by fragmented habitats, facilitating genetic exchange between different populations and thus increasing the chances of survival of threatened species (Bennett & Mulongoy, 2006).

As a consequence an analysis of the protected area's biodiversity and its connectivity to the surrounding environment as well as of the required ecological network, including the maintenance, protection, restoration or creation of necessary ecological elements outside the project area, for achieving the conservation targets should be carried out. It should be followed by a strategic plan with clear measures to create and ensure the long-term existence of the ecological network.

These analyses can be carried out by the protected area management on its own but should be coordinated with similar plans in the wider region (such as the European Union Natura 2000 network or national biodiversity strategies) not to work against each other. However, preferable these studies are developed on a larger scale in which the project area is part of the concept and which are officially led by the relevant land use planning authority. Nevertheless, project area managers have to take care that such plans are developed as well as implemented and should accordingly adopt their targets and activities.

At consolidated sites, an ecological analysis of the project area's biodiversity, its connectivity to the surrounding landscape as well as of the required ecological network exists, a strategic plan to create and maintain the network was developed in a participative process and is implemented for at least all priority conservation targets stated in the project area's management plan.

Benchmarks:

5 =	Strategic plan implemented for all conservation targets and regularly evaluated and updated.
4 =	Strategic plan implemented for priority conservation targets.
3 =	Analysis and strategic plan completed, but not yet implemented.
2 =	Analysis of the project area's biodiversity, connectivity and the required ecological network underway or completed, followed by the development of a strategic plan in a participative process for the implementation of the ecological network.
1 =	No ecological analysis of the project area's connectivity with its surrounding environment.

Benchmark Guidelines:

A project area will be classified in level 2 if ecological assessments concerning requirements of the conservation site on the surrounding landscape to achieve its conservation targets are underway. It will furthermore be categorised in benchmark 2 if the ecological analysis is complete, but the strategic plan based on this study is still under development. Level 3 will be achieved if also the strategic plan is finished, but the proposed measures are not carried out so far. At benchmark 4 the plan is implemented for all priority conservation targets of the project area. To achieve level 5 the strategic plan must be fully implemented for all conservation objectives and its effectiveness as well as on a lower frequency also the ecological analysis are regularly evaluated and, if necessary, updated.

Product:

For this indicator two products are required:

First an ecological study about the protected area's biodiversity and its connectivity to the surrounding environment as well as of the required ecological network. The project area's biodiversity was probably already assessed during the planning process of the protected area, and the necessary information concerning the required ecological network might also be available if the area is part of an existing network. Nevertheless it is crucial that the data is appropriate for the protected area management on the small scale to know where e.g. buffer zones or corridors are required in the surrounding environment.

Secondly a strategic plan, including goals and measures based on the project area targets as well as on the analysis, should be developed for the implementation of the ecological network. Similar to the analysis such a plan might already be in place in an existing network, but is probably not detailed enough for the project area.

Both products can of course be developed as one document or for instance be integrated in the threat analysis (indicator B.5) or the management plan (indicator A.2). Its evaluation should be part of the monitoring plan (indicator A.4).

For more information on creating ecological networks see Boyd (2004) and Bennett & Mulongoy (2006). Bennett & Mulongoy also provide a compilation of existing ecological networks in Europe and the Alpine Network of Protected Areas (Reseau Alpin des Espaces Proteges, 2004) developed a study on the national and transboundary links existing between Alpine protected areas which is used as a framework for creation and implementation of an alpine ecological territorial network.

Documentation:

If an ecological network already exists, its appropriateness for the project area should be shortly described. The quality of the analysis, ecological network and the planning process and necessary improvements should be listed and among others, the analysis should be shortly explained.

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**Annex I:
Tool for Documenting European Site
Consolidation Scorecard Indicators**

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1 INTRODUCTION

This tool has been designed to complement the Site Consolidation Scorecard, by providing conservation practitioners with the opportunity to record information relevant to scorecard scores from year to year.

2 INSTRUCTIONS FOR USING THE DOCUMENTATION TOOL

This tool provides a section to record information relevant to each scorecard indicator. While the information needs and availability might vary from indicator to indicator, the types of documentation included in this tool can be categorized as follows:

- ◆ Goals for achieving levels 4 and 5: Since the goal of the scorecard is to achieve an “adequate” level (level “4”) for each of the indicators, the documentation requests that managers briefly describe what a level “4” would look like for many of the indicators at the project area. A similar description is also requested to achieve the optimum level (level “5”). By setting these goals in advance, practitioners can unambiguously assess their progress towards the goal over time.
- ◆ Checklists: Checklists provide “food for thought” as practitioners consider detailed input for determining a score. Each checklist should be adapted to the specific context of a project area.
- ◆ Brief descriptions of processes or products: For several of the indicators, tables or questions have been included to allow conservation practitioners to describe, in a systematic way, the main components of the product or process required to advance within the indicator. For example, the table for environmental communication or environmental education plans requests information about the goals, audiences, messages and measures for communication and education strategies.
- ◆ Condition or quality: Some indicators have a documentation section to provide additional information about the condition or quality of the factor under consideration. For example, when discussing infrastructure, it might be useful to document the condition of existing buildings, vehicles and equipment, or in the case of a monitoring plan, to document the quality of the scientific information available for the project area. In this section, feel free to comment on how the quality or condition of the factor under consideration could be improved.

- ◆ Limitations and lessons learned: Each indicator has a section for recording some of the limitations or obstacles due to the circumstances that have been encountered in the process of project design, implementation and monitoring. For example, what have been the major limitations or obstacles encountered at the project area for each indicator (e.g. policies, funding, contacts with scientific institutions, logistics)? What recommendations or lessons learned do you have for overcoming these limitations? Understanding limitations and obstacles provides a learning opportunity for conservation practitioners both within and beyond the project area.
- ◆ Stakeholder opinions: Here the project managers should summarize the opinions of the stakeholders out of the stakeholder interviews (which are fully attached in Annex II) and should highlight the main findings.
- ◆ Sources of information: In order to understand the origins of information on which the score is based, a “Sources of Information” section is provided for each indicator. Here practitioners can record the process or documents consulted to determine scores (i.e., management plan, conservation area plan, rapid ecological assessments, annual operative plans, studies, reports, laws, regulations, land titles, land tenure studies, maps, etc.).
- ◆ Additional comments: The “Additional Comments” section has been provided to give practitioners the opportunity to provide any additional comments with regards to each factor under consideration. Practitioners can use this space to explain how expectations for achieving a level “4” or “5” might have changed over time. For example, the physical infrastructure needs in the first year of using the scorecard might not have been specified in the management plan and, therefore, the needs calculated based on the “best guess” of a small group of staff. In the following year, new information might have been generated or the management plan might be completed, resulting in changes in the assumptions regarding infrastructure needs. The “Additional Comments” section also offers the opportunity to explain any adjustments to original assumptions and goals. This section is especially useful where changes in personnel from year to year make it difficult to understand the logic of scoring over time.
- ◆ Reason for classification: For a better understanding of the chosen classification the project managers should use this section to explain the reason(s).

- ◆ Target(s): In this section the project managers should state their concrete target(s) for the indicator, what they want to achieve in the next time. For instance to complete the monitoring plan until fiscal year 2009. This target(s) should of course be in line with the following table where the target scores for the next years should be listed. Additionally the management should take care that the objectives follow the CARMAT principle (are they Clear, Attractive, Realistic, Measurable, Accepted, Time defined?).
- ◆ Recommendations: Here concrete recommendations for the management or other relevant stakeholders to reach the above mentioned targets should be stated.

3 SCORECARD INDICATOR SUMMARY

Please use this table to record the initial score, target scores, and annual scores for each indicator over time. Highlight the scores where an improvement is necessary or where special attention should be given to.

	Category/Indicator	Initial Score FY 2006	FY07 Target	FY07 Actual	FY08 Target	FY08 Actual	FY09 Target	FY09 Actual	FY10 Target
A.	STRATEGIC PLANNING								
A.1	Project area zoning								
A.2	Site-based long-term management plan								
A.3	Science and information needs assessment for project area								
A.4	Monitoring plan development and implementation for project area								
B.	BASIC PROTECTION ACTIVITIES								
B.1	Physical infrastructure for project area								
B.2	On-site personnel								
B.3	Training Plan for On-site Personnel								
B.4	Land tenure and land use issues within the project area								
B.5	Threats analysis for the project area								
B.6	Official declaration of protected area status for the project area								
B.7	Organisational structure								
C.	LONG-TERM FINANCING								
C.1	Long-term financial plan for sites in the project area								
D.	SITE CONSTITUENCY								
D.1	Broad-based management committee/technical advisory committee for project area								
D.2	Institutional Leadership for the project area								
D.3	Common Leadership for the project area								
D.4	Community involvement in compatible resource use at the project area								
D.5	Stakeholder and Constituency Support for Project Area								
D.6	Policy agenda development at national/regional/local levels for project area								
D.7	Communication plans for the project area								
D.8	Environmental education plans for the project area								
D.9	Cooperation with other organizations								
D.10	Integration in an ecological network								

4 DOCUMENTATION SECTION FOR SCORECARD INDICATORS

A. STRATEGIC PLANNING

A.1 Project area zoning

Goal for achieving level 4: Where are the zones critical for adequate management located? What are the prescribed land uses in these areas?

Quality of project area zoning information (Optional):

Limitations and lessons learned for project area zoning:

Stakeholder opinions:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

A.2 Site-based long-term management plan

Process for completing the management plan: What conservation planning process has been used to analyze conservation targets, threats, and stakeholders?

At what stage is this process?

Where all relevant stakeholders involved in the process?

Has the management plan, based on this process, been approved by the relevant management authorities and is it accepted by most relevant stakeholders?

When was the management plan developed, and what is the schedule for updating it?

Quality of the management plan and planning process (Optional):

Limitations and lessons learned for completing the management plan:

Stakeholder opinions:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

A.3 Science and information needs assessment

Goal for achieving level 4: Once a level of 4 is reached, list, very briefly, the highest-priority information needs. What is the status of the research on information gaps?

Quality of scientific information available (Optional):

Limitations and lessons learned for conducting scientific research and obtaining scientific information:

Stakeholder opinions:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

A.4 Monitoring plan development and implementation

Process for completing the monitoring plan: What process has been used to design the monitoring plan? At what stage is that process?

Quality of the design and implementation of the monitoring plan (Optional):

Limitations and lessons learned for completing the monitoring plan:

Stakeholder opinions:

Sources of information: What is the source of the prioritization of targets and threats – Conservation Action Planning, or a similar analysis? When was that analysis completed?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

B. BASIC PROTECTION ACTIVITIES

B.1 Physical infrastructure for the project area

Goal for achieving level 5: Describe the major infrastructure (expensive items such as buildings, vehicles, motor boats, etc.) that must be in place to reach a level of 5. Relate physical infrastructure to all threats and management issues at the project area. Why is this infrastructure particularly important for managing priority targets and critical threats?

Goal for achieving level 4: Describe the infrastructure that must be in place to achieve a level "4" for physical infrastructure. Relate the infrastructure to the critical threats and priority management issues that will be addressed by this level of physical infrastructure. Relate high-cost items (e.g., buildings, vehicles, boats, outboard motors, motorcycles, etc.) to the critical threats and management issues that they are intended to address.

Condition of current physical infrastructure (Optional): Please describe the current state (quantity and/or quality) of physical infrastructure. For example, practitioners at a project area might explain that there is one guard station that is run-down and needs to be renovated.

Limitations and lessons learned for staffing the project area:

Stakeholder opinions:

Source of information for determining target levels of infrastructure:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

Checklist for physical infrastructure: Use this checklist to set targets for physical infrastructure, including smaller items.

<i>Sub-indicators</i>	<i>Quantity needed to achieve level "5"</i>	<i>Quantity needed to achieve level "4"</i>	<i>Current quantity at project area</i>	<i>Quantity for last year (Optional)</i>	<i>Comments</i>
Infrastructure					
Central office					
Ranger stations					
Guard posts					
Visitor's centre					
Information points					
Accommodations (for staff, researchers, pupils, guests)					
Trails					
Roads					
Nature trails					
Signs for boundary demarcation					
Transportation					
Vehicles					
Motorcycles					
Boats/rafts					
Outboard motors					
Bicycles					
Horses/mules					
Communication equipment					
Telephone, radios					
Mobile radios (walky talkies, mobile phones)					
Audiovisual equipment (TV, DVD, slide projector, overhead projector, beamer)					
Other equipment					
Computers					

<i>Sub-indicators</i>	<i>Quantity needed to achieve level "5"</i>	<i>Quantity needed to achieve level "4"</i>	<i>Current quantity at project area</i>	<i>Quantity for last year (Optional)</i>	<i>Comments</i>
Laptops					
Printers					
Photocopiers					
GPS					
Electric generators					
Solar panels					
Water pumps					
Furniture (tables, desks, chairs, book cases, chalk boards)					
Kitchen equipment (kitchens, pots and pans, dishes)					
Backpacks					
Working uniform					
Camping equipment (tents, sleeping bags)					
Others					

B.2 On-site personnel

Goal for achieving level 5: In what way does this level of staffing address management of priority conservation targets and critical threats?

Goal for achieving level 4: What are the highest priority conservation targets and threats that this level of staffing will address?

Limitations and lessons learned for staffing the project area:

Stakeholder opinions:

Source of information for determining target levels of staffing:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

Checklist for on-site personnel: Use this checklist to set targets for on-site personnel.

<i>Sub-indicators</i>	<i>Quantity needed to achieve level "5"</i>	<i>Quantity needed to achieve level "4"</i>	<i>Current quantity at project area</i>	<i>Quantity in previous years (optional)</i>	<i>Comments</i>
Director					
Section head					
Technician/officer					
Ranger					
Maintenance worker					
Assistant					
Other					

B.3 Training Plan for On-Site Personnel

Goal for achieving level 4: What are the training needs that must be fulfilled in order to reach a level 4? How do you propose to meet these needs?

Quality of the training plan or planning process (Optional):

Limitations and lessons learned for meeting training needs:

Stakeholder opinions:

Sources of information for aligning training needs with management of priority conservation targets and critical threats:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

Table of Key Site Personnel and Training Needs: Please summarize the training needs for each of the key personnel or operating units at the project area. See example below.

<i>Key Site Personnel or Operating Units</i>	<i>Training needs fulfilled to reach or maintain a level "4"</i>
Park Director	<ul style="list-style-type: none"> • Human resource management • Strategic planning • Payment for environmental services
Park Guards	<ul style="list-style-type: none"> • Wildlife monitoring • Conflict resolution
Environmental Education Coordinator	<ul style="list-style-type: none"> • Communication skills • Developing targeted awareness campaigns
Compatible Development Coordinator	<ul style="list-style-type: none"> • Ecotourism • Gender issues within natural resource management
Forestry Director	<ul style="list-style-type: none"> • National forestry policies • Using GIS and GPS
Director of Protection	<ul style="list-style-type: none"> • National wildlife and protected area policies • Community-based monitoring and protection

Additional resource: The following list mentions knowledge and skill sets you might consider in the training plan (for more details see Parsram 2007):

<ul style="list-style-type: none"> • Strategic planning • Management planning • Leadership • Organizational management • Negotiation skills • Mediation skills • Diplomacy • Human resource management • Computer skills • Resource development • Site assets and infrastructure management • Financial management • Long-term financial planning • Fundraising and resources mobilization • Constituency building • Community-based conservation • Programmatic capacity • Conservation Action Planning • Ecoregional planning • Threats analysis • Project development and management • Proposal writing • Evaluation of management effectiveness 	<ul style="list-style-type: none"> • Zoning • Protection strategies • Restoration strategies • Research and monitoring • Data management • Natural resource inventory • Environmental education and interpretation • Sustainable resource use • Tourism and recreation development • Associated sustainable livelihoods Management • Communication and media • Marketing • Conflict management • Mapping and geographic information systems (GIS), GPS • Policy development • Laws and regulations • Enforcement and surveillance • Fire management • Freshwater management • Marine management • Disaster management • Participatory techniques • Partnership and networking
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B.4 Land tenure and land use issues within the project area

Goal for achieving level 5: What type of information is required, where?

Goal for achieving level 4: What type of information is required, where?

Stakeholder opinions:

Quality of land tenure information (Optional):

Limitations and lessons learned for resolving land tenure issues:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

B.5 Threats analysis for the project area

Scale of threats analysis: What is the total area to which the analysis applies?

Quality of threats analysis (Optional): Please describe the quality of the threats analysis that has been conducted? How could it be improved?

Limitations and lessons learned for analysing threats:

Stakeholder opinions:

Sources of information: What methodology for threats analysis has been employed (i.e. Conservation Action Planning, etc.)? At what stage is that process? Where is the analysis documented? Does the analysis include GIS information? Who was involved in the threats analysis?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

B.6 Official declaration of protected area status within the project area

Status of and process for official declaration: Is an official declaration necessary for this project area? If not, why not? If so, what type of declaration? What steps are necessary to complete the official declaration? Who is involved? If an existing declaration must be revised, describe the necessary changes. What steps are necessary to obtain official approval of protected area declaration(s)? Who is involved?

Quality of the official declaration (Optional):

Limitations and lessons learned for officially declaring the protected area(s):

Stakeholder opinions:

Sources of information: How have the appropriate boundaries and other parameters of the declaration been determined? What is the source document (i.e., conservation area plan, management plan, laws, regulations, reports, etc.)?

Additional comments: Provide any additional comments about the process for officially declaring the protected area(s).

Reason for classification:

Target(s):

Recommendations:

B.7 Organizational structure

Organizational chart: Provide a copy of the organizational chart or specify where it could be found.

Development of the organizational structure: Describe briefly the process of establishment of the organizational structure and how it could be changed.

How will you evaluate and adapt the structure?

Quality of the organizational structure: Specify the quality of the organizational chart, the internal decision making autonomy, the communication flow, the rules and planning and decision making procedures and state where and why improvements are necessary.

Limitations and lessons learned for improving the organizational structure:

Stakeholder opinions:

Sources of information: Specify where the roles and responsibilities, the formal communication channels as well as the rules and procedures are written down.

Additional comments:

Reason for classification:

Target(s):

Recommendations:

C. LONG-TERM FINANCING

C.1 Long-term financial plan for the project area

Process for completing the long-term financial plan for the project area:

What are the critical steps for development of the financial plan or its implementation in the coming year? At what stage is this process?

Financial needs and mechanisms for the project area once a plan is drafted: What are the main mechanisms proposed in the financial plan for the next fiscal year, and for two to five years into the future? What are the annual funding needs of the project area, and how much funding is currently assured per year over the next five years? Optional: Include a table with relevant financial information.

Quality of the financial plan or planning process (Optional):

Limitations and lessons learned for completing and implementing the financial plan:

Stakeholder opinions:

Sources of information:

Additional comments: Provide any additional comments about the process for completing and implementing the financial plan for the project area.

Reason for classification:

Target(s):

Recommendations:

D. SITE CONSTITUENCY

D.1 Broad-based management committee/technical advisory committee for project area

Structure, membership and authority of the management committee(s):

Please describe the structure, membership, roles, responsibilities, and authority of the management committee(s).

Goal for achieving level 5: Describe the level of participation, responsibility and authority necessary for the management committee(s) to reach a level 5.

Goal for achieving level 4: Describe the level of participation, responsibility and authority necessary for the management committee(s) to reach a level 4.

Limitations and lessons learned for making the management committee(s) operational:

Stakeholder opinions:

Sources of information: What sources of information have you used to identify stakeholders to involve in the management committee(s)? If you conducted a stakeholder analysis, please cite it here. Are there charter documents for the management committee(s)? If so, please list them here.

Additional comments: Provide any additional comments about the process for making the management committee(s) operational.

Reason for classification:

Target(s):

Recommendations:

D.2 Institutional leadership for the project area

Vision for the project area: Please state the vision here.

Goal for achieving level 4: Describe the vision, focus for implementation, and motivation needed for the institutional leadership to reach a level 4. What are the critical geographic or thematic areas within the project area that need institutional leadership?

Limitations and lessons learned for achieving institutional leadership and progress towards the long-term vision:

Stakeholder opinions:

Sources of information: What sources of information have you used to determine the presence of the three leadership components?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.3 Common leadership for the project area

Structure, authority, roles and responsibilities of lead institution(s): Please briefly describe the institution(s) involved in the management of the project area, along with the respective institutional structure, authority, roles and responsibilities of each.

What collaboration mechanisms are planned or in place?

Quality of the collaboration: Please describe the quality of the collaboration between the leading institutions.

Are the collaboration mechanisms effective or should they be changed?

Do the mechanisms exist only on paper or are they correctly implemented?

Limitations and lessons learned for achieving common leadership: If applicable, obstacles that have hindered progress towards collaboration mechanisms and a common vision should be briefly described.

Stakeholder opinions:

Sources of information: What sources of information have you used to identify lead institutions and their capacities?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.4 Community involvement in compatible resource use in the project area

Description of community involvement in compatible resource use: Fill in the table:

<i>Name of compatible resource use initiative</i>	<i>Critical areas or communities involved</i>	<i>Expected, measurable influence on biodiversity health or threat abatement, justifying selection of stakeholders</i>	<i>Objectives of the initiative</i>	<i>Stakeholders involved</i>

Quality of the compatible resource use initiatives (Optional):

Limitations and lessons learned for achieving community involvement in compatible resource use:

Stakeholder opinions:

Sources of information: What sources of information have you used to select community involvement in compatible resource use at the project area? What was the process for selecting the critical areas or communities to focus on for compatible resource initiatives?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.5 Stakeholder and constituency support for project area

Description of stakeholder and constituency support for the project area: Fill in the table:

<i>High priority strategies requiring stakeholder support</i>	<i>Critical areas or critical communities where support is needed</i>	<i>Stakeholder groups to engage</i>	<i>Current status of stakeholder support</i>	<i>Strategies proposed to gain stakeholders support</i>

Goal for achieving level 5:

Goal for achieving level 4:

Limitations and lessons learned for achieving stakeholder and constituency support for conservation at the project area:

Stakeholder opinions:

Sources of information: What sources of information have you used to determine the needs for stakeholder and constituency support for conservation at the project area?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.6 Policy agenda development at national/regional/local levels for project area

Description of priority policy changes necessary to support conservation at the project area: Fill in the table:

<i>Policy changes managers will pursue in order to reach a score of 4</i>	<i>Relation of change to targets and threats</i>	<i>Process for achieving policy change</i>

Results of policy changes achieved (Optional): If policy changes have been achieved during the life of the project, what are they? What has been the result of developing or implementing these policies? What are the impacts on biodiversity health and threat abatement?

Quality of the policy plan or planning process (Optional):

Limitations and lessons learned for developing and implementing policy changes:

Stakeholder opinions:

Sources of information for determining the needs for development and implementation of policy changes:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.7 Communication programs

Description of communication programs: *In the following table, please describe briefly:*

- ◆ the target goals for the communication programs required for a level of 4, described in terms of changes in human behaviour in relation to biodiversity at the project area;
- ◆ the key audiences that need to reach the target goal or change in behaviour in order to reach a level of 4;
- ◆ corresponding key messages to be communicated via different media (e.g. TV, community bulletin, newspaper, formal courses, workshops, home visits, etc.); and
- ◆ the measures for determining success in achieving these goals, articulated in terms of positive changes in awareness, knowledge, attitudes, skills, behaviour and/or participation of the target audience.

<i>Target goals or behaviour changes needed</i>	<i>Key audiences</i>	<i>Key messages and media</i>	<i>Measures for determining success in achieving goals</i>

Quality of the communication programming process (Optional): Please describe the quality of the communication programming process at the project area. How could the communication programming be improved?

Limitations and lessons learned for developing, implementing and measuring the communication programs:

Stakeholder opinions:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.8 Environmental education programs

Description of environmental education programs: In the following table, please describe briefly:

- ◆ the target goals for the environmental education plans required for a level of 4, described in terms of changes in human behaviour in relation to biodiversity at the project area;
- ◆ the key audiences that need to reach the target goal or change in behaviour in order to reach a level of 4;
- ◆ corresponding key messages to be communicated via different media (e.g. guided tours, nature trails, lectures, etc.); and
- ◆ the measures for determining success in achieving these goals, articulated in terms of positive changes in awareness, knowledge, attitudes, skills, behaviour and/or participation of the target audience.

<i>Target goals or behaviour changes needed</i>	<i>Key audiences</i>	<i>Key messages and media</i>	<i>Measures for determining success in achieving goals</i>

Quality of the environmental education programming process (Optional): Please describe the quality of the environmental education programming process at the project area. How could the education programming be improved?

Limitations and lessons learned for developing, implementing and measuring the environmental education plans:

Stakeholder opinions:

Sources of information:

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.9 Cooperation with other organizations

Strategic partner organisations: List your partner organisations, the cooperation subject(s) and verify the current cooperation status (e.g. cooperation just started, long-standing working relation, no joint project at the moment). Describe shortly the benefits out of the cooperation, the quality of the collaboration and state shortly what could be improved.

<i>Partner organisation</i>	<i>Cooperation subject</i>	<i>Cooperation status</i>	<i>Benefits</i>	<i>Quality</i>	<i>Possible improvements</i>

What cooperation is contradictory with the project area's objectives, why, and how could it be improved?

Limitations and lessons learned:

Stakeholder opinions:

Sources of information: If applicable, list shortly existing agreements.

Additional comments:

Reason for classification:

Target(s):

Recommendations:

D.10 Integration in an ecological network

Appropriateness of the existing ecological network: If you use an existing ecological network, which one, and who is responsible for it?

How does your project area fit into it? Are targets of the ecological network and your conservation site contradictory? If yes, what are the consequences and what should be changed? Is it possible to change it?

Quality of the analysis, ecological network and planning process:

How could it be improved?

Limitations and lessons learned of integration the project area in an ecological network:

Stakeholder opinions:

Sources of information: What methodology for the analysis has been employed? Where is the analysis documented? Who was involved in the analysis?

Additional comments:

Reason for classification:

Target(s):

Recommendations:

