MEASURING SUCCESS:
THE PARKS IN PERIL SITE CONSOLIDATION SCORECARD MANUAL

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The Nature Conservancy's Parks in Peril Program
The mission of The Nature Conservancy is to preserve plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive. Internationally, TNC's approach has been to assist countries in building functional systems of protected natural areas. The cornerstone of this effort is the Parks in Peril Program, a multi-year, multi-country program financed largely by the U.S. Agency for International Development (USAID). Through the Parks in Peril (PiP) Program, TNC provides training, technical assistance and financial resources to in-country conservation organizations to install a long-term, effective conservation presence for important protected areas. These groups then continue the work of protecting these areas indefinitely, either directly as site managers or as support groups.

Since 1990, Parks in Peril has provided the financial support and scientific expertise to protect and manage more than 40 million acres of imperiled habitat in 45 national parks and at other types of nature reserves across 17 countries in Latin America and the Caribbean. As a result of the Conservancy's partnership with the U.S. Agency for International Development (USAID), foreign governmental organizations (GOs), and non-governmental organizations (NGOs), important natural areas are now being protected from damage and destruction caused by unsustainable forestry, uncontrolled tourism, conversion to agricultural lands, and other threats.

The Parks in Peril Program strengthens local capacity to manage conservation project areas in Latin America and the Caribbean. PiP's goals are to: 1) build an on-site logistic capacity to manage parks in the hemisphere's most imperiled ecosystems; 2) develop the analytic and strategic capacity necessary for long-term management of these areas; 3) create long-term financial mechanisms to sustain the local management of these areas; 4) integrate PiP conservation project areas into the economic lives of local society; and 5) use PiP site-based activities, and the methodologies we develop there, to influence conservation in other sites in the region's most imperiled ecosystems.

Site Consolidation
Parks in Peril focuses on strengthening conservation NGOs and GOs in countries where protected areas may have been designated on paper, but the realistic means for protecting them are lacking. PiP fosters the local support necessary for protecting them using a process called "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, PiP developed the Parks in Peril Site Consolidation Scorecard. 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.

Introduction to the Scorecard

This manual provides technical instructions for using the Parks in Peril (PiP) Site Consolidation Scorecard as a project management tool to track progress at a specific PiP project areas and progress across the entire PiP project area portfolio over time.

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.

At the level of the entire portfolio of sites involved in the PiP program, the Scorecard is designed as a general and flexible program monitoring instrument to track progress at a diverse suite of project areas. This enables TNC, USAID and conservation partners to focus technical and financial assistance strategically to achieve site consolidation objectives.

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 17 indicators, will provide an ongoing measure of conservation impact through changes in threat and biodiversity health indicators.

The PiP Approach

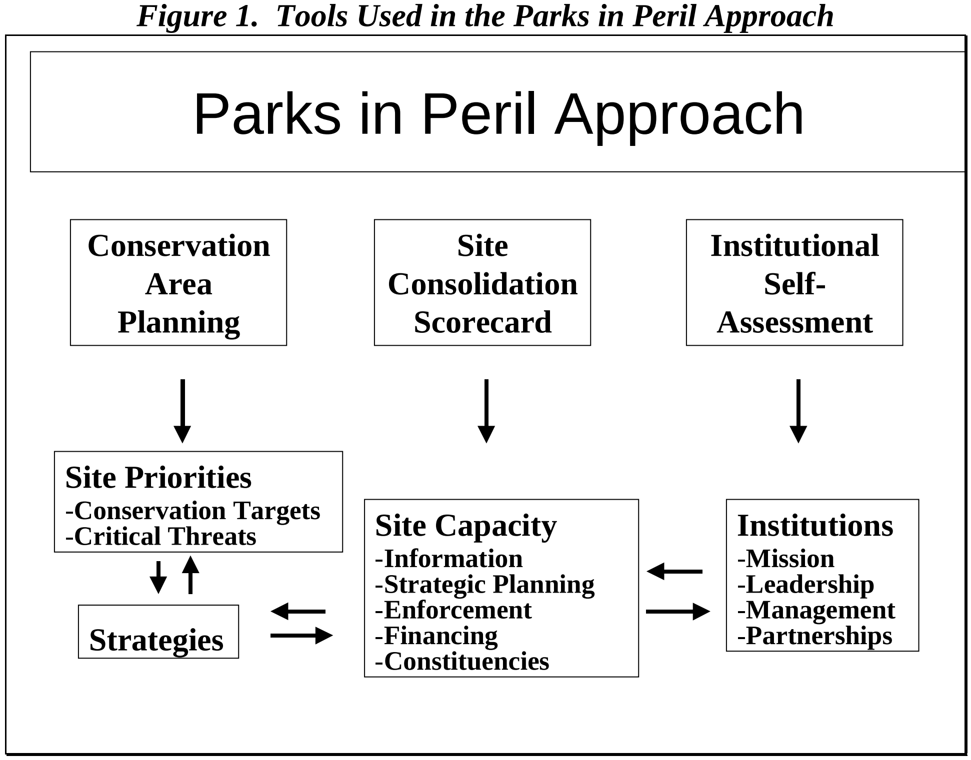
Parks in Peril encourages conservation managers to set priorities, develop and implement strategies, and measure program impact at a number of levels, illustrated in Figure 1.

- Very early in the process of site consolidation, project managers engage in *Conservation Area Planning* (CAP), 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.[1]

[1] For more information on TNC's approach to conservation area planning, we suggest that you consult *The Enhanced 5-S Project Management Process: An Overview of Proposed Standards for Developing Strategies, Taking Action, and Measuring Effectiveness and Status at Any Scale* (TNC 2003) and *The Five-S Framework for Site Conservation: A Practitioner's Handbook for Site Conservation Planning and*

- To implement effective conservation strategies, an adequate conservation capacity must be present at the site, represented by the availability of a number of “resources,” such as information, capacity for strategic planning, enforcement capacity, financing, and a supportive constituency. We use the *Site Consolidation Scorecard* to measure this technical capacity.
- Since it is local conservation institutions that must be responsible for long-term conservation of any protected area – in effect, that will need to maintain the technical capacity measured by the Site Consolidation Scorecard – we also work to build the institutional strength of these organizations. By focusing on critical elements of institutional strength, such as organization mission, institutional leadership, management and administrative capacity, and ability to collaborate with other institutions, we build strong conservation “partners” that will be able to support conservation at the site for the foreseeable future. PiP employs TNC’s *Institutional Self-Assessment Tool*[2], a scorecard with 22 indicators of institutional strength, for identifying and prioritizing institutional weaknesses and gaps, measuring improvement over the life of the PiP intervention.

Figure 1. Tools Used in the Parks in Peril Approach



Measuring Conservation Success, 3rd edition (TNC 2003). These documents are available on ConserveOnline, www.conserveonline.org.

[2] *Institutional Self-Assessment: A Tool for Strengthening Non-profit Organizations* (TNC 2001).

What's New in this Version of the Scorecard

There are substantial changes in this version of the *Measuring Success: The Parks in Peril Site Consolidation Scorecard Manual* from the previous version (TNC 1999). Here are the most important changes:

- **Greater integration:** The scorecard links major elements of the site consolidation process – conservation area planning, threats analysis, institutional assessment – across indicators. These key elements are cross-referenced throughout the manual, with comments on how they can be used together for maximum benefit.
- **Vision-based consolidation:** The process of consolidating a project area or site should be based on a strategic vision – a clear articulation of the desired state for the project area in terms of biodiversity health, threat abatement and conservation capacity. This vision should be articulated as early as possible in the form of a threats-based conservation area plan or management plan. Goals, including consolidation goals, may be established in the context of the strategic vision. For this reason, sections A and B have been reversed in this revised version of the scorecard. Section A entitled "Strategic Planning" now contains indicators to measure progress towards establishing, implementing and measuring progress towards the vision, while Section B "Basic Protection Activities" contains dependent indicators for basic qualities necessary for establishing an effective on-site management presence.
- **Documentation section:** Many benchmarks have been revised to provide more objective measurement of consolidation status. A documentation tool, included as an annex, prompts managers to document systematically sources of information, site-specific problems, and most importantly, specific changes at the site required to reach various benchmark scores. This documentation will facilitate transfer of information among different staff and institutions, and it increases consistency in reporting scores over time and space.
- **Site constituency section enhanced:** The "Site Constituency" section (Section D) of the scorecard has been enhanced to provide better coverage of the factors that contribute to building strong support for conservation efforts amongst a diversity of stakeholders in a project area. This includes the addition of indicators for "Stakeholder and Constituency Support for Project Area" (indicator D.3) and "Institutional Leadership" (indicator D.6). The former indicator for "Environmental Education" has also been significantly modified to include communication strategies under "Environmental Communication and Education Programs" (indicator D.5).
- **NGO self sufficiency indicator eliminated from scorecard:** The indicator for a "NGO self-sufficiency plan" was eliminated from the section on "Long-term Financing" (Section C). The NGO self-sufficiency plan indicator was originally designed at a time when the Parks in Peril Program followed a "one site, one partner" model. Since then, the diversity of partner relationships at conservations areas has evolved significantly – PiP now collaborates with a variety of non-profit organizations, government agencies, research institutions, community groups, and private entities. To better address the need for assessing and strengthening capacities of multiple non-profit organizations working toward biodiversity conservation, PiP has introduced a separate tool, *Institutional Self-Assessment: A Tool for Strengthening Non-profit Organizations*, which contains indicators across eight categories: strategic

vision and planning; leadership; organizational management; human resources; resource development; financial management; constituency building/outreach; and programmatic capacity.

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 17 indicators with which to measure consolidation.

A. Strategic Planning
1. Project area zoning
2. Site-based long-term management plan
3. Science and information needs assessment
4. Monitoring plan development and implementation

B. Basic Protection Activities
1. Physical infrastructure for the project area
2. On-site personnel
3. Training plan for on-site personnel
4. Land tenure issues within the project area
5. Threats analysis for the project area
6. Official declaration of protected area status within the project area

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

D. Site Constituency
1. Broad-based management committee/technical advisory committee for project area
2. Community involvement in compatible resource use in the project area
3. Stakeholder and constituency support for project area
4. Policy agenda development at national/regional/local levels for project area
5. Environmental communication and education plans for the project area
6. Institutional leadership for project area

How the Parks in Peril Consolidation Scorecard Works

The Site Consolidation Scorecard shares many qualities with similar planning tools[3], serving to:

[3] The first draft of the Conservation Measures Partnership (CMP) *Open Standards for the Practice of Conservation* provides a conceptual framework with steps for good project design, management, monitoring and evaluation. The Site Consolidation Scorecard conforms to the CMP Open Standards in a number of ways. First, when using the Site Consolidation Scorecard tool, it is important to set goals for achieving a level 4 or a level 5 within each indicator. This

- Set multi-year, life-of-project objectives for Parks in Peril using standard criteria across a portfolio of project areas;
- Allow project managers to track progress towards site consolidation at specific project areas over time;
- Allow senior Parks in Peril program managers to track advances across the entire program portfolio of sites;
- Enable TNC and USAID to recognize when the objectives of the Parks in Peril Program have been met at particular project areas;
- Promote adaptive management by providing a planning and monitoring framework;
- Encourage accountability for performance;
- Raise awareness for systematic assessment of conservation capacity over time; and
- Attract future funding and technical resources by demonstrating documented excellence in conservation management.

The Scorecard has been most effective when used as a self-assessment tool. Generally, the partner group that is implementing the project assesses a site's progress towards consolidation together with TNC staff. 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 (on either a six-month or one-year basis) are then conducted.

The Scorecard measures changes in a project area's consolidation status; it is not a measure of partner or TNC performance *per se*. The Scorecard should be a reflection of *all* conservation activities at a project area, not just those that are financed through the Parks in Peril Program or carried out by any single group. TNC is rarely the only source of funding for a particular project area. The purpose of the Scorecard is to measure the degree of site consolidation – regardless of who is providing funding for specific activities – 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 17 Scorecard indicators is divided into five benchmarks. Each of the five benchmarks reflects a similar level of progress across all the indicators. The levels can be summarized roughly as follows:

5 =	Excellent (proper management of the project area ensured)
4 =	Adequate (project area is adequately managed for the most critical threats and

is the process of conceptualizing what you will achieve in the context of where you are working. Second, the application of the Site Consolidation Scorecard over time helps conservation practitioners to plan annual activities and measures of success from year to year in an iterative process. Third, upon implementation of proposed activities and measures, the Site Consolidation Scorecard permits conservation practitioners to analyze data to evaluate the effectiveness of activities towards achieving improved scorecard scores. Fourth, activities then can be adapted from year to year to maximize effectiveness and impact. Finally, scorecard results are communicated to PiP program managers and donors to keep them informed of progress and lessons learned.

	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 17 indicators is considered consolidated. The specific circumstances of individual project areas will vary, and it is the role of the TNC project manager and in-country partners 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, TNC and the partners may decide that *certain indicators do not apply* to a given project area; they may also decide that over the life of the PiP project, it will not be possible to boost every indicator to a level of "4" or greater. Ideally, this should be established at the beginning of the project, when baseline conditions are being determined.

Scale of Analysis

The Site Consolidation Scorecard was originally designed for application to individual, government-recognized protected areas. However, today we commonly 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, we use the following definitions:

- **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, 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.[4]

- **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. For reporting purposes within PiP, Condor managers report one table of scores featuring the *lowest* (not average) scores of all the protected areas, combined. Thus, the entire Bioreserve is scored according to the lowest ranked, most vulnerable of the protected areas contained.

In Sierra de las Minas/ Bocas del Polochic (two reserves lying adjacent to each other in Guatemala), project managers applied the Scorecard separately to each, very different protected area, and reported to PiP management two separate scorecard tables. This enabled goal-setting at the level of the protected area, and communicated the progress and goals for each protected area to PiP managers.

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.

[4] For a discussion of "functional landscapes", see Karen Pioani and Brian Richter. *Functional Landscapes and the Conservation of Biodiversity*. Working Papers in Conservation Science #1. The Nature Conservancy.

Strategic Planning and the Site Consolidation Scorecard
Having a strategic plan for the project area – in the form of a master plan, management plan, or conservation area plan – serves to guide not only the management activities at the project area but also the site consolidation process. In many cases, a strategic plan will include as components several of the products listed under separate indicators in this scorecard, including a financial plan, a threats analysis, a monitoring plan, etc. An effective strategic plan is based on a systematic analysis of conservation targets, threats, and stakeholders such as TNC's Conservation Area Planning methodology[5]. It focuses managers on the most important conservation 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 strategic plan for the project area guides the actions of not only the park management authorities but also other actors. It should be periodically revised as conditions change and information becomes available.

What Comes After Site Consolidation
The Scorecard can be used as a road map to provide project managers with a clear vision of where the project area and its conservation program are 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 of Parks in Peril support the project area should have available to it a series of strategic tools, or consolidation products, that can guide future management. Among these tools are: a training plan for on-site personnel, land tenure information for the project area, 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. TNC and partners work together to ensure that these products are of high quality and thus reflect genuine progress towards consolidation.

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 be attractive to many 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.

The process of site consolidation will move parks in peril closer to their ultimate goal of becoming parks in perpetuity. With the support of USAID and other donors, The Nature Conservancy and its partners have already begun helping globally important sites make

[5] The *Enhanced 5-S Project Management Process* or Conservation Area Planning involves the following seven steps: 1) define project scope and select targets (systems), 2) conduct situation analysis (stresses and sources), 3) develop strategies and action plans (strategies), 4) developing monitoring plan (success), 5) implement action and monitoring plans (strategies and success); 6) analyze and communicate (success); and 7) use information to adapt and learn (success).

this transformation. The Consolidation Scorecard provides us with a tool for accomplishing this goal systematically, efficiently and with maximum likelihood of success.

PARKS IN PERIL SITE CONSOLIDATION SCORECARD

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 conservation 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-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 conservation 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 to conservation. 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.

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 conservation targets, threats, and stakeholders such as TNC's Conservation Area Planning methodology. It focuses managers on the most important conservation 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 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 conservation managers at the site.
3 =	Conservation Area Plan or equivalent long-term management plan, based on an analysis of priority conservation targets, critical threats, and stakeholders completed but not yet implemented.
2 =	Conservation Area Plan or equivalent long-term management plan, based on an analysis of priority conservation targets, critical threats, and stakeholders being prepared.
1 =	Conservation Area Plan or equivalent long term management plan, based on an analysis of priority conservation 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, fund-raising 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.

Product: All project areas funded by Parks in Peril are required to employ Conservation Area Planning, but if local management authorities require another form of management plan, what is important is that the management plan reflects the priorities identified in the Conservation Area 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 priority conservation targets, critical threats, and strategies to improve biodiversity health and reduce threats, and should incorporate information from a stakeholder analysis. If a management plan at a PiP project area 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 conservation planning process used to analyze conservation 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.

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 of Latin America and the Caribbean are virtually limitless, science and research needs must be prioritized so that research focuses on what reserve managers genuinely need to know. Conservation Area 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 conservation 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 Area 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 Area 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. PiP project areas will normally encounter this information as part of the Conservation Area Planning process. At benchmark 4, managers have completed a systematic analysis of information needs for conservation 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 Area 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 conservation 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 conservation targets and critical threats to those targets, within a realistic budget, as identified in Conservation Area 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. 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 biodiversity targets and critical threats are being monitored.*

Benchmarks:

5 =	Monitoring plan completed and fully implemented. Timely monitoring information and analysis related to priority biodiversity targets and critical threats are in conservation project managers' hands, and being used for management purposes.
4 =	Monitoring plan completed; accurate variables related to priority biodiversity targets and critical threats being monitored.
3 =	Accurate variables related to priority biodiversity 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 biodiversity targets and critical threats identified in a monitoring plan.
1 =	No environmental 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 Area Planning or a similar threats-based analysis has identified priority targets and critical threats, conservation 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, and project managers are using the information to adjust management activities and the project area's management plan.

Product: A monitoring plan should propose the most appropriate variables to measure for each priority conservation 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.

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 Area 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 appropriate conservation of biodiversity. 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 at the site*, and construction or acquisition of infrastructure should follow a prioritization of the most needed infrastructure to confront the most pressing threats efficiently. Infrastructure needs should be defined as part of a Conservation Area Planning process, in a threats-based management plan for the project area, or in another threat-based analysis of infrastructure needs. *At least the basic necessary infrastructure to address the most critical threats 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.
4=	Most physical infrastructure recommended by Conservation Area Planning process or management plan (or other threats-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 Area Planning process or management plan (or other threats-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 in a management plan, Conservation Area Plan, or other threats-based analysis of infrastructure needs.
1=	No physical infrastructure recommended by Conservation Area Planning process or management plan (or other threats-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 Area Planning has not commenced, and if no threats-based management plan is available, project managers should undertake another form of threats-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 1).

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 conservation 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 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. Staffing needs should be developed according to a management plan, a Conservation Area Plan, or another threats-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 carry out appropriate conservation activities.*

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-based analysis of personnel needs; personnel able to abate all pressing threats.
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-based analysis of personnel needs; personnel able to abate the most pressing threats.
3=	On-site personnel conform to a staffing plan according to a management plan, Conservation Area Plan, or other threats-based analysis of personnel needs; personnel able to address some critical threats.
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 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 identified as most critical in the management plan or Conservation Area Plan.

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 Area Planning or a management plan; if these are unavailable, a draft training plan should be based on a similar, careful analysis of biodiversity 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 fulfill 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 conservation targets; some basic courses provided based on priorities identified in the plan.
3=	Training plan addressing skills related to threats completed, no training yet initiated.
2=	Training needs being identified to improve skills necessary to address threats and conservation targets; training plan not yet complete.
1=	No formal assessment of personnel 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.

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 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 information helps identify what stakeholders are especially important to the project's conservation solution. Reliable land tenure information can be extremely difficult to obtain. Project managers should determine what tenure 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 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 information available for the entire project area and being used to make strategic decisions
4 =	Land tenure information accessible for critical areas identified in the threats analysis and being used to make strategic decisions
3 =	Land tenure information accessible for critical areas identified but not being used
2 =	Inadequate access to land tenure information
1 =	Land tenure information not available from any source

Benchmark Guidelines: The benchmarks for this indicator reflect two conditions: availability of relevant land tenure information, and use of this information by project managers. As a project area nears consolidation (benchmark 3), tenure 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 information in many countries. In the consolidated site, the level of 4 indicates that land tenure 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 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 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.

Documentation: For this indicator, conservation practitioners should describe the extent of the area for which land tenure information must be available to reach levels 4 and 5. A discussion of the quality of the land tenure information should also be included.

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. At Parks in Peril project areas, a threats analysis is conducted as part of Conservation Area Planning early in project implementation. Other sites might use Conservation Area Planning, 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. While PiP requires the use of Conservation Area Planning, any systematic analysis of conservation threats is adequate to reach benchmark 3 for sites outside the PiP program. 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 threats 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 Area Planning. 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. Whether managers use Conservation Area Planning or another methodology, a threats analysis should rank threats in terms of importance and clearly justify this ranking.

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 situations, 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 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 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.

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 sustainable and/or recurrent sources will vary. For some project areas, no viable options for sustainable 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 sustainable 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 sustainable sources and mechanisms to cover basic reserve management costs are being implemented, with sufficient funding to cover basic reserve manage costs for the next fiscal year.
3 =	Draft financial plan completed; recurrent and/or sustainable 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 conservation of biodiversity. 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 PiP site 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.

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 an 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.

D.2: 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. Project managers, based on a Conservation Area Plan, Management Plan, or other threats-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 biodiversity 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.3: 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 conservation targets and threats should be identified in a stakeholder analysis, normally as part of a Conservation Area Planning process or similar threats-based exercise. 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, but involving stakeholders in management decisions may also contribute, as may other strategies. *In the consolidated site, project managers will have identified priority stakeholders and areas of critical threat 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 *most* strategies in the *entire* project area. There are no *major* 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 in *all critical areas* or *with all critical communities* 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 *some* critical areas or *with some critical communities* 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 *some* 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 conservation at 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 strategies proposed to engage them in conservation efforts, and any obstacles encountered in the process should also be included.

D.4: 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 promote biodiversity conservation enable these project areas to function effectively and thrive. For that reason, one of the objectives of the Parks in Peril Program is to work with NGO and government partners to 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 conservation targets is being implemented.*

Benchmarks:

5 =	Policy plan or agenda prioritizes policy changes necessary to support conservation at the project area, including addressing priority biodiversity 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 support conservation at the project area, including addressing priority biodiversity targets and critical threats; project managers are pursuing most critical policy issues.
3 =	Policy plan or agenda for securing appropriate conservation policies completed; plan is based on Conservation Area Plan, management plan, or other threats-based analysis.
2 =	No formal policy plan or agenda developed for promoting appropriate conservation policies; however, action being taken on as-needed basis to develop policies that promote conservation of the project area.
1 =	No action being taken to develop or promote conservation policies for park security

Benchmark Guidelines: Benchmark 2 describes an opportunistic strategy for pursuing conservation 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 to support conservation. It is based on a Conservation Area Plan, management plan, or other threats-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 conservation 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-based analysis can serve as a guide to this strategy; project managers and support groups can analyze the site's priority threats and determine what actions in the policy arena are needed to reduce or mitigate those threats. 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.

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.5: Environmental communication and education plans for the project area

Indicator Summary: Environmental communication and education plans are varied and multifaceted, but they have one aspect in common: they are designed to increase awareness, inform, or favorably change behavior in target audiences. Strategic communication approaches can be used to influence human knowledge, attitudes, decisions and actions towards the environment positively, especially with regards to key threats and opportunities. The process of designing an environmental communication plan begins with setting a clear goal. What exactly do we want people to do? Environmental practices often involve a myriad of behaviors. Which of these should be the focus of our efforts?

The identification of the goal is followed by the selection of the target audience. Which audience would have the greatest influence on the goal? What is the target audience's current understanding, attitude or behavior in relation to the goal? At this point, it is important to research which form of media will be most effective and efficient for reaching the target audience – radio, TV, newspaper, community bulletin boards, community 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 behavior – than one written for TV. Project managers should determine the appropriate target goals, audiences, messages and measures for environmental communication and education plans and design or guide these programs accordingly. *To be considered consolidated, a site should have an environmental communication and/or education plan – which identifies target goals, audiences, messages and measures – in place.*

Benchmarks:

5 =	An environmental communication and/or 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 communication and/or 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 communication and/or education plan developed to address critical threats at the project area; activities under development.
2 =	An environmental communication and/or education plan in the process of being developed to address critical threats at the project area; no activities under development.
1 =	No environmental communication or education plan; no corresponding activities under development.

Benchmark Guidelines: At benchmark 2, managers have begun the process of developing an environmental communication or education plan focusing on an audience highly relevant to critical threats at the project area. Project areas that have completed an environmental communication/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 or communication activities are taking place according to the plan's priorities. To reach a level 5, a project area must have an environmental communication and/or 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 communication or 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 communications and/or education plan should describe target goals, audiences, messages, and measures, as discussed above. It also should include indicators for measuring the impact of the environmental communication or education program in terms of awareness, knowledge, attitudes, skills, and participation.

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 environmental communication or education should be readily available and in use by conservation staff.

D.6: Institutional Leadership

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.
- *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.

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.

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 of long-term success, 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 and collaboration 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 of long-term success; (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. If multiple institutions are involved they share the vision of success and have clear collaboration mechanisms – including defined structure, authority, roles and responsibilities – in place.
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 of long-term success; (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. If multiple institutions are involved they share the vision of success and have some collaboration mechanisms in place.
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. If multiple institutions are involved, there may be some difficulties in collaboration.
2=	One or a combination of institutions demonstrate one of the three elements of institutional leadership (vision, focus for implementation, motivation) in the some portion of the project area. If multiple institutions are involved, they may have conflicting visions of success and no collaboration mechanisms.
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 success 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). 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 fulfillment of the three institutional leadership criteria in some portions of the site. Difficulties with defining a common vision and creating collaboration mechanisms are also evident. 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 respective responsibilities and capabilities of each. A brief description of the vision of success for the project area should also be included, accompanied by comments on opportunities that have facilitated or obstacles that have hindered progress towards this vision.

ANNEX 1: TOOL FOR DOCUMENTING PIP SITE CONSOLIDATION SCORECARD INDICATORS

Introduction

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

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 PiP Program 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 an optional 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 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., funding, contacts with scientific institutions, policies, logistics, etc.)? 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.
- **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.

SCORECARD INDICATORS

Please use this table to record the initial score, target scores, and annual scores for each indicator over time.

Category/Indicator	Initial Score	FY03 Target	FY03 Actual	FY04 Target	FY04 Actual	FY05 Target	FY04 Actual	FY05 Target
A. Strategic planning								
1. Project area zoning								
2. Site-based, long-term management plan								
3. Science and information needs assessment								
4. Monitoring plan development and implementation								
B. Basic protection activities								
1. Physical infrastructure for the project area								
2. On-site personnel								
3. Training plan for the project area								
4. Land tenure issues within the project area								
5. Threats analysis for the project area								
6. Official declaration of protected area status within the project area								
C. Long-term financing								
1. Long-term financial plan for the project area								
D. Site constituency								
1. Broad-based management committee/technical advisory committee for project area								
2. Community involvement in compatible resource use at the project area								
3. Stakeholder and constituency support for project area								
4. Policy agenda development at national/regional/local levels for project area								
5. Environmental communication and education programs								
6. Institutional leadership for project area								

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 (Optional):

Sources of information:

Additional comments:

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? Has the management plan, based on this process, been approved by the relevant management authorities? When was the management plan developed, and what is the schedule for updating it?

Quality of the management plan and planning process (Optional): What opportunities are there to base the update of the plan on a Conservation Area Planning process?

Limitations and lessons learned for completing the management plan (Optional):

Sources of information:

Additional comments:

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 (Optional):

Sources of information:

Additional comments:

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 (Optional):

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

Additional comments:

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 conservation 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 (Optional):

Source of information for determining target levels of infrastructure:

Additional comments:

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

Sub-indicators	*Quantity needed to achieve level "5"*	*Quantity needed to achieve level "4"*	*Current quantity at project area*	*Quantity for last year (Optional)*	*Comments*
Infrastructure					
Central office					
Ranger stations					
Guard posts					
Visitor's center					
Trails					
Roads					
Signs for boundary demarcation					
Transportation					
Vehicles					
Motorcycles					
Boats/rafts					
Outboard motors					
Canoes					
Bicycles					
Horses/mules					
Communication equipment					
Radios					
Mobile radios (walky talkies)					
Audiovisual equipment (TV, VHS, slide projector, overhead projector)					
Other equipment					
Computers					
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					
Rain ponchos					
Other camping equipment (tents, sleeping bags)					

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 (Optional):

Source of information for determining target levels of staffing:

Additional comments:

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

Sub-indicators	*Quantity needed to achieve level "5"*	*Quantity needed to achieve level "4"*	*Current quantity at project area*	*Quantity in previous years (optional)*	*Comments*
Director					
Administrator					
Park guards					
Program-specific technical specialists					
Extension workers					
Legal counsel					
Administrative assistants					
Chauffeurs/boat drivers					
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?

Limitations and lessons learned for meeting training needs (Optional):

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

Additional comments:

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.

Key Site Personnel or Operating Units	*Training needs fulfilled to reach or maintain a level "4"*
Park Director	• Human resource management • Strategic planning • Payment for environmental services
Park Guards	• Wildlife monitoring • Conflict resolution • Writing skills
Environmental Education Coordinator	• Communication skills • Developing targeted awareness campaigns
Compatible Development Coordinator	• Ecotourism • Gender issues within natural resource management
Forestry Director	• National forestry policies • Using GIS and GPS
Director of Protection	• 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:

• Strategic planning • Annual planning • Management planning • Leadership • Organizational management • Human resource management • Writing skills • Computer skills • Resource development • Financial management • Long-term financial planning • Constituency building • Community-based conservation • Programmatic capacity • Conservation area planning • Ecoregional planning • Threats analysis	• Zoning • Protection strategies • Restoration strategies • Research and monitoring • Environmental education and interpretation • Sustainable resource use • Tourism and recreation development • Communication and outreach • Conflict management • Mapping and geographic information systems (GIS), GPS • Policy development • Laws and regulations • Fire management • Freshwater management • Marine management

B.4: Land tenure 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?

Quality of land tenure information (Optional):

Limitations and lessons learned for resolving land tenure issues (Optional):

Sources of information:

Additional comments:

B.5: Threats analysis for the project area

Scale of threats analysis: What is the total area to which the analysis applies (the "scale" of the analysis)?

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

Sources of information: What methodology for threats analysis has been employed (i.e., Conservation Area 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:

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?

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).

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 (Optional):

Sources of information:

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

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:

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.

D.2: Community involvement in compatible resource use in the project area

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

Name of compatible resource use initiative	*Critical areas or communities involved*	*Expected, measurable influence on biodiversity health or threat abatemen,t, justifying selection of stakeholders*	*Objectives of the initiative*	*Stakeholders involved*

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

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:

D.3: Stakeholder and constituency support for project area

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

High priority strategies requiring stakeholder support	*Critical areas or critical communities where support is needed*	*Stakeholder groups to engage*	*Strategies proposed to engage stakeholders in conservation efforts*

High priority strategies requiring stakeholder support	*Critical areas or critical communities where support is needed*	*Stakeholder groups to engage*	*Strategies proposed to engage stakeholders in conservation efforts*

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 (Optional):

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:

D.4: 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:

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

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?

Limitations and lessons learned for developing and implementing policy changes (Optional):

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

Additional comments:

D.5: Environmental communication and education programs

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

- the target goals for the environmental communication and education programs required for a level of 4, described in terms of changes in human behavior in relation to biodiversity at the project area;
- the key audiences that need to reach the target goal or change in behavior 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, behavior and/or participation of the target audience.

Target goals or behavior changes needed	*Key audiences*	*Key messages and media*	*Measures for determining success in achieving goals*

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

Limitations and lessons learned for developing, implementing and measuring the environmental communication or education programs (Optional):

Sources of information:

Additional comments:

D.6: Institutional 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?

Vision of long-term success 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 of success:

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

Additional comments: