gondwana link

Conservation Action Planning for Gondwana Link:

STANDARDS AND GUIDANCE

Version 1. October 2014

CONTENTS

1. Gondwana Link Guiding Document for: *Planning*

To achieve high standard, strategic and ecologically effective conservation practice in all key areas of the Link we need synergy between the planning approaches used at the whole of link, zone and area scales. This maximises the potential for positive outcomes to be 'more than the sum of the parts' and makes it possible to measure our collective success.

The 'Open Standards for the Practice of Conservation' (OS) approach[1] as the most strategic, cost effective and cohesive way to establish and operate a systematic approach to planning across Gondwana Link. This approach uses common tools such as the Conservation Action Planning spreadsheet[2] and the Miradi software[3] , together with standard terminologies, to achieve robust and rigorous strategic perspectives, systematic approaches and verifiable measures of progress within an adaptive management framework. We intend to augment the approach with MCAS-S based spatial analysis.

Since 2002 we have used the OS approach to develop 'Conservation Action Plans' in a number of areas (with the Fitz-Stirling one being called a 'Functional Landscape Plan').

Making a plan is only the start

In order to emphasise that the CAP process is much more than developing a set plan, Gondwana Link Ltd (GLL) will continue to call the Open Standards approach the Conservation Action Planning Process (CAPP). The word 'process' reflects the ongoing commitment to reflecting on, reviewing and adapting your conservation practice. This process is about continually testing the assumptions: are actions are making the desired changes, adjusting the targets, strategies, monitoring etc based on regular assessments, sharing your learnings with others and feeding results into the greater Gondwana Link monitoring of success.

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[1] Conservation Measures Partnership (2007) *Open Standards for the Practice of Conservation, Version 2.0*. (http://www.conservationmeasures.org/initiatives/standards-for-project-management)
[2] http://www.conservationgateway.org/topic/conservation-action-planning
[3] http://www.conservationmeasures.org/initiatives/miradi-software

The CAP Process has been used at three different scales within Gondwana Link but the same principles and practices are used at each scale. The three scales are:

- **Whole of Link** – undertaken by Gondwana Link Ltd; based on reviewing the CAPs for common themes and reviewing the scientific literature as well as talking with scientists and experienced land managers to identify key objectives and strategies for maintaining ecological processes across the link.
- **Zones** – Forest zone, central fragmented zone, and the Great Western Woodlands zone – being undertaken by Gondwana Link Ltd, using a similar process to the Whole of Link Plan; and
- **Areas** – for smaller geographic areas – undertaken by groups focussed on that area, with support from Gondwana Link Ltd.

1.1. Why GLL encourages the use of the CAP Process

Gondwana Link Ltd supports the use of the CAP Process because:

- it is a logical, well accepted and well supported process to identify and focus action into the high order strategic steps needed to achieve exponential improvements in ecological health and resilience;
- it allows each area, with its specific issues, social relationships and individual flavour, to undertake a planning process they own while being part of the higher level Gondwana Link plans and helping achieve the Gondwana Link vision; it allows different groups and individuals to work together to generate a mutually agreed strategic approach, with each group then committing to the strategies their organisation supports as their contribution to the larger plan;
- done well, it enables progress in achieving ecological objectives to be measurable and verifiable, with those results also informing progress in achieving the Gondwana Link vision;
- it gives groups and individuals a clear and prioritised set of objectives that is easily communicated to funders, community members and others likely to assist;
- it doesn't require more than we know now to support action - you just need to know enough to work out where to start and then use the process to build additional information; and
- the process is tenure blind - it integrates the essential actions across different property boundaries and tenures.

1.2. GLL's role in supporting the CAP Process

GLL has two core roles in supporting CAP Processes.

The first is the use of the process for the whole link and its three zones. The current planning process for the whole of link was initiated by GLL in 2013 and the draft plan presented to all groups for comment in July 2014. Ongoing review and updating of the whole of link plan will continue as GLL and the groups work together so that the plans at all scales are aligned. Zone plans are also in draft form (Oct 2014).

The second role of GLL is to support use of the CAP Process within individual areas of the link. GLL is committed to giving support in the following ways:

- encourage key groups to work together to drive the planning process, share information and strategies, and collaborate on implementation;
- assist, where possible and useful, by facilitating or advising on the CAP approach;
- support and assist in the networking and sharing between the planning groups;
- provide standard nomenclature, typologies and monitoring protocols to ensure CAPs from different areas are comparable, information can be readily exchanged between planning teams, plans can be 'rolled up' to larger plans, and results can be shared between teams and across the Link (including possible provision of a database or web portal for data input and sharing);
- support and assist where possible by providing relevant resources such as training workshops, guiding documents and tools;
- provide assistance with the implementation of strategies, and taking a lead roles as appropriate with issues common across areas that are best dealt with at a wider scale, such as through changes in government policy; and
- review and endorse plans where groups want them to be acknowledged as part of the Gondwana Link program. This involves being respectful and inclusive of both local and broader ecological perspectives, but keeping Gondwana Link's core ecological purpose paramount in the input to a plan.

Additionally, we hope to be able to support spatial prioritisation across the CAP areas in 2015-6, using the MCAS-S approach piloted in Fitz-Stirling. This will be undertaken as part of the CAP Process, with similar guidelines applying.

1.3. Standards for Gondwana Link CAPs

For an area CAP to be acknowledged as a Gondwana Link CAP the groups involved should collectively:

- ensure the CAP supports and is consistent with the overall Gondwana Link vision of: *'Reconnected country, from the wet forests of the far south west to the woodland and mallee bordering the Nullarbor, in which ecosystem function and biodiversity are restored and maintained.'*
- agree that monitoring results and other data can be shared with GLL and other groups and utilise, as these become available, shared tools and repositories for monitoring data so that it can be collectively used to assess the success of work across the Link;
- recognise that exponential changes are required to reverse downhill trends in ecological health and resilience – this cannot be achieved by adjustments to 'business as usual' so area teams need to committed to and drive exponential change, recognising that groups will at times be constrained by capacity;
- ensure the implementation of action steps and measures of progress reflect the stated ambitions in your CAP;
- accept that the conservation practice to change ecological trends is long term and ongoing – there needs to be long term commitment with shorter term funding opportunities being a strategy to achieve the longer term objectives;

- be committed to the whole planning process and address each step outlined in the CAP process as rigorously as possible, including an ongoing program of review and adaption, recognising that groups will at times be constrained by capacity;

- adopt Gondwana Link standard typologies and nomenclatures to facilitate sharing, comparisons, communication and 'rolling up' of measures of success across the link; and

- present your area CAP to GLL for review and comment and endorsement as a Gondwana Link CAP.

1.4. Checking you are meeting CAP standards

The Open Standards/CAP approach is a cyclical process through which we can work together to steadily improve the conservation practices within each project area and across the Link to achieve significant and lasting ecological improvement. We support use of a self-assessment process to regularly check the thoroughness of our use of the approach, and to share what we learn along the way. We suggest that each CAP team runs through the self-assessment annually. Keep the records and recommendations from each self-assessment and ensure that work towards meeting these recommendations has occurred or is included in your workplans for the following year. The score for your CAP should increase (or at the very least remain static – not decrease). The Gondwana Link self assessment tool is available from Gondwana Link and is part of the 'Action Planning for Gondwana Link – Standards and Guidance' package.

1.5. Custodianship

Our preference is for all plans to have leadership from the group or groups undertaking the on ground changes necessary to implement the plans, and for this to be recognised and acknowledged. Gondwana Link Ltd's role is to support and where necessary facilitate the planning process and to encourage the groups to work together.

GLL reserves the right to take elements of a specific area plan and include them in all of Link planning, and area teams are welcome to take elements of zone or whole of link plans to support their area planning.

Recognition of a CAP as a 'Gondwana Link CAP' will be through agreement with the Gondwana Link CEO, which includes custodianship arrangements and responsibilities as set out below:

- A full electronic copy of the CAP (excel Workbook or Miradi plan) needs be supplied along with any revisions as they are undertaken.

- The groups responsible for developing and managing a CAP own that CAP. Custodian of it as a 'Gondwana Link CAP' rests with the Gondwana Link CEO, or nominee of the CEO, and suggestions from groups as to who that nominee is are welcome.

- Gondwana Link Ltd will ensure that a complete current version of an area's CAP Excel Workbook and/or Miradi project is maintained on the Gondwana Link server and available to groups on request. Subject to logistics and agreement of the groups involved, we will also make the plan publicly available, possibly through the Miradi Share approach. This may apply to a shorter version of the plan, without any operational, cultural, or commercially confidential material included.

- Changes to these versions will require the CEO to be confident that the changes have been collectively agreed to by the lead groups and are not the result of any one particular group's

preference. As noted above, the preferred custodianship is through a nominee of the groups, and that includes this role updating and maintaining CAPs.

- How the specific organisations involved in each CAP area organise their internal work programs is up to them, but we encourage the broad intent, at least, of each organisations work program being included and shared through the CAP.

- It is likely that over time different versions of CAPs covering specific areas may develop. GLL accepts this approach, conditional on all versions being clearly marked to reflect their status, noting that there will only be one CAP for an area that has Gondwana Link endorsement.

1.6. Branding

The Gondwana Link logo can be used on CAP documents that have been endorsed by the GL CEO.

Separate and more detailed criteria and processes are under development to provide Gondwana Link endorsement covering applications for associated implementation funding. The intent is to protect the increased fundraising ability each group has through their leadership in implementation of an agreed program in an area of Gondwana Link. The concern is that uninvolved organisations may falsely claim to be meeting CAP and/or Gondwana Link objectives. We recognise that this can happen through confusion or lack of clarity, and the guidelines aim to address that risk. It is not intended that each and every funding application would need to 'go through' Gondwana Link Ltd, rather that they meet the broad needs identified by groups in their area plans.

1.7. 'Intellectual Property' and Conservation Action Planning

Plans are routinely developed across a number of organisations and individuals. Each brings accumulated knowledge, wisdom and insights to the table. We broadly follow the Open Standards for the Practice of Conservation which not only set out a clear and transparent approach to collaborative planning, but consciously engender a culture of sharing and cooperation.

We will continue to pursue an approach whereby the source of all shared information and material is acknowledged and respected and collectively developed plans are not subject to any form of IP restriction by any organisation.

Our preference is for all plans to be licensed under Creative Commons Attribution- Non Commercial 4.0 International License, which lets others distribute, remix and build upon the work, but only if it is for non-commercial purposes and they credit the original creator/s (and any other nominated parties). They don't have to license their Derivative Works on the same terms

Ideally, once plans are well advanced they will be publically available on the web. The only exception is where commercially or culturally sensitive material is involved, and the source or sources of that information request it be held within the planning group and no wider.

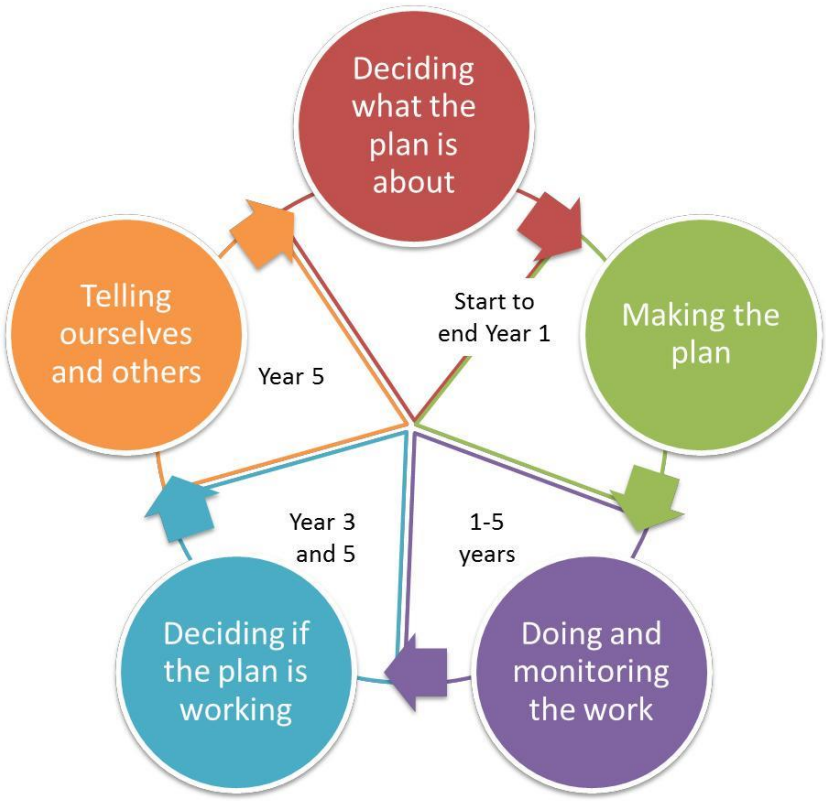
1.8. Communicating about your CAP

Groups may wish to produce a 'CAP booklet' or similar to inform others of their plans. Any document, printed or electronic, should:

- respect any pre-existing processes;
- acknowledge all those who have made significant contributions to their development (current and previous iterations);
- set out the broad process of plan development and various iterations produced to date; and
- note where key data or knowledge has come from; and
- can utilise the Gondwana Link logo if the CAP has been endorsed as a Gondwana Link CAP.

Gondwana Link Ltd has supported the development of all booklets to date, and intends to continue with this support as much as possible.

Conservation Action Planning for Gondwana Link
Summary Reference Cards



A Summary guide to each step in the Open Standards for the Practice of Conservation /Conservation Action Planning approach to achieving conservation outcomes for use by facilitators and planning teams.

SEPTEMBER 2014

Conservation Action Planning Summary Reference Cards

This document is intended as a quick 'ready reference' for facilitators, practitioners and planning and project teams using the Open Standards for the Practice of Conservation (or associated tools eg CAP, Healthy Country Planning) to develop their projects, particularly in a collaborative or community context within the Gondwana Link program.

Use the topic pages to guide your work, but adjust according to your time and resources – you can do this in a day with two people or two years with two hundred.

Each summary card contains the following:

1. Heading diagram illustrating the full planning cycle and the step being discussed, showing approximate timeline
2. Links to the relevant Open Standards / CAP step
    - Lists the specific step in the Open Standards and Conservation Action Planning methods that the card relates to.
3. Why you should do this step
    - Statement on why the step should be considered as part of your plan
4. How you would do this step
    - Some suggested approaches to completing the step
    - Also suggests a way to approach the step if time / resources are particularly limited
5. Who should be involved
    - Suggested participants in the step
6. Things you might need
    - Funds, timeline or tools that can help with this step
7. Questions that can help you do this step
    - Things to think about when planning or doing the step
8. Things to think about when planning
    - Some things to consider in particular when implementing the step in the Gondwana Link context
    - Suggestions on ways to approach the step if time / resources are particularly limited
9. What you should have at the end of this step
    - What you should have at the end of this step for use in your plan
10. Support materials and where to find them
    - Where to find some additional information or help.

Acknowledgements

This document is based on an original concept by Cristina Lasch. It was modified and amplified by Stuart Cowell for Healthy Country Planning in March 2012 after many discussions with northern Australian practitioners, and with specific input from Daniel Oades, John Albert, Leah Umbagai, Naomi Hobson, Tim Jaffer, Emma Ignjic, Paula Deegan, Geoff Lipsett-Moore, Natalie Holland, and Pip Walsh. This version has been adapted by Paula Deegan with input from Keith Bradby, Amanda Keesing and Barry Heydenrych for Gondwana Link purposes.

Conservation Action Planning Summary Reference Cards

Overview

The **Open Standards for the Practice of Conservation** (including Conservation Action Planning, The Nature Conservancy's version of Open Standards) is being used across the Gondwana Link program at a range of scales to plan, implement, measure and adapt our strategies for restoring and conserving nature.

Gondwana Link is a collaborative effort. To be able to measure our progress and share our approaches across the Link, we need to have some way of aggregating and synthesising the various plans and projects within the Link. We are doing that through developing a Whole of Link Ecological Guide that provides a framework to link the goals and objectives of the Whole of Link Guide with those within the CAPs.

These summary reference cards were originally developed to assist Healthy Country Planning teams working with Aboriginal communities. This current version is intended to assist current Gondwana Link project teams operating at CAP area scales and at the whole of link scale to integrate their approaches as they refine and adapt their CAPs, and to assist new teams to develop plans that will mesh with the existing ones. This will assist all of us to build the conditions to allow more effective collaboration across the CAP areas in implementation, monitoring, evaluation and adaptation of our projects. Consistent terminology and the use of standards in identifying targets, their attributes, threats and indicators will assist us to aggregate results and assess progress across Gondwana Link.

Note that some advice for HCP teams (eg on need to involve all of their community) might not be applicable to Gondwana Link projects. **Use the summary cards as appropriate for your own situation.**

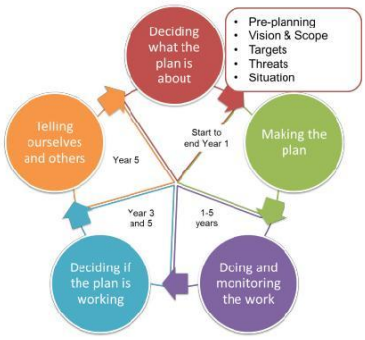
The Summary Cards are not intended to replace the more extensive documentation of the Open Standards for the Practice of Conservation and CAP that can be found at the websites of the Conservation Measures Partnership or The Nature Conservancy's Conservation Gateway: http://cmp-openstandards.org/ and http://www.conservationgateway.org/ConservationPlanning/ActionPlanning/Pages/conservation-action-plann.aspx. The Summary Cards are accompanied by a minimal set of supporting tools and by a list of reference materials. More material can be found at the two websites listed.

The software support tool Miradi is being used to track the progress of some of the CAPs. Note that the Miradi software uses the Open Standards terminology (which is slightly different from CAP as originally used by Gondwana Link; we are gradually aligning our terminology with the Open Standards for ease of communication with projects in other regions and countries). Instructions and advice on the use of Miradi is not included within this document but can be found at https://miradi.org/

Like the CAPs themselves, these Summary Cards are a dynamic document. Feedback on them is welcome, particularly any suggestions for improvements and for inclusion of additional material and tools.

Pre-planning

Work out how you want to do the project



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

a. Before you Begin

Open Standards

a. Conceptualize
   i. Define the initial project team

Why you should do this step

- To create a rough work plan and approach to make sure the project gets done, and to look at capacity and community needs needed to complete all steps
  - Doing a plan well can use a lot of time and money, so it is important to really think about how you will do it
  - It is also important to be really clear yourself and with others about why you want to do the plan – who is it for? Who will implement it? Who will drive it?

How you could do this step

- Get together with a small group of people who are most likely to be involved in making the plan, running the planning process, and/or finding the resources and implementing the plan
- Discuss the questions below and record your answers – flip chart, video, computer
- Use the CAP Capacity Assessment tool to think about where you might need some extra support and resources
- If working with partner groups, consider developing a project charter document to make roles and responsibilities clear

Option for Rapid approach: It is quite possible to do this with just two people as long as they are well informed about the plan and need.

Who should be involved

- Consider involving people with the following skills / background:
  - the person / people who will lead the plan (sponsor, planner, coordinator, facilitators)
  - experience in the community
  - knowledge of the landscape and environment
  - understanding of the resources you have and how you will fill gaps in resources
  - people who will be involved in implementing the plan (including monitoring)

Things you might need

- Money to bring a small group of people together
- Some basic maps of where you are making a plan for
- You will need about a day to do this well

Questions that can help you do this step

- Why do we need a plan? How will we use it? Are there other plans for this area that we need to be aware of? How will different plans work together?
- Who is the plan for?
- Who supports this effort and our roles and responsibilities?
- Who will lead the making of the plan?
- How long we will dedicate to planning?
- What will we produce at the end of the process – reports, posters, videos etc?
- How will we do the planning?
- Who should be involved in the planning?
- Who should be involved in the implementation? Who will lead this?
- Who should do the monitoring? Who will lead the evaluation of monitoring?
- What are the major steps to develop the plan, timetable, responsibilities?
- What resources (skills, equipment, financing) do we have? What do we need?

Things to think about when planning

- Organisational relationships and decision making may be critical for the long-term success of your process and plan – make sure you think about it now.
- Look at any time issues – deadlines, seasons, community events etc
- On-country (outside / field-based) workshops should be linked with management activities if possible to maximize participation, spread costs, and associate the plan with the place you are planning for.
- Are there other planning / consultation processes might be happening that will make this too great an additional load of activity? Can you fit in with them?
- Expect it to take twice as long as you planned.
- Use an approach that works with your community, understand what you need
- For facilitators, never make the first workshop your first community meeting

Option for Rapid approach: At least talk to the key decision makers once you have thought about what you will do

What you should have at the end of this step

- Planning timeline and rough budget
- List of materials needed
- Selection of the initial project team, including the leader of the team, and advisory members
- Identification of the skills each team member brings
- Agreement on the roles and responsibilities of people involved

Support materials and where to find them

- Open Standards outline (online)
- CAP 'Capacity Assessment' tool (in the CAP excel workbook, Capacity tab; and tools section in this document)
- Pre-planning table template (tools section in this document)
- Project charter example (see tools section, this document)
- Pre-planning check list (requirements for a credible first iteration CAP; tools section, this document)
- Gondwana Link Whole of Link Ecological Guidelines and CAP standards

Deciding what the plan is about — Pre-Planning

Vision / Dream

Make a statement about success

Scope / Area

Work out the Boundary of your Plan

Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning	Open Standards
a. Project information	a. Conceptualize
	ii. Define scope, vision, targets

Why you should do this step

- This is the first step in pointing the plan in the right direction – you need to be clear about what you want the future to look like if you are to be successful in making the plan work.
- It is also helpful to be clear about where you are not going to be working – particularly when talking to neighbouring land holders, or other stakeholders.

How you could do this step

- Both the Vision/Dream and Scope/Area may be best developed with the whole group (or community in HCP), particularly those who will be impacted by the plan
- There are many ways to approach this. One way is to break up into smaller groups and have people talk about what they want in the future and record them on flip charts / cards. Look for common themes and ideas and work them into a single statement.
- Develop a 'draft' and test that with different people for the next few meetings until everyone is happy with it.
- Use paper maps to have people draw ideas for the area of the plan

Option for Rapid approach: Review existing materials and plans. Bring together a smaller carefully selected group of people to spend half a day developing the vision and scope.

Who should be involved

- As many community members as possible should have input into the vision / dream.
- The person / people who will lead the plan (sponsor, planner, coordinator, facilitators)
- Elders / people with a good knowledge of the traditional lands involved.

Things you might need

- Funds to bring together a meeting (small group or community)
- Facilitator/s to help organise the ideas
- Ways to record the meeting outputs – paper, video, cameras, software
- Maps / background reports /pens /cards

Questions that can help you do this step

- For traditional owners: What did our country / lands used to look like? (Is it reasonable to use this as a Vision?)
- What is the initial scope of this project (geographical or thematic approach)?
  - Catchment
  - Property
  - Region
  - Country
- Where the project is located?
- What is our initial vision of success or our great goal for the project or area?
- How does our Vision contribute to the Gondwana Link vision? Have we got the right partners involved to achieve the Vision?

Things to think about when planning

- It is important to understand the history and context of the landscape as a guide to the future – ask people, particularly elders, to talk about their history in that place
- Working out a vision may take many steps, beginning with a very open discussion about what people want to achieve
- Using video, sound recording, cameras as well as pen and paper can be a good way to engage more people in the process – particularly younger people
- Using maps to draw boundaries is a terrific way to begin many discussions about country, values, threats etc. Be ready to capture these things even at this stage of the discussion
- It is worth considering investing in time on country to just talk about values, places, and boundaries before starting the planning
- Consider using tools like Google Earth
- A lot of planning is being done around Indigenous Protected Areas or other protected areas (eg private conservation properties). It is better to do a plan for all of a region or country, and then see the protected area as a part of that – a strategy

Option for Rapid approach: Review existing materials and plans. Bring together a smaller carefully selected group of people to spend half a day developing the vision and scope.

What you should have at the end of this step

- A brief description of the scope of the project.
- If appropriate, a map of the area of the project (GIS file or hand drawn on base map).
- The statement of vision of the project.

Support materials and where to find them

- Conservation Gateway (http://www.conservationgateway.org/)
- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- Gondwana Link Whole of Link Ecological Guide, including Vision (from Gondwana Link website www.gondwanalink.org

Targets

The key things that make project area healthy and as we want it

Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

a. Targets
b. Viability (Optional)

Open Standards

a. Conceptualize
   i. Define scope, vision, targets

Why you should do this step

- Your targets are the values, features, assets that you most care about improving, protecting, restoring and keeping healthy.
- They will become the things to focus most of your time and effort on, as a way of keeping your plan manageable.
- Without targets to add to your vision / dreams, it will be a lot harder to put your plan into action and see if it is working.

How you could do this step

- Use the same approach as you did in the previous step – get your community/group together to talk about what is important, record that (on cards / flip charts) and then organise the information into broad groups of similar things. The groups are your targets.
- You should aim to get no more than 10 targets for your plan – you can have more, but more targets makes your plan less focussed and less clear.
- Encourage people to also talk about what makes a target healthy and how they will know if it is healthy. Record this information.
- Your targets will change and evolve over time, as you do more planning and learn more – your first list is not likely to be your final list.

Option for Rapid approach: You can do this with a small group of people using existing information, and just have it reviewed by a larger group. Because your targets will change as you work and learn, don't get caught up trying to make them perfect.

Who should be involved

- Planner / facilitator
- People who can speak for country / have traditional responsibility for places
- People who know the landscape well, its features and how it works

Things you might need

- Funds to bring together a meeting (small group or community)
- Facilitator/s to help organise the ideas

- Ways to record the meeting outputs – paper, video, cameras
- Background information on possible targets and maps of their distribution
- Maps / pens

Questions that can help you do this step

- What are the values, features, assets that we care about most?
- How would we describe each target?
- Why we have chosen these targets?
- Are there associated or "nested" targets, which will directly benefit the conservation of the objects we select?
- What makes your target healthy (viable) and functioning? Is there more than one thing?
- How do we measure the state of health of each attribute? What indicators do we have?
- Have we considered the target types and suggestions in the Gondwana Link targets advice? Have we used the Key Ecological Attributes and indicators list?

Things to think about when planning

- Look at the targets on a map of your project area. Do you need to adjust the Scope?
- Separating the world into elements can be a challenge for many people, but is an important part of looking at the most important activities for the plan
- Think about targets that link together different parts of the area ie river systems
- Targets can extend outside your proposed area so you may need to talk to your neighbours too
- Think about cultural, knowledge and social targets as well (ie Living in Country)
- A background report can help in thinking about these, as can on-country visits
- Think about indicators that are most relevant to groups and community, and that can be measured.

Option for Rapid approach: Work with a few key people trusted by the community or group to do this task rapidly.

What you should have at the end of this step

- List of the targets, including a brief explanation of why they were selected.
- A description of the targets, their key ecological attributes and indicators that could be used to measure them
- Maps of the targets and their distribution
- Table of viability

Support materials and where to find them

- Target selection tool (tools in this document)
- Practitioners Guide (http://www.conservationgateway.org/)
- Open Standards (http://www.conservationmeasures.org/)
- Participatory Conservation Planning report
- Audubon Toolkit
- Gondwana Link targets and attributes tools (tools in this document)

Threats

Stresses and sources
Problems and their causes

Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning
a. Stresses and Sources

Open Standards
a. Conceptualize
i. identify critical threats

Why you should do this step

- To identify the most critical threats (sources of stress) impacting on our targets or on our planning area, that stop us from having healthy country
- To focus on the causes of the problems as a path for action, not just the problem itself

How you could do this step

- The best way to do this step is with a small well-informed and knowledgeable team
- Use information from any previous steps to identify stresses and their sources (i.e. the problems for the targets and their causes)
- Either use the software tools (CAP or Miradi) to help rank the threats, or rank threats using criteria from the Practitioners Guide on flip charts
- If you need to do this step with a large group use participatory / visual methods instead

Option for Rapid approach: Skip the stresses step and simply identify possible causes and rank them according to severity and scope. You will still need to do some ranking but this can save a lot of time. You will generally find though that you need to come back to the step and do it fully later. Doing the Stresses and Sources approach does give a more rigorous rating and focus you on what will improve the targets.

Who should be involved

- Planner / facilitator
- People who know the landscape well, its features and how it works

Things you might need

- Materials from previous steps
- Laptop / computer with Miradi / CAP
- Flip charts / pens etc
- Patience and a sense of humour!

Questions that can help you do this step

- What are the problems that stop the targets working properly? – stress / problem
- Are the problems caused by human activities? - sources / causes
- How much of the target can reasonably expected to be affected by the problem in 10 years, if current trends and circumstances keep going? (What is the scope of the problem?)
- How much damage to the target that can be reasonably expected caused by the problem if current trends and circumstances keep going? (How severe is the threat?)
- Can the effects of the problem be undone? (Are the stresses irreversible?)
- Does the cause of the problem, acting alone, impact on the target? (What is the contribution of this threat to the stress on the target?)

Things to think about when planning

- There are a lot of different terms used in a full threat ranking process – consider using some of the more visual approaches in workshops to reduce confusion
- Many people finding splitting threats into stresses and sources difficult to understand. Provide lots of examples – fire is a good one – and keep referring back to them so that your process of ranking is consistent
- Things can be threats and targets –fire is also an example here
- After reviewing our list of threats, do we have a list that reflects all the problems of the project, including threats which may arise or be worsened by climate change?

Option for Rapid approach: Roll this step into the discussion about targets and just get people to talk about threats when they are talking about targets. Document what is said (consider using voice or video recording). Work will still need to be done to sort out and rank information, but this can save a separate meeting.

What you should have at the end of this step

- Identification of direct threats.
- Rating or ranking of the direct threats to identify the most critical threats

Support materials and where to find them

- Practitioners Guide and Participatory Conservation Planning report (http://www.conservationgateway.org/)
- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- Gondwana Link list of standard Threat terminologies (Tools at end of this document)

Situation Analysis

Identifying who or what drives the problems and what opportunities exist

Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

a. Situation Analysis

Open Standards

a. Conceptualize
   i. Complete situation analysis

Why you should do this step

- Thinking about the links between targets, threats, and the causes of those threats means our later actions are well targeted.
- The diagram can really help to explain to people how we see the plan will work, and can form the start of our later work identifying strategies and making a results chain.

How you could do this step

- This step can be done as a well recorded conversation, or as a diagramming activity. Choose the way that is most comfortable for you.
- Diagramming is probably best for groups because everyone can see the progress of the discussion and ideas.
- Use whatever materials you have available – paper, string / tape, pens etc. Give yourself a time limit and start with just one target and one threat. When you have done one, do another until they are all done.

Option for Rapid approach: Only do this with a small team, or even can be completed by an individual with sufficient knowledge of the plan, and then checked back with the group.

Who should be involved

- Core planning team

Things you might need

- If using the diagram method:
  - Index cards / large sticky notes
  - Blue tac / masking tape
  - Pens
  - Wall space
  - Camera

Questions that can help you do this step

- Do we understand how things impact our targets well enough to design good strategies?
- What are the key things that drive direct threats?
- Who are the key stakeholders related to these practices?
- Are there are opportunities to improve things?
- Are there points where we can have an influence? - these are the key points of intervention
- Are there parts of the diagram where we are not sure of our information?

Things to think about when planning

- This step is best done on a wall or large tarp, but can be done on the ground
- Make it very interactive, and keep probing with 'And what causes that?' questions
- Avoid the diagram becoming too messy – it is meant to help explore and explain critical links, not be a working model of the real world

Option for Rapid approach: This step can be passed over when developing an initial plan, but should be re-visited over time as the plan is implemented

What you should have at the end of this step

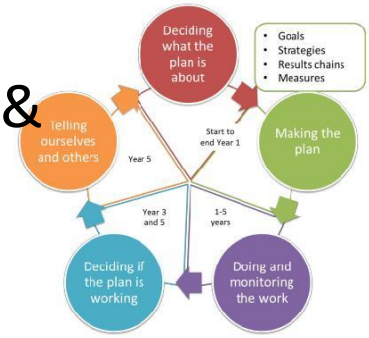
- Identification and analysis of indirect threats and opportunities.
- Stakeholder analysis
- Initial conceptual model illustrating the relationships of cause and effect factors operating on your site.
- Basis for moving to Planning

Support materials and where to find them

- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- FOS Guide to Results Chains (http://www.conservationmeasures.org/)

Goals, Objectives & Strategies

What are we trying to do and how will we do it?



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

a. Develop Strategies: Objectives and Actions

Open Standards

a. Plan Actions and Monitoring
   i. Develop goals, strategies, assumptions and objectives

Why you should do this step

- This is the first step in looking back at the work you have done in 'Deciding what the plan is about' and deciding what to do about it
- Goals, Objectives and Strategies are absolutely key to shifting to solution-focused thinking!

How you could do this step

- Goals and Objectives are based on the Target Health and/or the Threat rankings already completed – focus on the most significant threats or the targets that have poorest health (Goals relate to improving Target health; Objectives relate to Threat reduction. Some groups just use the one term to cover both)
- Develop clear (SMART) Goals/Objectives to improve the health or reduce the threat
- Brainstorm a list of possible Strategies to capture all possible ideas – do this in smaller groups, with each group looking at a specific Goal or Objective
- Once you have a list of possible Strategies, with a smaller planning group look at each one and evaluate it (using the Strategy Evaluation tools in CAP / Miradi) to select only the most feasible strategies to take forward

Option for Rapid approach: An initial set of Goals/Objectives and Strategies can be developed by one person and reviewed by other planning team members. The Miradi evaluation tool is much simpler and quicker to utilise, but might not give as much information.

Who should be involved

- Core planning team
- At least one person who is good at thinking about strategic solutions

Things you might need

- Funds to bring together a meeting (small group or community)
- Facilitator/s to help organise the ideas
- Material from previous steps

Questions that can help you do this step

- What do we need to achieve?
- What are the key threats we need to stop?
- Are there any Targets that we need to focus on to make them healthier?
- Are the Goals we have developed SMART:
    - **S**pecific – be clear what the goal is about
    - **M**easurable – you can measure progress
    - **A**ctionable- it's a thing you can do
    - **R**ealistic- it is actually possible to achieve the outcome
    - **T**ime-bound – you know when it will be done
- Who is involved in causing the problems we are working on? What are their needs?
- Who or what will determine the success of our Goals / Strategies?
- What's the ballpark cost? How many zeros?

Things to think about when planning

- The development of Goals, Objectives and Strategies is a good time to talk with the community or other stakeholders, including potential partners, about the plan
- By now you should have:
    - Vision and Scope
    - Targets, and target health / viability
    - Threats, and threat ranking
    - Situation analysis
- Make sure you use them in this step! Spend time reminding everyone of the work previously completed, and the conclusions from it before developing this step.
- People will talk about Goals, Objectives and Strategies all the way through the process – don't miss them or who suggested them
- Using the SMART tool in a large group can be hard (you don't want to tell a room full of people they are not smart!) – get close and fix later
- Make sure you pick some strategies that will work quickly – this will reinforce the enthusiasm of participants and strengthen networks.

Option for Rapid approach: See 'How you would do this step'

What you should have at the end of this step

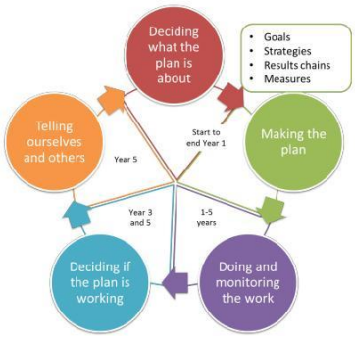
- At a minimum, good Goals and Objectives for all unhealthy targets and critical threats that your project will take action to address.
- If useful, good Goals for other factors (e.g. capacity) relevant to project success.
- One or more evaluated Strategies to accomplish each Goal or Objective.

Support materials and where to find them

- Practitioners Guide and Participatory Conservation Planning report (http://www.conservationgateway.org/)
- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- Strategy Evaluation Tool (tools in this document)

Results chains

Describing our Theory of Change



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

a. Measuring Results

Open Standards

a. Plan Actions and Monitoring
   i. Create results chains

Why you should do this step

- Results chains will help to make clear your assumptions about how strategies will actually help to reduce threats or make targets healthier
- They also help you to be clear about what you will need to monitor and know to show that your plan is working.

How you could do this step

- This step is best done with a small group of people who know the plan well, and understand the planning process.
- It is also best done somewhere you can use a wall to develop diagrams, like the Situation Analysis
- Follow the approach set out in the *Results Chains Facilitation Tips: Some ideas for Workshop Leaders* or the *FOS Guide to Results Chains*

Option for Rapid approach: Results chains can take a bit of work and thinking but really improve the quality of your plan. You will need to do them if you are using Miradi, but if you cannot do it in your first draft make it a key task for your first year.

Who should be involved

- Core planning team

Things you might need

- Index cards / large sticky notes
- Blue tac / masking tape
- Pens
- Wall space
- Camera
- At least one completed Goal or Objective with Strategies

Questions that can help you do this step

- What specific steps are you going to take to achieve your Goals and Objectives?
- Why do you think the steps in your plan of action will work?
- What do you want to happen when you complete each step in this project or process?
- How will you know when you are done? ("What does success look like?")
- Have other groups in Gondwana Link developed results chains for similar targets, threats and goals/objectives/strategies? You may be able to adapt them

Things to think about when planning

- This step sounds much more complex than it actually is – it's just another diagram to help you identify and test your logic and assumptions
- This step is best done on a wall or large tarp, but can be done on the ground or using the software (best use the software only if you are adept at it)
- Make it very interactive, and keep probing with 'And what causes that?' questions
- Avoid the diagram becoming too messy – it is meant to help explore and explain critical links, not be a working model of the real world

Option for Rapid approach: Do not do this step with a large group / community meeting – it will take a lot of time and resources. Use a small team.

What you should have at the end of this step

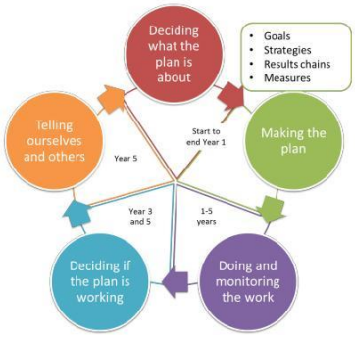
- Identification of Strategies and the steps needed to get them to work.
- Identification of indicators for monitoring
- A diagram that can act as your Program Logic / Logic Model (will be useful for funding etc)
- Basis for moving to Monitoring and Action Plan

Support materials and where to find them

- Results Chains Facilitation Tips: Some ideas for Workshop Leaders
- Examples via Miradi Share (http://www.miradishare.org/) (Conservation Actions & Measures Archetypes Library has generic examples of Results Chains for the different strategy types as listed by the IUCN). Also see Tools in this document.
- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- FOS Guide to Results Chains (http://www.conservationmeasures.org/)

Measures

How do I know if I am getting anywhere?



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

b. Measuring Results

Open Standards

a. Plan Actions and Monitoring
   i. Develop Monitoring plan

Why you should do this step

- To have a clear plan for what you need to monitor, when, who will do it, and what you will do with the results.
- Everyone talks about needing to monitor, but few actually do it in a considered way.
- Monitoring takes time and resources, and can waste a lot of both – spending time now writing a monitoring plan as part of the overall plan can save a lot of time and money.

How you could do this step

- It is useful if you have completed all other steps, particularly if you have looked at the specific things that make targets healthy, how you will show you have reached your goals, and Results Chains.
- With a small team of people, for each Goal or Objective and Strategy, identify the critical indicators to monitor, and determine (in a table; the CAP tool and Miradi both allow for this also) the method, where, who, cost, and what you will use the result for.

Option for Rapid approach: This step is relatively simple and can be done quickly.

Who should be involved

- Core planning team
- Supporting scientists
- Ranger coordinators / managers – people who will be doing the monitoring

Things you might need

- All previous work – including Results Chains
- Access to computer / spread sheet

Questions that can help you do this step

- What do we need to measure to see if we are making progress towards our Goals and Objectives and whether our Strategies are making a difference?
- Are there other targets or threats that we need to pay attention to?
- Who do we need to tell the results to?
- What is the best way to tell the results to different audiences?

- Have we worked out at least one indicator and monitoring method for each Goal and Objective?
- Have we used or referred to any of the proposed Gondwana Link standard indicators?
- Do the indicators really show a link between the actions and the Goal or Objective?
- Can we actually realistically implement the monitoring plan?

Things to think about when planning

- This step is probably best completed with a small group
- Use external expertise to help – there are likely to be things that will need specialist advice and/or knowledge of existing monitoring and baseline data
- Look for measures and techniques that are linked to day to day activities and caring for country – they are more likely to continue
- Don't discount community / traditional indicators
- Some data and results are better than no data at all – you can refine your work as you go

Option for Rapid approach: This step is relatively simple and can be done quickly.

What you should have at the end of this step

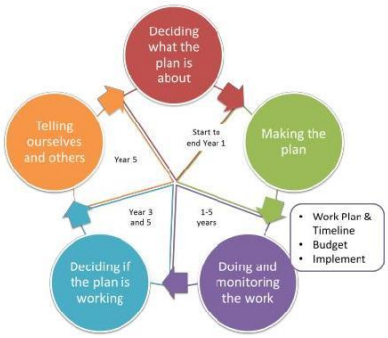
- A realistic list of the indicators your project will measure to track the effectiveness of each strategy.
- If necessary, a list of the indicators your project will measure to assess the status of selected targets and threats that you are not currently working on
- The method(s) for collecting each indicator and a clear plan as to how you will do this.
- This is the last input into your Management Plan.

Support materials and where to find them

- Open Standards (http://www.conservationmeasures.org/)
- Practitioners Guide and Participatory Conservation Planning report (http://www.conservationgateway.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)

Actions, time & budgets

Implementing the plan



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning	Open Standards
a. Develop Work Plan	a. Implement Actions and Monitoring: i. Develop Work plan and timeline ii. Develop and refine budget

Why you should do this step

- To develop a detailed annual budget and workplan for the people who will implement your plan.

How you could do this step

- Once the management plan is complete, sit down with the planning team and work though each strategy and identify the actions required to complete the strategy.
- For each action identify timeline, budget, source of funds, who will do it and the results expected
- Develop a budget and work program broken up into the appropriate time frame for your site (calendar year, financial year, seasons)
- This can be done on flip charts and later transferred to a spreadsheet or other electronic document
- For strategies and actions that don't already have a confirmed source of funds, you may still need to identify at least the actions required, how long they would take to achieve the desired result, what the result would be, who would be able to do it (subject to funding), and the funds required. Then you need to add in a strategy to source the funds OR park this action until the funds are found.

Option for Rapid approach: This step is relatively simple and can be done quickly. If needed, it can be completed by an individual but should be checked by the people below.

Who should be involved

- The person with overall responsibility for the plan succeeding (Manager, Coordinator)
- The person / people responsible for doing the work (coordinators, landholders etc)
- Someone with an understanding of budgets / finances

Things you might need

- The Management Plan
- Computer / spreadsheet, flip charts etc

- Flip charts etc

Questions that can help you do this step

- What is the timeline for the plan?
- What are the specific action steps that need to be done?
- Who is responsible for each step?
- What resources are needed, including people and money?

Things to think about when planning

- This step is probably best completed with a small group
- If they have not been actively involved yet, this is a good time to get your rangers/ coordinators / landholders involved – the actions will require some practical considerations
- Work first on your highest-rated Strategies, and target those that will give early results
- It might be worth considering using a tool like Excel, the CAP Excel Tool or Miradi to help organise information in this step

Option for Rapid approach: This step is relatively simple and can be done quickly. If needed, it can be completed by an individual but should be checked by the people above.

What you should have at the end of this step

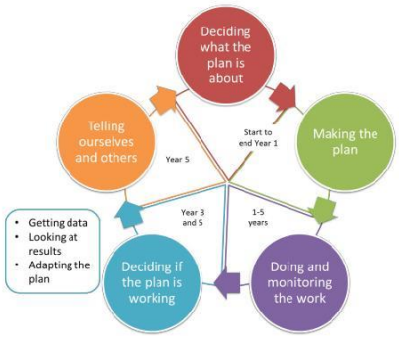
- Lists of major action steps and monitoring tasks, especially those needing to take place in the near future.
- Assignments for specific individual(s) and a rough implementation timeline.
- A rough project budget.
- A brief summary of project capacity
- If needed, objectives and strategic actions for enhancing project resources.

Support materials and where to find them

- Open Standards (http://www.conservationmeasures.org/)

Reviewing the plan

Checking our direction & making adjustments



Links to which Conservation Action Planning / Open Standard step?

Conservation Action Planning

b. Analyze, Learn, Adapt and Share

Open Standards

a. Analyze, Use Adapt
b. Capture and Share learning

Why you should do this step

- It is important to know whether the plan you have put in place is working and achieving what you wanted.
- It's a chance to learn & think about improved project management approaches & tools
- It's an on opportunity to get assistance on specific project issues over time
- It's a chance for peer-review team members to reflect on their own projects
- It's a help for organisations to understand the status of their projects / activities
- It will help the larger Gondwana Link program to reflect on its progress and where the strategies at the whole of link scale might need to be modified or new partners or resources need to be found
- It's a good chance to celebrate achievements and keep momentum going

How you could do this step

- Project review should be regular eg annual, with a more detailed review half way (3 years) and at the end of the plan cycle (5 years)
- Using your measures information, review your project identify what worked as predicted, what did not, and why
- Look at tools such as the CAP Self Assessment tool to guide your questioning

Option for Rapid approach: Consider using story reporting / interviews for community input. Only complete one detailed review (Year 5) and build annual reviews of the workplan into existing budget review processes.

Who should be involved

- Core planning and implementation team
- Community leaders / clients / Board – the people who need to be happy the plan is working
- Ideally involve partners
- Consider external peer review

Things you might need

- Management Plan
- Work Plan
- Budgets
- Monitoring results

Questions that can help you do this step

- What are our monitoring data telling us about our project?
- What should we be doing differently?
- How will we capture what we have learned?
- How can we make sure other people benefit from what we have learned?

Things to think about when planning

- Teams can be quite sensitive to perceived criticism or critique – make sure this work happens in a positive social environment – if there are underlying group / community tensions this can be an unhelpful process
- Agree ahead on the questions that will be asked and have a structure for review – this can help de-personalise it
- Consider having an external reviewer/s help, to provide some outside perspective
- Set up a regular review cycle for the different parts of the plan eg actions every 6 months, strategies annually, targets every 2 years, and overall plan every 5
- Stick to it!
- **Don't be tempted to undertake review instead of actually implementing your plan.**

Option for Rapid approach: As for 'How you would do this step'

What you should have at the end of this step

- Appropriate and scheduled analyses of your data.
- Updated viability and threat assessments
- Modifications to your objectives, strategic actions, and work and monitoring plans
- Regular updates of project documents.
- Summaries of what you have learned, focusing on both process and results.
- Appropriate communication outputs for each key audience.

Support materials and where to find them

- Open Standards (http://www.conservationmeasures.org/)
- Audubon Tools of Engagement (http://web4.audubon.org/educate/toolkit/)
- CAP Self-Assessment tools (http://www.conservationgateway.org/)

TOOLS for Conservation Action Planning for Gondwana Link

1a. Pre-planning Table.

Use this Table to record the decisions made in your Pre-planning preparation.

Step **Planning stage**	**Who** **Specific people to be involved**	**When** **Approximate time to complete**	**Cost** **Resources needed, including budget**	**Preparation** **What will be needed for this step to work**
Preparation				
Background information, Mapping				
Scope, Vision and Targets				
Target viability ratings				
Threats: stresses, sources and ratings				
Situation Analysis				
Goals, Objectives and Strategies				
Action planning (Workplans and Budgets)				
Monitoring and evaluation				
Drafting				
Approval				
Review and adaptation				
NB For some of the steps, you may have a group of people involved in developing the step and another group of people who need to review it.				

1b. Project Resource Measures and Benchmarks (Capacity Assessment)

NB This tool should be used to review your project capacity annually or 2-3 yearly.

Leadership

Staff Leadership: *The presence of a talented staff member with lead responsibility for conserving the area. If multiple staff leaders are involved, they must also have a shared vision of success and successful collaboration mechanisms in place.*	
Very High	A staff leader has (1) clearly assigned responsibility, authority, and accountability for conserving the area, (2) experience in implementing conservation strategies, and (3) sufficient time to focus on developing and implementing conservation strategies at the area. If multiple staff leaders are involved, they have a shared vision of success and successful collaboration mechanisms in place.
High	A staff leader has any two, but not all three elements of focused staff responsibility (responsibility, experience, time). If multiple staff leaders are involved, there may be some difficulties in collaboration.
Medium	A staff leader has no more than one of the three elements of focused staff responsibility (responsibility, experience, time). If multiple staff leaders are involved, they have conflicting visions of success and no collaboration mechanisms.
Low	No staff member(s) with designated job responsibility for conserving the area**.**

Multidisciplinary Team: *Project receives support from an experienced, multidisciplinary team to develop and implement key strategies - located on site, within the lead institution(s) or provided by partner organizations.*	
Very High	The project receives sufficient/experienced support from a project team in all functions needed for successful strategy implementation.
High	The project receives support from a project team – but regular assistance is not available in a few important programmatic areas needed for successful strategy implementation.
Medium	The project receives support from a project team – but regular assistance is not available in many important programmatic areas needed for successful strategy implementation.
Low	The project receives insufficient assistance in most programmatic areas.

Institutional Leadership: *A private conservation organization, government agency, other private sector institution, or some combination of institutions is providing leadership for developing and implementing conservation strategies at the project area. If multiple institutions are involved they must have a shared vision of success and successful collaboration mechanisms in place.*	
Very High	There is clear leadership provided by one or a combination of institutions that (1) have established clear responsibility and (2) developed adequate capacity to implement conservation strategies. If multiple institutions are involved they have a shared vision of success and successful collaboration mechanisms in place.
High	Institutional leadership is being provided but assignment of responsibility or adequate capacity is not at a sufficient level. If multiple institutions are involved, there may be some difficulties in collaboration.
Medium	Institutional leadership is failing to provide adequate capacity to implement conservation strategies even though responsibility for project area is has been accepted by one or more institutions. If multiple institutions are involved, there are serious difficulties in collaboration.
Low	No institution has clear responsibility or adequate capacity to implement conservation strategies.

Legal Framework for Conservation

Legal Framework for Conservation*: Existence of an appropriate framework of protection tools and policy instruments that can be used to secure enduring conservation results at the project area. The potential legal protection tools include types of ownerships, such as public reserves, privately owned conservation areas and conservation covenants. The potential policy instruments include many types, such as planning schemes, development controls, legal permits, or other statutory or policy instruments. This factor seeks to assess whether the potential legal framework for conservation at the project area exists, not whether it has been fully deployed or fulfilled.*	
Very High	An appropriate framework of protection tools and policy instruments exists, and is either being deployed, or has the potential to be deployed at the project area.
High	Most key elements of a legal framework exist, but one key protection tool or policy instrument needs to be authorized or substantially amended.
Medium	Some elements of a legal framework exist, but two or more key protection tools or policy instruments need to be authorized or substantially amended.
Low	Few or no elements of a legal framework for conservation exist.

Funding

Funding. *Existence of sufficient operational funding to support the staff and operating costs, as well as program funding to implement and sustain key strategies. Funding may come from both private and public sectors and be available through a variety of mechanisms and sources.*	
Very High	Funding to *implement* key conservation strategies and for core operations has been secured, pledged, or is highly probable for at least two years, *and* the project has developed likely sources of long-term funding to sustain core costs and key conservation strategies for the next 5 years.
High	Funding to *develop & launch* key conservation strategies and for core operations has been secured, pledged, or is highly probable for at least two years, *and* the project has undertaken financial planning and achieved partial success in developing sources of long-term funding to sustain core costs and key conservation strategies for the next 5 years.
Medium	Funding has been secured or pledged for core operations and initial conservation strategies for at least *one year* and some planning is underway to develop secure sources of long-term support for operations and conservation strategies.
Low	Funding has not been secured or pledged for core operations and strategies and no planning or implementation of long-term funding sources.

Community & Constituency Support

Community & Constituency Support: *The project team effectively engages and gains the support of key constituencies, including those in the local community.*	
Very High	The project team and their program are favourably received and supported by key constituencies – including those in the local community, and there are no major obstacles to key strategy implementation due to community or constituency resistance.
High	The project team and their program are largely favourably received and supported by key stakeholders, but there is some difficulty in strategy implementation due to community resistance.
Medium	The project team and their program have mixed support in the community and there is some significant community opposition to strategy implementation.
Low	The project team and their program have very little support in the community and there is significant community opposition preventing most key strategy implementation.

Use this table to record your results (NB Can use it as a Bar chart. The full tool is available as part of the CAP Excel Spreadsheet v6.1, which will aggregate scores automatically.)

Project Resource Measures	Score	Low	Med	High	V High
People					
Staff Leadership	-				
Multidisciplinary Team	-				
People Average	-				
Internal Resources					
Institutional Leadership	-				
Funding	-				
Internal Resources Average	-				
External Resources					
Social/Legal Framework for Conservation	-				
Community and Constituency Support	-				
External Resources Average	-				
Overall Project Resource Rank	**-**				

1c. A good first iteration Conservation Action Plan: Guidance for project leaders and potential participants

Fundamental to success:

1. The project vision and scope needs to be understood explicitly by the whole team prior to commencing the process. If multiple organisations are involved it is useful to spend some time articulating and managing expectations.

2. A project leader/s with the skills, experience and time to spend building the relationships and acquiring the resources to get the CAP process underway and start implementing strategies.

3. Demonstrated institutional commitment to the project and the CAP process itself.

4. An experienced CAP coach or coaches able to commit to the project over an appropriate period of time (see below).

5. Team members who have
    a. Deep knowledge about the landscape. (Not experts from elsewhere)
    b. Flexibility – are able to change their views
    c. Comfort with ambiguity - able to accept the information available at the present and understand it can be refined in the future
    d. Someone with strong strategic capacity (ie not just of the project but also in general)
    e. someone who knows the politics of the region
    f. Willingness to become familiar with CAP process prior to the workshop
    g. A potential role in implementation

6. Agreement on how much "finishing off" is required for the first iteration and a timeline for completion. It is important to determine early on the relative importance of having prioritised strategic actions, monitoring programs, GIS maps showing assets and strategies etc.

Useful tips

1. Use the capacity assessment to identify institutional issues prior to commencing the formal CAP process

2. Doing a CAP for a big picture project (eg ecoregion, catchment or Bioregion scale) can be very daunting - consider options to identify priority areas or zones within the broader project to apply CAP

3. In order to develop a truly credible first iteration it is likely that the team and coach will need to meet 2-3 times over a 3-12 month period. Ideally each meeting would be 2 days.

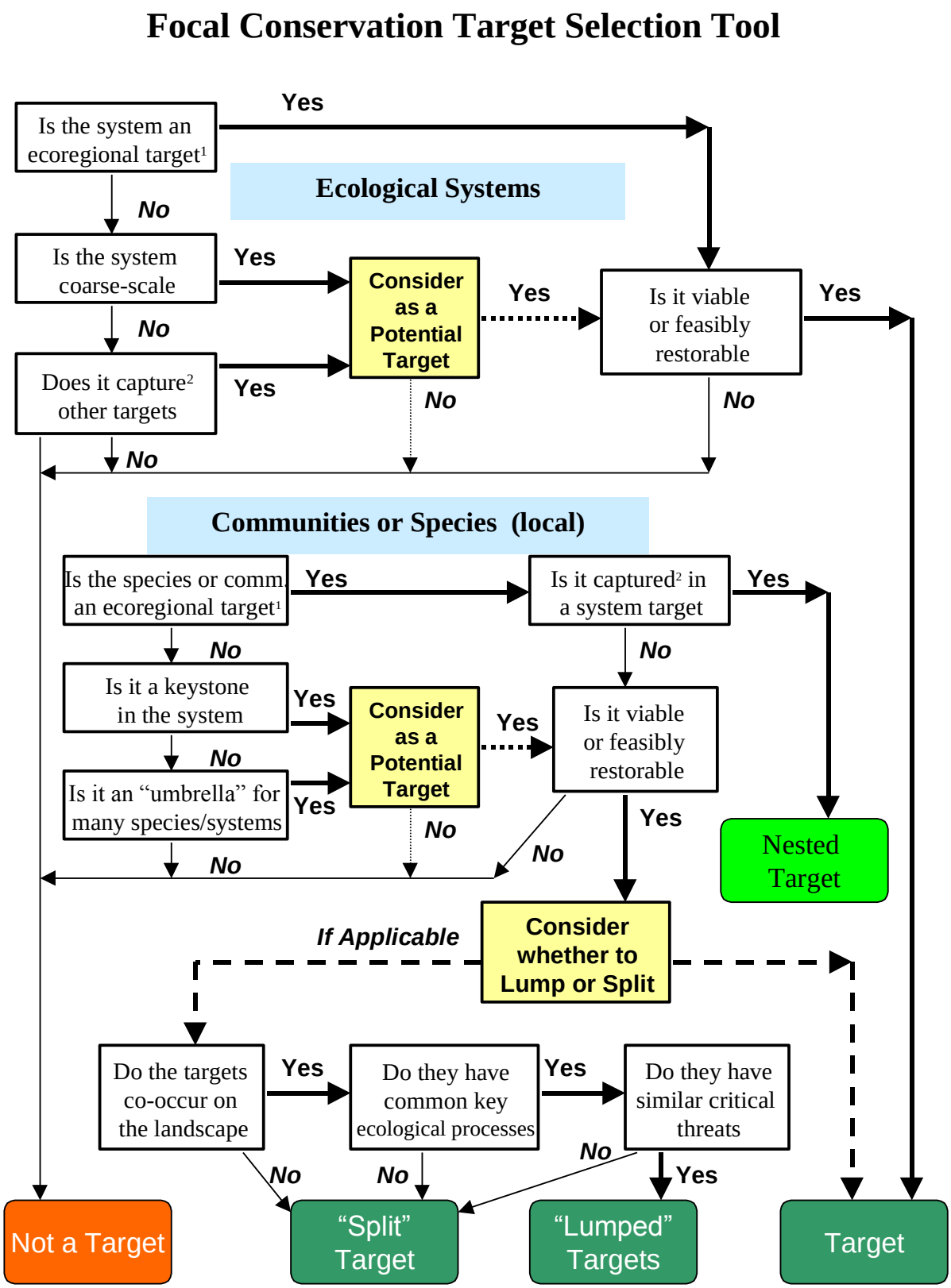
4. For a first time CAP team using the initial 2 days to work all the way through 1-2 assets (targets) gives a valuable insight to the process.

5. Allocate plenty of workshop time for "where to from here" discussions and dividing up tasks between organisations

6. For a large group working on the same project setting up and circulating some draft assets and KEA before the meeting can be very useful.

7. We estimate that <u>for each day spent in a workshop</u>
   - The team leader driving the CAP needs 2 days prep and then 2-5 days for every CAP day for writing up / following leads / data gaps;
   - The coach needs 1 day prep with the person driving then 1 day follow up on the CAP process for every workshop, and 0.5 day per overall CAP per 3 months for ongoing coaching / support (the purpose of this last is to try and build an ongoing 'mentoring' expectation in the coach and the team)
   - The core team members need, per workshop, 1 day prep and 1 day for follow up / review

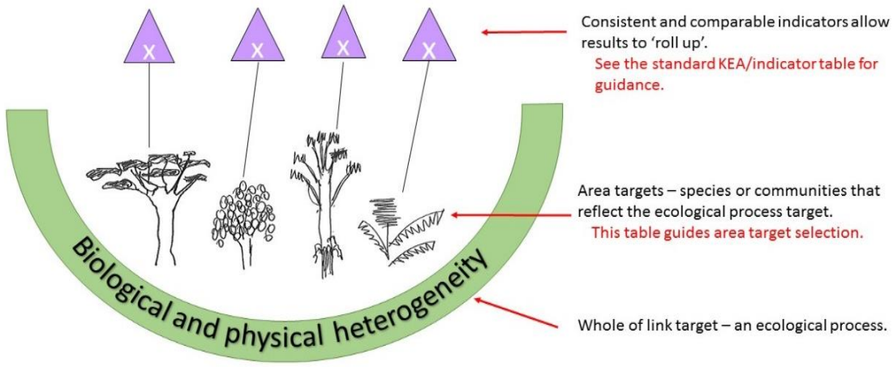
2.a Target selection tool



Notes: [1] Or is the system, community, or species likely to be a target in a new or revised ecoregional plan?

[2] "Captured" means that conserving the system will lead to conservation of the embedded species, community or system.

2b. Gondwana Link Target Typology



The selection of targets is one of many important steps in the Conservation Action Planning process. Targets are also one of the many items that need to be reviewed and adjusted as required.

After much thinking, discussion and literature review Gondwana Link Ltd is using ecological processes as targets in their Whole of Link planning process (see the Gondwana Link Ecological Guide for additional information). This table helps with the 'jump' between ecological process targets at whole of link scale to species and community targets at zone and area scale.

You don't necessarily need one target per ecological process – most species/communities are an expression of several processes.

It is important to remember that it is the indicators of the Key Ecological Attributes (KEA) of targets that we are using to measure success. So different species and communities can be selected as targets in different areas but results of monitoring their indicators can be 'rolled up'. The diagram may help you understand this.

Note: Gondwana Link have also developed a set of standard KEA's and their indicators.

	Whole of Link TARGETS (functional processes)						
	Biological and physical heterogeneity	**Evolutionary processes**	**Hydrological processes**	**Natural disturbance regimes**	**Trophic interactions**	**Wildlife populations and movement**	**Living in country**
WHAT WE MEAN what this process leads to in Gondwana Link: (expanded in the Gondwana Link Ecological Guide)	Abiotic (climate, soils, geology) and biotic (plants, animals and microbial) interactions produce large and fine scale mosaics of species and communities, including many short range endemic species, characteristic of the Gondwana Link areas. The high species diversity is a result of the heterogeneity in those conditions. Large, viable areas representing the range of abiotic and biotic heterogeneity are needed.	These require the ability for exchange or dispersal of genetic material (genes, pollen, seeds etc), and the capacity for new populations to establish. Barriers to movement (e.g hostile matrix; physical barriers) of genetic material or their vectors (eg pollen dispersal by birds or mammals; seed dispersal by emus and other fauna; fauna dispersing into new areas to establish their territories and reproduce) disrupt evolutionary processes.	At large scales, catchment hydrology underpins wetlands, waterways, groundwater dependent systems, riparian communities, aquatic species, many unique to the region. Massive changes to hydrology through widespread clearing have affected the condition of many other ecosystems. At smaller scales, local processes (soil digging by fauna, organic content of soils) alters water penetration of soils.	Resilient ecosystems will recover from periodic disturbances (eg drought, storms, other extreme weather events, fires, etc) if those disturbances are within the range of historical variation (both in scope and intensity). Maintaining large, connected and viable (condition and size) areas and re-instatement of ecologically-based fire regimes is the best way to retain these processes.	Predator-prey relationships are only one part of this (albeit a very important one). Trophic relationships also include other interactions between organisms, such as the roles of fungi eaters and ant or other insect eaters in turning over soil and in assisting with decomposition and nutrient cycling; decomposing organisms themselves; etc.	Wildlife moves to feed, to breed and to colonise or re-colonise suitable habitat. Different species have different abilities to move and disperse, and may have different requirements for movement in response to cyclical conditions (drought, extreme weather, food sources, fire etc). Functional connectivity at different scales facilitates maintenance of populations and movement.	Living in country requires a more balanced way of relating to and maintaining nature than the approach that has prevailed for the past 190 years. Rather than the "ecological apartheid" we need to incorporate nature in human settlements and activities, including farming and mining, to a much greater degree than we have done so far.

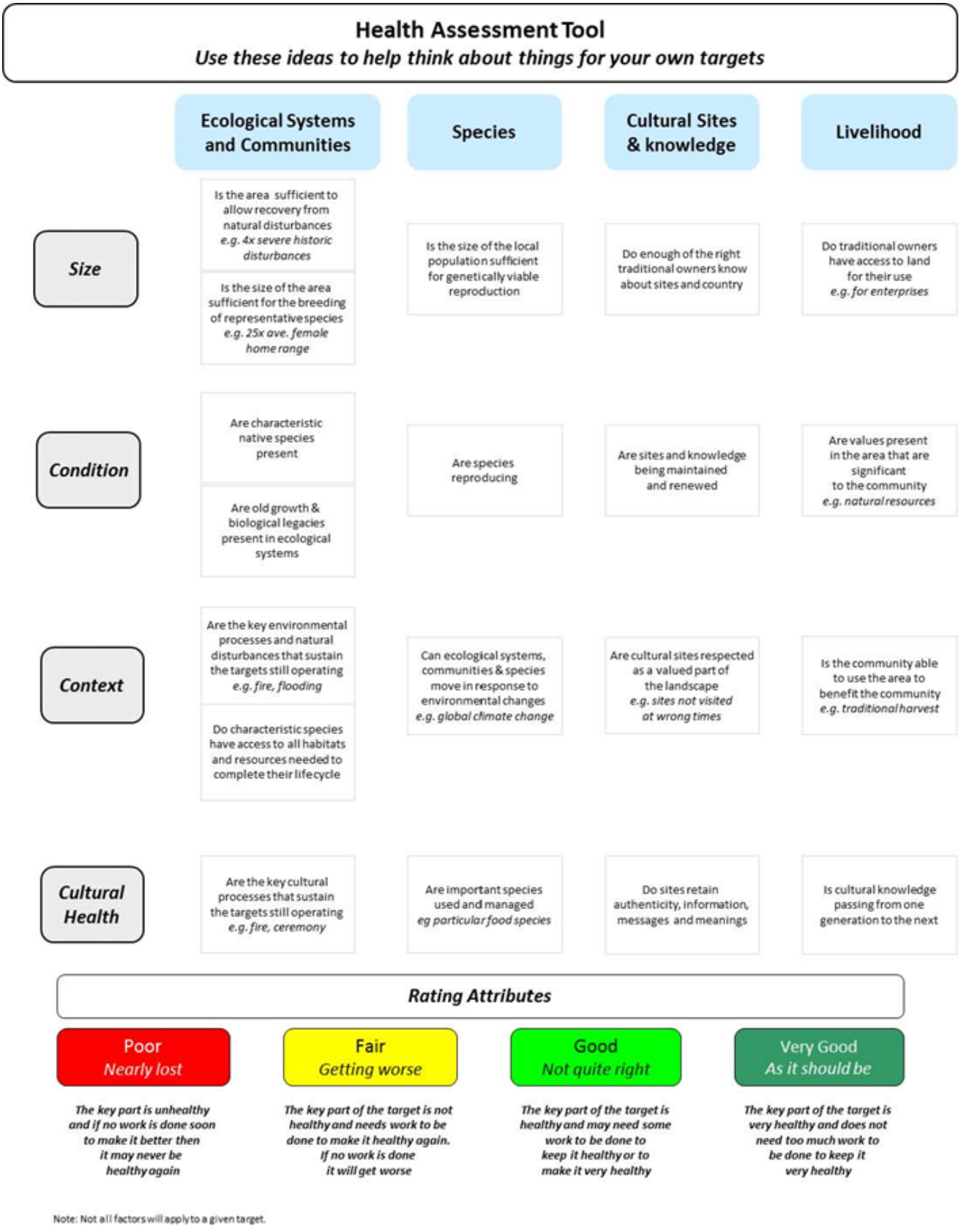
	Whole of Link TARGETS (functional processes)						
	Biological and physical heterogeneity	**Evolutionary processes**	**Hydrological processes**	**Natural disturbance regimes**	**Trophic interactions**	**Wildlife populations and movement**	**Living in country**
Goals: **ALL OF GONDWANA LINK**	Heterogeneity, expressed as the natural mix of vegetation associations, floristic patterns, structural complexes, plant, animal and fungal species, landforms and environmental gradients, is maximised across Gondwana Link.	Functional connectivity (TBD) at all scales is maintained or increased to ensure gene flow for natural evolutionary processes continues unimpeded.	Wetlands and groundwater dependent ecosystems across Gondwana Link are healthy. Catchment hydrologies are protected or returned to within their "natural" or historical range.	The extent, condition and connectivity of habitats is sufficient to allow for recovery and recolonisation following natural or other disturbances (eg storms, fire, floods, drought etc) and for adaptation to seasonal and inter-annual variability. Fire regimes across Gondwana Link are based on the best available understanding of ecological requirements.	Populations of identified targets and indicator species are maintained or increased across Gondwana Link.	Wildlife populations have the habitat and food resources they need to maintain their life cycles, including migration, dispersal and recolonisation.	Nature and culture are valued across the public and private sectors and we live within ecologically sustainable means.
Goals: **CENTRAL FRAGMENTED ZONE (CFZ)** *(From Miradi CFZ version Aug 2014)*	There is an increase in health/viability ratings of forest and woodland systems across CFZ by at least x% by 2030. There is an increase in health/viability ratings of heathland and shrubland systems across CFZ by at least x% by 2030.	There is an increase in health/viability ratings of granite complexes across CFZ by at least x% by 2030.	x% (TBD) of wetlands within the CFZ are in Good or Very Good condition by 2030.	x% improvement in connectivity indices (patch analysis) across the CFZ by 2050 (ie Enough big patches across the distribution of any system to allow recovery from periodic disturbances such as fire, flood, hailstorms etc). x% of CFZ being managed under ecologically determined fire regimes by 2020.	To arrest the decline in (bandicoot? other ground dwelling species TBD?) populations by 2020 and see an increasing trend in habitats and their occupancy by 2030.	The decline in BGW populations is arrested by 2020 and an increasing trend in suitable habitats and their occupancy can be demonstrated by 2030. By 2030, increase the breeding success, populations and accessible habitat for all 3 species of black cockatoos.	TBD

	Whole of Link TARGETS (functional processes)						
	Biological and physical heterogeneity	**Evolutionary processes**	**Hydrological processes**	**Natural disturbance regimes**	**Trophic interactions**	**Wildlife populations and movement**	**Living in country**
CAP GUIDANCE *Have these been considered when selecting targets*	•Extent and condition of main structural systems (forests, woodlands, mallee, heaths, shrublands, open areas) and their dependent species? •Systems or communities that occupy different places in the topographic and other environmental gradients? •Systems or communities that are outliers of main distributions? •Systems/ communities that are restricted to or specific to the region/area, or for which the area/ region contains most of the remaining extent? •Systems that reflect the range of ecotypes (eg see the South Coast Ecozones mapping by Nathan McQuoid).	•Connectivity between and within systems and communities; •Centres of species and/or genetic diversity; •Outliers of communities and species distributions; •Maintaining minimum viability of populations through protecting large extents of communities and systems; •Species that are involved in pollination and propagule dispersal, such as birds, insects, honey possums, emus?	•River systems? Lentic (standing, rather than flowing) wetlands? •A range of wetland types (see eg Dept of Water, Semeniuk classifications)? •Species or communities dependent on flowing or other water for all or part of their life cycles? •Species or communities confined to riparian areas? •Systems or communities with a high groundwater dependency?	•Systems, communities or species that are sensitive to changed fire regimes? •Systems, communities or species that are sensitive to other disturbances, such as logging, fragmentation through roads and other infrastructure? •Total extent and representation of systems or communities that may be sensitive to disturbance regimes? (This includes species that need some disturbance for regeneration, ie flood, fire, cock eyed bobs).	•Species that are vulnerable to predation by introduced feral animals? •Native predators, such as dingoes, chuditch, raptors, goannas etc.	•Species with different connectivity requirements (eg dispersal limited, habitat specialists, etc); •Species with different range and territory requirements; •Long distance dispersers, seasonal or annual migrators, semi-nomadic species; •Refuge habitats for species in times of stress; •"Critically interactive species" (Soule et al) such as mycophagus species, honeyeaters, waterbirds, frugivores, granivores, insectivores, pollinators, animal dispersers of seeds, fungal spores and other propagules, animals that dig or turnover soils and litter.	
CAP TARGETS *(NB Most targets are expressions of most of the processes above: inclusion in only one column is for convenience, and is NOT to imply that the target is defined only by that one type of process)*	Forest and woodland ecosystems; Heath and shrubland ecosystems; Ecosystems on topographic gradients; Outlier systems; Systems/communities that are restricted or specific to the area/region	Centres of species or genetic diversity; Genetic outliers; Connectivity between systems or within species distributions;	Wetlands, waterways, groundwater dependent systems	Extent of ecosystems and populations (ability to absorb and respond to disturbance over some part of Target occurrence); Fire sensitive and fire dependent systems, communities or species	Native predators; Native prey species that may be limited by introduced predators; Specialist feeders (eg numbats, woylies, other mycophagous or myrmecophagous spp) and their food sources	Common and restricted occurrence fauna; Migratory, nomadic and semi-nomadic species, long and short range; Species with differing range, dispersal and habitat requirements.	Values, culture and behaviours that support the ecological targets.

	Whole of Link TARGETS (functional processes)						
	Biological and physical heterogeneity	**Evolutionary processes**	**Hydrological processes**	**Natural disturbance regimes**	**Trophic interactions**	**Wildlife populations and movement**	**Living in country**
Augusta-Marg River	Scott Coastal Plain; Leeuwin Ridge; Jarrah-Marri systems		Wetland systems; Waterways		Black-gloved wallaby	Black-gloved wallaby	
Forests-Stirling	Jarrah-Marri associated vegetation communities; Wandoo woodland ecosystem; Proteaceous-rich shrublands and woodlands; Stirling Range outliers		West Balicup wetland suite		Black-gloved wallaby	Black-gloved wallaby; Carnaby's Cockatoo	
Lindsey Link	Jarrah-Marri forests; Karri and wandoo outliers; Albany Blackbutt and Banksia woodlands; Granite outcrops and ridges	Honey possums	Wetlands including rivers and creeks		Honey possums	Honey possums	
Ranges Link	Jarrah and Marri woodlands; Mallee heath; *Banksia attenuata* shrubland; Rock sheoak communities		Kalgan River, tributaries and wetlands		Black-gloved wallaby	Black-gloved wallaby; Black cockatoos (3 spp)	
Manypeaks	Jarrah associated communities; Karri forests; Proteaceous dominant communities including Mallee heath		Freshwater systems	"Healthy habitat fauna" (Fire)?		Black cockatoos (3 spp); "Healthy habitat fauna"; Shorebird habitat	
Fitz-Stirling	Yate woodlands; Mallet and moort woodlands; Proteaceous rich communities (now renamed?)		Creeks; Freshwater systems	Mallet and moort woodlands (Fire); Tammars (Fire)?	Tammars and Black-gloved wallabies	Tammars and Black-gloved wallabies	
(Ravensthorpe Connection)	TBD						
Granites and Woodlands	Eucalypt woodland systems; Sandplain shrublands; Granite systems; Greenstone and Banded Ironstone complexes		Lake Cronin; Salt lakes	Malleefowl (fire); Eucalypt woodlands (Fire, physical disturbance, severe weather events)?	Chuditch; Malleefowl	Carnaby's Cockatoo; Malleefowl?	

	Whole of Link TARGETS (functional processes)						
	Biological and physical heterogeneity	**Evolutionary processes**	**Hydrological processes**	**Natural disturbance regimes**	**Trophic interactions**	**Wildlife populations and movement**	**Living in country**
Ngadju	DRAFT Old growth Eucalypt woodlands; Sandplain shrublands; Granite systems; Greenstone and banded ironstone hills; Fraser Range; Peak Charles; Woodline Hills	*All targets; intactness attributes*	Salt lakes; *(Rockholes nested under Granite systems)*	Old growth woodlands (Fire, physical disturbance, severe weather events); Size, disturbance attributes for most targets	Malleefowl *(Nested wildlife targets under other system targets)*	Malleefowl *(Nested wildlife targets under other system targets)*	*Cultural attributes within each target (Ngadju knowledge and stories);* *Overall program vision is for living in country and aims at strategies to implement this.*
Project scale targets: BHA Stirling - Fitzgerald	Mallee heath and Black-gloved wallaby; Mallet and moort woodlands and Tammar; Creeks and Flat-topped Yate woodlands; Freshwater systems	*(all targets)*	Creeks and Flat-topped Yate woodlands; Freshwater systems	Mallee heath and Black-gloved wallaby; Mallet and moort woodlands and Tammar;	*Wallabies*	*Wallabies*	

2.c. Key Ecological Attributes: Useful questions to ask



2d. Gondwana Link Standard Key Ecological Attributes

Terrestrial Systems

	Key Attribute / *Stress*	Indicator	Poor	Fair	Good	Very Good
Landscape Context	**Fire regime** ***Stress = wrong fire regime; too much burnt; fires too frequent***	Fire regime: frequency and area burned *(Assessed through spatial analysis annually-5 yearly)*		Not enough/ too much fire on too little/ too much area	Fire regime may be altered, but is maintaining reasonably "Good" condition and structure	Close to historical fire return interval and area burned
	Connectivity ***Stress = fragmentation***	Patch analysis (Patch size; distance between; perimeter/area rations) *(Assessed through spatial analysis annually-5 yearly)*	Highly fragmented	Fragmented but still some large, though possibly isolated large (>50,000ha) blocks	May be altered but maintains high degree of connectivity (TBD)	Close to original
Condition	**General vegetation structure and composition** ***Stresses = reduced species composition; poor regeneration/recruitment; reduced structural diversity (loss, degradation of vegetation strata)***	% of vegetation in various condition "states" (see VAST framework) *(Assessed through spatial analysis annually-5 yearly; requires more work to develop baselines)*	Most (>50%) vegetation in "modified" condition, with regenerative capacity limited	Some to most vegetation in "modified" condition, but with generally high regenerative capacity	Most vegetation in "residual" vegetation class (structure , composition and regenerative capacity intact)	All vegetation in "residual" vegetation class
	Presence of old growth legacies ***Stresses = loss/reduction of old growth characteristics; simplified structure; simplified age-class ration***	% of total habitat area with old growth legacies such as large, mature, hollow-bearing trees (or expected age-class ratios)	Old growth legacies largely absent	Old growth legacies absent across some of the total area	Old growth legacies present across most of the total area	Close to predicted age class ratios
	Presence & abundance of characteristic animal species ***Stress = loss / reduction in characteristic species***	Suite of species, including common, specialist/ sensitive & rare (nested targets)	Almost exclusively common species	A number of sensitive species are declining	Most sensitive species &/or nested targets in healthy numbers	Rare species and nested targets in healthy numbers

	Presence & abundance of "indicator" or focal species (eg. declining bird species or guilds) ***Stress = loss / reduction in indicator species***		Indicator species seriously declining or absent	Indicator species likely to be declining slowly	Indicator species generally stable or increasing in abundance	
Size	**Minimum dynamic area** ***Stress = loss / reduction in area of system/habitat***	Amount of suitable habitat required to maintain viable population/s (or number of viable populations) of focal species	Habitat area and spatial configuration far below that required to maintain focal species	Habitat area and spatial configuration below that required to maintain focal species	Large enough habitat for focal species; Most meta-populations likely to be viable	
	Total area of habitat remaining ***Stress = loss / reduction in area of system/habitat***	% of pre-European extent *(Assessed through spatial analysis annually-5 yearly)*	Serious habitat depletion <20%?	Substantial habitat depletion 20-60%?	Minor habitat depletion 60-80%?	Close to pre-European extent; minimal loss >80%?

Note:
Select **no more** than five attributes for a target. Three may be enough (one each for Size, Condition, Landscape Context)
Ratings may be refined for specific targets (eg for fire regime, use known frequency requirements where possible. Refer e.g. to Barrett et al for fire sensitive community requirements of south coast systems)
Some attributes may be unsuitable for particular targets chosen due to limited information (eg knowledge of Minimum Dynamic Area for a target species). Consider whether it will be possible to determine this within 3-5 years or choose another attribute that can be measured.

Species (flora or fauna)

	Key Attribute / *Stress*	Indicator	Poor	Fair	Good	Very Good
Landscape Context	**Fire regime** ***Stress = wrong fire regime; too much burnt; fires too frequent***	Fire regime: frequency and area burned *(Assessed through spatial analysis annually-5 yearly)*		Not enough/ too much fire on too little/ too much area	Fire regime may be altered, but is maintaining reasonably "Good" condition and structure	Close to historical fire return interval and area burned
	Connectivity ***Stress = fragmentation***	Patch analysis (Patch size; distance between; perimeter/area rations) *(Assessed through spatial analysis annually-5 yearly)*	Highly fragmented	Fragmented but still some large, though possibly isolated large (>50,000ha) blocks	May be altered but maintains high degree of connectivity (TBD)	Close to original
Condition	**General population structure and composition** ***Stresses = reduced species population; poor regeneration/recruitment***	Recruitment and survival of young *(Assessment method and ability to detect change will depend on species)*	Little evidence of recruitment; and/or few breeding/seed-bearing individuals	Some recruitment, but with limited survival or only in small area of total suitable habitat	Generally populations known to be reasonable numbers, recruitment happening in most years/seasons	All populations in "good" numbers, high recruitment, some evidence of dispersal
	Presence of old growth habitat (for dependent species) ***Stresses = loss/reduction of old growth habitat***	% of total habitat area with old growth legacies such as large, mature, hollow-bearing trees (or expected age-class ratios)	Old growth legacies largely absent	Old growth legacies absent across some of the total area	Old growth legacies present across most of the total area	Close to predicted age class ratios

Size	**Minimum dynamic area** ***Stress = loss / reduction in area of habitat***	Amount of suitable habitat required to maintain viable population/s (or number of viable populations) of focal species *(Surrogates may be needed in absence of species-specific information)*	Habitat area and spatial configuration far below that required to maintain focal species	Habitat area and spatial configuration below that required to maintain focal species	Large enough habitat for focal species; Most meta-populations likely to be viable	
	Total area of habitat remaining ***Stress = loss / reduction in area of habitat***	% of pre-European extent *(Assessed through spatial analysis annually-5 yearly)*	Serious habitat depletion <20%?	Substantial habitat depletion 20-60%?	Minor habitat depletion 60-80%?	Close to pre-European extent; minimal loss >80%?
	Total population size ***Stress = loss/ reduction in population size; in-breeding due to low population***	Number of individuals and/or populations (flora) Frequency of habitat occupancy/ Frequency of sightings (fauna) NB Indicator and ratings will be very species-specific; this is a briad guide only.	Serious loss None or very few areas occupied; not seen or rarely seen	Substantial loss Few areas occupied (20-60%) Occasional sightings	Minor loss Most areas occupied (60-80%) Fairly commonly seen	Close to capacity Most/all areas occupied Regularly seen

Note:
Select **no more** than five attributes for a target. Three may be enough (one each for Size, Condition, Landscape Context)
Ratings may be refined for specific targets (eg for fire regime, use known frequency requirements where possible. Refer e.g. to Barrett et al for fire sensitive community requirements of south coast systems)
Some attributes may be unsuitable for particular targets chosen due to limited information (eg knowledge of Minimum Dynamic Area for a target species). Consider whether it will be possible to determine this within 3-5 years or choose another attribute that can be measured.

Wetland and Riparian Systems

	KEA	Indicator	Poor	Fair	Good	Very Good
Landscape Context	**Hydrologic regime** (Magnitude, timing, duration, frequency of flows) *Stresses = changed flow regime; too little water ; too much water; changed flood/flow frequency*	Examples: - Average annual flow volumes - Number of minor and major flood events per decade		Average annual flow volumes generally outside natural range of variation	Average annual flow volumes generally within natural range of variation	
	Catchment native vegetation / perennial cover ***Stresses = changed flow regimes; changed groundwater hydrology; salinity; increased soil, sediment loss from catchment***	% of native vegetation and/or perennial cover in catchment	<30%	30-60%	60-80%	>80%
	Presence of buffering native vegetation in surrounding catchment/ area ***Stresses = loss, reduction of riparian vegetation; increased bank instability / sedimentation / salinity***	% native vegetation cover within 5km buffer zone	Most of surrounding buffer area cleared	Some of surrounding buffer area cleared	Most of surrounding buffer area vegetated	
Condition	**Bank stability & integrity** ***Stresses = bank instability; sedimentation; loss of riparian and/or aquatic habitats***	% of stream with expected abundance & diversity of important habitat components	Most reaches have highly modified bank characteristics	Some reaches have highly modified bank characteristics	Bank condition generally intact	
	Instream habitat diversity ***Stresses = reduced habitat diversity; loss of particular instream habitats***	% of stream with expected abundance & diversity of important habitat components (snags, biotopes - pools, riffles, runs, instream vegetation)		Some reaches have lower than expected instream habitat abundance and diversity	Most reaches have minimum expected instream habitat abundance and diversity	
	Aquatic life ***Stresses = loss/reduction of key species or groups***	Aquatic life (native fish and macroinvertebrate species	Key indicator species/groups poorly	Key indicator species/groups moderately	Key indicator species/groups well represented	

		richness)	represented across monitoring sites	well represented across monitoring sites	across monitoring sites	
Size	**Extent and condition of riparian vegetation** ***Stresses = loss of riparian habitat; loss of species or groups dependent on riparian habitat; bank instability and erosion; increased nutrient input***		Riparian vegetation absent or in poor condition across most of waterway	Riparian vegetation absent or in poor condition across some of waterway	Riparian vegetation present and in good condition across most of waterway	
	Minimum viable populations of selected indicator species ***Stress = loss, reduction of selected species***	Numbers of selected species			Population numbers appear to be sufficient	
	Pre-European extent of major wetland types ***Stress = loss/ reduction of wetland area (for one or more wetland types)***		Most wetland types poorly represented	Some wetland types poorly represented	All wetland types at least moderately well represented	All wetland types well represented

Note: Select **no more** than five attributes for a target. Three may be enough (one each for Size, Condition, Landscape Context).

Some attributes may be unsuitable for particular targets chosen due to limited information (eg knowledge of Minimum Viable Populations for a target species). Consider whether it will be possible to determine this within 3-5 years or choose another attribute that can be measured.

3. Gondwana Link Standardised Threats

Version October 2014

Standardised threats were developed by the IUCN and are utilised in the Open Standards for the Practice of Conservation. We have adapted the IUCN threat list for Gondwana Link use to provide standard threat nomenclature for the Whole of Link (WOL), zone and area CAP scales.

Things to consider when choosing or reviewing your threats.

- To align with Gondwana Link plans please choose your threats from the following list. We hope this list covers all possible threats. If not new ones can be added.

- Threats are the source of stress. Be clear about the stress versus the source of stress (threat). Stresses are the inverse/opposite of Key Ecological Attributes (see the Key Attributes table for suggested stress associated with standard attributes).

Stress:	**Source of stress (threat)**:
Predation	foxes…
Fragmentation	clearing; clearing paddock trees; residential or commercial development; mining and quarrying; roads and infrastructure
Competition for hollows	fires, clearing of old trees; introduced bees, aggressive bird species

- The table below gives proposed indicators/measures.

- In the Open Standards (and in Miradi software)
    - Goals are based on Target enhancement
    - Objectives are for Threat reduction.

Gondwana Link Standardised Threats

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
1. Residential and commercial development	1. Residential and commercial development	**Development (residential and commercial)**	Housing and urban areas, commercial and industrial areas, tourism & recreation developments with a substantial footprint.	Direct loss of ecosystems, degradation of ecosystems through fragmentation and edge effects, changed hydrology.	• Annual/5 yearly assessment of area of native vegetation lost to residential and commercial development. • Number of significant safeguards included in statutory instruments, including planning policies and development conditions.
2. Agriculture and aquaculture	2 Agriculture	**(Use the categories in this column below: these will be aggregated up at WOL scale)**	Current (not historical) impacts from agriculture, including on-going hydrological change, loss of further native vegetation (including paddock trees); impacts of grazing on native systems in agricultural areas. Nutrient and chemical drift and erosion and sedimentation are grouped under Pollution (see 9 below)	See below	See below
2.1 Annual and perennial non-timber crops					

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
	2.1.1 Annual cropping	**Annual production systems**	Areas under annual crops or pastures	On-going hydrological impacts	Change in area (annual/5 yearly) under annual crops
	2.1.2 Stubble burning	**Stubble burning; Windrow, logs burning**	Burning of stubble or other on-farm burning that contributes to wildfires or burning of remnants	Contributing to wildfire ignition; burning remnants on farms	Area of native vegetation lost from fires started from stubble burns
	2.1.3 Poor grazing practices	**Poor grazing practices**	Stock in bush and riparian areas; lack of paddock tree recruitment NB nutrient and soil loss issues see 9 below.	Degradation of natural ecosystems; loss of niche habitats (eg paddock trees) that support birds, bats, insects	Change in areas protected from grazing
	2.1.4 Loss of native vegetation	**Loss of native vegetation; Clearing of paddock trees;**	The replacement of natural ecosystems with agricultural land uses, including cropping, viticulture, horticulture and grazing**. NB This is NOT for historic clearing (impacts are accounted for in your target viability assessments) but relates to new clearing for agriculture.**	Direct loss of ecosystems, degradation of ecosystems through fragmentation and edge effects, changed hydrology.	Areas of native vegetation lost; Areas placed under conservation management or restored; Paddock trees lost or planted
2.2 Wood & pulp plantations	2.2 Plantations	**Plantations**	Stands of trees planted for timber, fibre or carbon outside of natural forests and woodlands, often with non-native species	Direct loss of ecosystems, degradation of ecosystems through edge effects, changed hydrology.	• Area of plantation • Area/proportion of plantations contributing to meeting CAP goals (TBD)

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
2.3 Livestock farming and ranching	2.3 Pastoralism	**Pastoralism**	Domestic or semi-domesticated animals allowed to roam in the wild and supported by natural habitats.	Degradation of ecosystems	• Area being used for pastoralism • Proportion of pastoral area contributing to CAP goals (TBD)
2.4 Marine and freshwater aquaculture	2.4 Freshwater aquaculture				
3. Energy production and mining					
3.2 Mining & quarrying	3.2 Mining and quarrying	**Mining and quarrying**	Producing minerals and rocks. NB See below - effluents produced by minesites go under 9.	Direct loss of ecosystems, degradation of ecosystems through edge effects, changed hydrology.	• Area occupied by mining operations (minesites and infrastructure) • Effective legislative and policy controls on environmental impacts of mining activity, including rehabilitation
	Mining exploration	**Mining exploration**	Exploring for minerals, rocks, oil or gas.	Direct loss of ecosystems, degradation of ecosystems through edge effects.	Area affected by mining exploration (site disturbance including tracks)
4. Transportation and service corridors	4. Transportation and service corridors	**Transportation and service corridors**	Includes roads, railways, pipelines, powerlines	Direct loss of ecosystems, degradation of ecosystems through edge effects, changed hydrology.	(Change in) area of infrastructure

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
5. Biological resource use					
5.1 Hunting & collecting terrestrial animals	Harvesting or collecting of native plants or animals	**Harvesting, collecting of [name the resource]**	Collecting plants, seeds, animals or other components of ecosystems for commercial or other human uses and may be legal or illegal (eg poaching of nests; taking of orchids; removal of granite rocks)	Loss of species or degradation of ecosystems through over-harvesting or disturbance associated with collection.	Trend in activity as determined in CAP
5.1.3 Persecution/control	Control of native species (planned or inadvertent detrimental impacts)	**Shooting cockatoos**	Shooting of cockatoo species; by-kill of native species through baiting; impacts of barrier fences on native species.	Loss of species or populations	Trend in activity as determined in CAP
		By-kill of native species through baiting programs		Loss of species or populations.	Trend in activity as determined in CAP
		Barrier fences		Restricted wildlife movement (loss of functional connectivity); loss of individuals through direct impact of fence .	Length, area affected Native species killed
5.3 Logging & wood harvesting	5.3 Logging and wood harvesting (from native systems)	**Logging, wood harvesting**	Logging for timber or firewood, firewood collection	Direct loss of ecosystems, degradation of ecosystems through edge effects, changed hydrology.	Trend in area, intensity of activity as determined in CAP

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
6. Human intrusions and disturbance					
6.1 Recreational activities	6.1 Recreational activities	**Recreation activities (may be sub-lists for specific activities)**	Inappropriate 4WD and off road bike activity; trampling of sensitive species; destruction of vegetation or removal of ground cover for firewood.	Degradation of ecosystems	Trend in area, intensity of activity as determined in CAP
7. Natural system modifications					
7.1 Fire & fire suppression	7.1 Fire & fire suppression	**Fire and (some) fire suppression activities**	Extensive wildfires (from natural or deliberate ignition); too frequent prescribed burning; detrimental impacts of fire suppression activities, such as backburns escaping or intensifying burning; bulldozer lines and tracks not being restored post-fire.	Direct loss and degradation of ecosystems; loss of fire sensitive species over time.	• Area burnt under wildfire annually/5 yearly • Area disturbed for management (tracks, bulldozer lines)
7.2 Dams & water management/use	7.2 Dams & water management/use	**Water extraction**	Extraction of water from rivers and aquifers for public or private use;	Direct loss and degradation of ecosystems; altered hydrology	Trend in area, intensity of activity as determined in CAP

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
		Dams	Public or private dams	Changes in hydrology, changes in animal distribution; change in feral animal distribution	Trend in area, intensity of activity as determined in CAP
7.3 Other ecosystem modifications					
	Salinity and other hydrological modifications (NB mostly through (historical) land clearing)	**Salinity and other hydrological modifications (through (mostly historical) land clearing)**	Dryland salinity, groundwater rise, due to broadscale clearing	Direct loss and degradation of ecosystems; altered hydrology	Trends in areas affected by salinity; groundwater levels
8. Invasive & other problematic species & genes					
8.1 Invasive non-native alien species	Invasive non-native animal species: predators	**Can be grouped or as individual species (will need to be able to aggregate at WOL level)**	Introduced predators: foxes, cats, dogs, pigs, kookaburras, bees	Direct loss of species through predation and displacement	Trends in distribution and severity of impact
	Invasive non-native animal species: herbivores	**Can be grouped or as individual species (will need to be able to aggregate at WOL level)**	Introduced predators and herbivores: foxes, cats, rabbits, camels, dogs, goats, donkeys, pigs, starlings, kookaburras, bees	Direct loss of species through displacement; loss or degradation of ecosystems through grazing & browsing; trampling, destruction of water points	Trends in distribution and severity of impact

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
	Invasive non-native plant species	**Weeds**	Weeds	Direct loss and degradation of ecosystems; altered fire regimes	Trends in distribution and severity of impact
	Invasive non-native pathogens	**Phytophthora cinnamomi (and/or other plant pathogens)**	Diseases including Phytophthora cinnamomi	Direct loss of species and degradation of ecosystems; altered fire regimes	Trends in distribution and severity of impact
		Chytrid fungus (frogs) (and/or other animal diseases)	Chytrid fungus, other	Direct loss of species and degradation of ecosystems	Trends in distribution and severity of impact
8.2 Problematic native species	8.2 Problematic native species	**Problem native species (or name them)**	Over grazing by kangaroos or other native herbivores; nest or other habitat displacement by opportunistic native species	Loss or degradation of ecosystems through grazing & browsing; site degradation; displacement of other species	Trends in severity of impact
8.3 Introduced genetic material	8.3 Introduced genetic material	**Non local provenance**	Use of genetic material from other regions in restoration	Genetic loss of local species, genomes; potential impacts of insects and lower organisms	Uptake of and compliance with restoration standards
9. Pollution					
9.1 Household sewage & urban waste water	9.1 Household sewage & urban waste water				
9.2 Industrial & military effluents	9.2 Industrial effluents				

IUCN Standard classification	WOL and zone nomenclature	Area CAP scale nomenclature	Includes	Potential impacts (major)	Proposed indicators
9.3 Agricultural & forestry effluents	9.3 Agricultural & forestry effluents				
9.3.1 Nutrient loads	9.3.1 Nutrient loads from agriculture or forestry	**Nutrients**	Nutrient loadings in streams, wetlands; Nutrient loading to edges of native vegetation patches	Direct loss of species and degradation of ecosystems	Trend in area, intensity of activity as determined in CAP
9.3.2 Soil erosion, sedimentation	9.3.2 Soil erosion, sedimentation from agriculture or forestry	**Soil erosion and sedimentation**	Soil and sediment loss	Direct loss of species and degradation of ecosystems	Trend in area, intensity of activity as determined in CAP
9.3.3 Herbicides, pesticides	9.3.3 Herbicides, pesticides	**Herbicides and pesticides**	Spray drift, indiscriminate use in agriculture, roadside maintenance, infrastructure services	Direct loss of species and degradation of ecosystems	Trend in area, intensity of activity as determined in CAP
9.4 Garbage and solid waste	9.4 Garbage and solid waste	**Rubbish**	Rubbish, litter, landfill sites	Aesthetic; impacts on local wildlife (ingestion, trapping)	Trend in area, intensity of activity as determined in CAP
11. Climate change and severe weather	11. Climate change & severe weather	**Climate change and severe weather**	Habitat shifting and alteration, droughts, temperature extremes, storms and flooding	Loss of suitable habitat; loss of species or populations	Trends in severity of impact

5. Strategy effectiveness criteria

These criteria are adapted from the Strategy Evaluation Criteria in The Nature Conservancy's Conservation Action Planning resources.

Benefits

Benefits of strategies are assessed against the number of threats that they address, the number of conservation targets (and their attributes) that are improved, the relative contribution of the strategy, the duration of the impacts of the strategy and the leverage of the strategy in helping to make other strategies more effective.

Benefits Criteria	**Score**			
	4 (Very High)	3 (High)	2 (Medium)	1 (Low)
Threat abatement: The number of threats (to all targets) that can be reasonably expected to be reduced by one or more ranking levels in the next 10 years if the strategy is successfully implemented.	Three or more	Two	One	None
Viability enhancement: The number of ecological attributes of conservation targets that could be reasonably expected to improve over the next ten years if the strategy is implemented successfully.	Three or more	Two	One	None
Contribution: The degree to which the proposed strategy, if successfully implemented, will contribute to the achievement of the objective.	The strategy in itself achieves one or more objectives	The strategy makes a substantial contribution towards achieving one or more objectives, but is not by itself sufficient.	The strategy makes an important contribution towards achieving one or more objectives	The strategy makes a relatively small contribution towards achieving one or more objectives.
Duration of outcome: The degree to which the strategy, if implemented successfully, is likely to secure a long lasting outcome.	If successfully implemented, the strategy is likely to achieve an enduring, long lasting outcome.	If successfully implemented, the strategy is likely to achieve an outcome with a relatively long (c. 10 years) duration	If successfully implemented, the strategy is likely to achieve an outcome of moderate duration (c. 3 years)	If successfully implemented, the strategy is likely to achieve an outcome with a very short duration.
Leverage: The strategy will provide leverage for the implementation of other high impact strategies.	Immediate, visible, tangible results and high leverage towards another high impact strategy.	Immediate, visible, tangible results or high leverage towards another high impact strategy.	Moderate leverage	No apparent leverage

Feasibility

Feasibility criteria assess whether there is likely to be the leadership, skills to implement and stakeholder support to allow the strategy to be readily implemented.

Feasibility criteria	**Score**			
	4 (Very High)	3 (High)	2 (Medium)	1 (Low)
Lead individual/institution:	A lead individual ("champion") with sufficient time, proven talent, substantial relevant experience and institutional support is reasonably available and committed to lead implementation of the strategy.	An individual with sufficient time, promising talent, some relevant experience and institutional support is reasonably available and committed to lead implementation of the strategy.	An individual with sufficient time and promising talent is reasonably available but lacks relevant experience or institutional support.	-
Ease of implementation	Implementing the strategy is very straightforward; this type of strategy has been done often before.	Implementing the strategy is relatively straightforward but not certain; this type of strategy has been done often before.	Implementing the strategy involves a fair number of complexities, hurdles and/or uncertainties; this type of strategy has rarely been done before.	Implementing the strategy involves many complexities, hurdles and/or uncertainties; this type of strategy has never been done before.
Ability to motivate	The key constituencies and their motives are well understood and the strategy is likely to appeal to their key motives.	The key constituencies are well understood and the strategy may appeal to their key motives.	The key constituencies are somewhat understood and the strategy may appeal to their key motives.	The key constituencies and their key motives are not well understood.

Costs

These criterion consider all costs – labour, in-kind, operating, resources – for the 10 year period. NB HIGH cost = LOW score!

Cost criterion	**Score**			
	4 (Very High)	3 (High)	2 (Medium)	1 (Low)
Cost over 10 years	Total cost is less than $10,000	Total cost is $10,000 or more	Total cost is $100,000 or more	Total cost $1,000,000 or more