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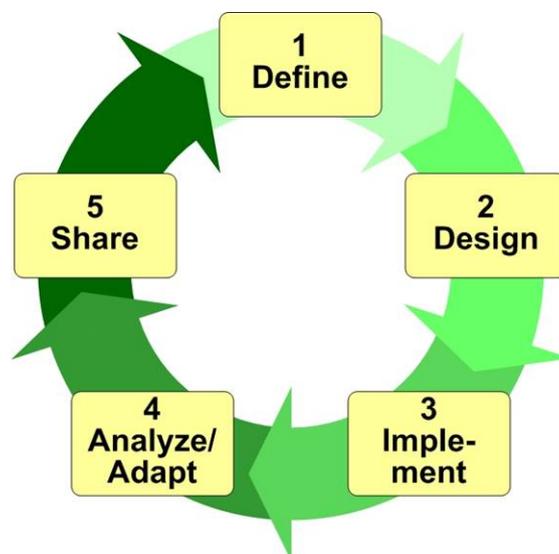


Resources for Implementing the WWF Project & Programme Standards

Step 2.1

Design Action Plan: Goals, Objectives, & Activities

December 2006



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This document is intended as a guidance resource to support the implementation of the *WWF Standards of Conservation Project and Programme Management*. Although each step in these *Standards* must be completed, the level of detail depends on the circumstances of individual projects and programmes. Accordingly, each team will have to decide whether and to what level of detail they want to apply the guidance in this document.

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<https://intranet.panda.org/documents/folder.cfm?uFolderID=60978>

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Design Action Plan: Goals, Objectives, & Activities

What Is an Action Plan?

Once you have described the basic parameters for your project, the next step is to design the specific interventions you will undertake to achieve conservation. In particular, this step involves specifying your project's goals and objectives and developing the activities that you will undertake to achieve them (together, your goals, objectives, and activities comprise your Action Plan).

The following are definitions and criteria for some of these key terms:

Goal – A goal is a specific statement detailing a desired impact of a project. It should be ambitious and yet realistic. A good goal meets the following criteria

- **Linked to Targets:** Directly associated with one or more of your biodiversity targets
- **Impact Oriented:** Represents the desired future status of the target over the long-term
- **Measurable:** Definable in relation to some standard scale (numbers, percentage, fractions, or all/nothing states)
- **Time Limited:** Achievable within a specific period of time, generally 10 or more years
- **Specific:** Clearly defined so that all people involved in the project have the same understanding of what the terms in the goal mean

Goals are linked to your project's biodiversity targets and represent the desired status of these targets over the long-term. See Box 1 in [Basic Guidance on Biodiversity Targets](#) for more detail.

Objective – An objective is a specific statement detailing a desired accomplishment or outcome of a project, such as reducing a critical threat. A good objective meets the following criteria:

- **Outcome Oriented:** Represents necessary changes in critical threat and opportunity factors that affect one or more biodiversity targets or project goals
- **Measurable:** Definable in relation to some standard scale (numbers, percentage, fractions, or all/nothing states)
- **Time Limited:** Achievable within a specific period of time, generally 3-10 years.
- **Specific:** Clearly defined so that all people involved in the project have the same understanding of what the terms in the objective mean
- **Practical:** Achievable and appropriate within the context of the project site, and in light of the political, social and financial context.

Objectives are linked to specific threats and opportunities that your project has identified and specify the desired condition of these factors that you would like to achieve in the short and medium-term. If the project is well conceptualized and designed, realization of a project's objectives should lead to the fulfilment of the project's goals and ultimately its vision. Together, your goals and objectives represent what you need to accomplish, and as such, become the benchmarks against which you will gauge the progress of your project

Activity – An activity is a specific action or set of tasks undertaken by project staff and/or partners to

reach one or more objectives. Descriptions of these activities can range in scope from broad strategies to much more specific actions used to accomplish each strategy. A good activity meets the following criteria:

- **Linked:** Directly related to achieving a specific objective
- **Focused:** Outlines specific tasks that need to be carried out
- **Feasible:** Accomplishable in light of the project's resources and constraints and the political, social and financial context
- **Appropriate:** Acceptable to and fitting within site-specific cultural, social, and biological norms

Often, project teams – particularly those managing larger projects – also find it useful to use the umbrella word “strategies” to refer to broader courses of action that include several activities. Going the other direction, each activity can also be broken down into more specific “tasks” – this takes place during the development of a workplan in Step 3.1 of this process (see [Basic Guidance for Workplans and Budgets](#)).

Box 1. Magnification of Results and Achieving Sustainability of Your Project

Many WWF programmes, especially those for large-scale landscapes and ecoregions, try to address multiple drivers of environmental change at local, subnational, national, and international levels. As a consequence, programmes often need to develop linked or *vertically-integrated* strategies that magnify the effects of a project by influencing behaviours, policy processes, and institutions at these multiple levels. WWF's diversity, global outreach, and international character give us unique potential to achieve such links and thus maximize our effectiveness across a local to global spectrum – a process called “magnification.” When building your action plan you should think not only about magnification but also about engaging key stakeholders in the conservation process so that you can enhance the sustainability of your work over the long-term. Some of the highest leverage actions will contribute to both magnification and long-term sustainability. Although not required of all projects, some principles for improving magnification and sustainability include:

- **Select Strategies That Benefit Stakeholders and Key Partners** – A conservation strategy that also delivers wider socioeconomic value to key stakeholders will be more readily adopted. By identifying strategies that offer one or more key partners a positive return for their engagement in your project, you may help to ensure their adoption of your strategies (magnification of your results) and/or their longer term engagement in the project (an element of long-term sustainability). For more information on socioeconomic valuation see the Basics section on the [Biodiversity Economics website](#). For more on partnerships see [3.4 Partnerships and Partnership Management Arrangements](#).
- **Demonstrate Good Practices** – Real examples of successful projects or good practices provide models that can then be adopted by other practitioners (for example, other NGOs, government agencies), thus magnifying the impact of your work.
- **Promote Vertical Integration** – Project teams should make a deliberate effort to create links among local, subnational, national, and international strategies in order to leverage change at each level. For example, local efforts to conserve forested habitat for endangered species can be enhanced by linking these efforts to international efforts to promote sustainable forest practices. Vertical integration is relevant from the bottom up, as well as the top down. As simple examples:
 - Bottom-up – a local demonstration project or good practice example is accepted and adopted by a government or private sector partner.
 - Top down – creation of supportive policy at the national or international level allows strategies to be employed locally that would otherwise be very difficult.For more information see [Linking Policy and Practice](#).
- **Coordinate Advocacy, Communication, and Programme Work.** Project, communication, and policy staff need to work together from the start to identify how actions, communications, and policy can contribute to programmatic goals. (For more on communications strategy, see [Conservation Strategies: Awareness and Communications](#). See also Advocacy and Lobby module from WWF College).

(Adapted from WWF-NL Strategic Principles of Conservation (2007) and Linking Policy and Practice in WWF-UK (June 2006)).

Why an Action Plan Is Important

Well defined goals and objectives provide an explicit and shared understanding of your project and keep your project team members focused on what you ultimately want to achieve. Without them, it is far too easy to get side-tracked by other opportunities that do not directly contribute to what your project is designed to achieve. Everything seems (and often is) important, but constraints on time, money, and other resources will also limit what you can reasonably accomplish. Your goals and objectives (derived your threat ranking and understanding of major opportunities) indicate where you should take action to achieve the greatest results.

Well defined goals and objectives also focus monitoring efforts. Too often, project staff approach monitoring as if it were a fishing expedition – collecting as much information as they can but without a clear idea of how it will be used. In addition, methods and tools for conducting monitoring are often much more complicated and sophisticated than need be. Well defined goals and objectives tell you exactly what you need to monitor.

Activities are important because they are what you are going to do to reach your project’s goals and objectives. It is very important that the activities are *strategic*. You don’t want to pick just any activity; you want to choose those *strategic* activities that will help you counter the greatest number of threats, take advantage of the greatest number of opportunities, and/or most effectively use the resources and skills your project team and organization have to offer.

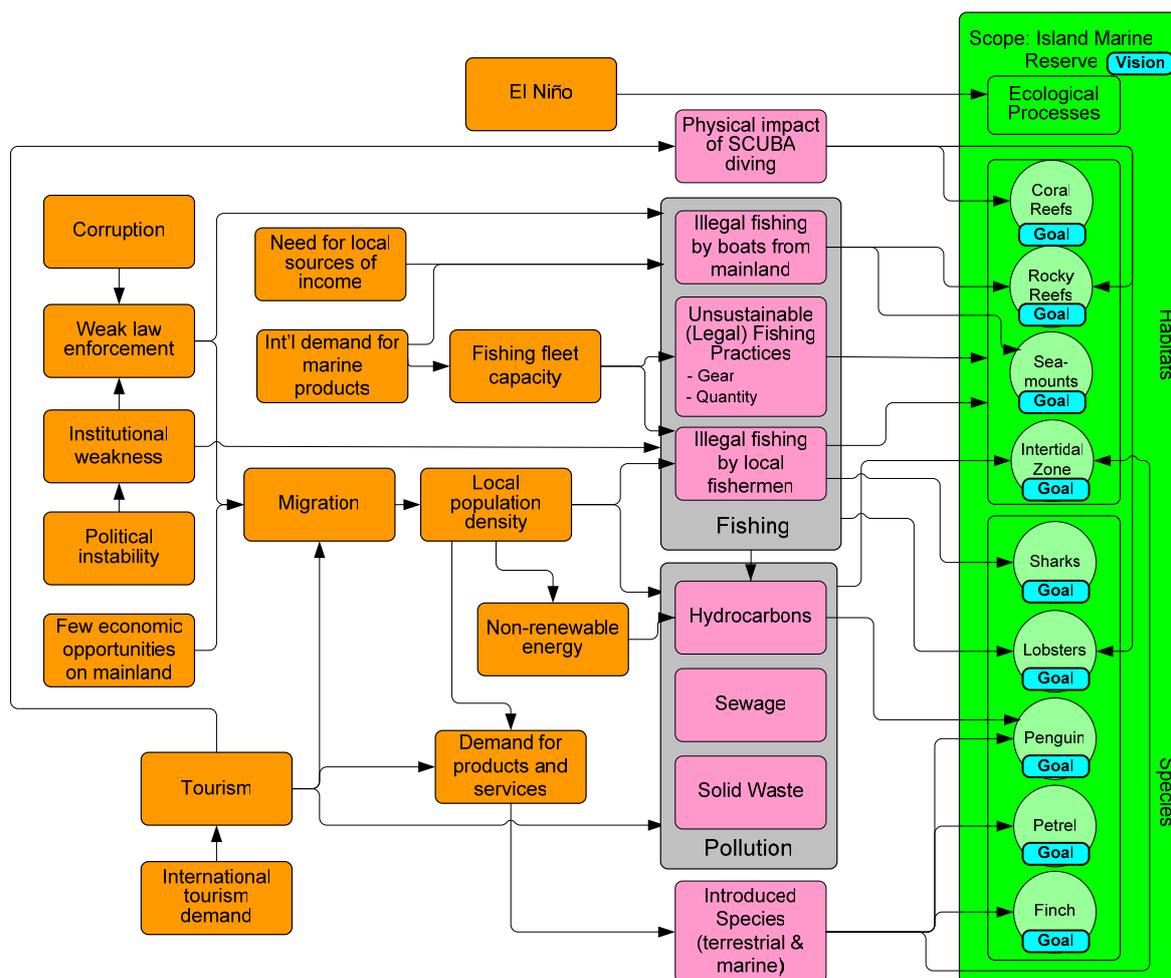
When to Develop an Action Plan

You will first develop your action plan in Step 2.1 of the Design Phase of the WWF Standards, although earlier steps will help prepare you to develop an action plan that is strategic. Your action plan is important for subsequent steps though. You will use your goals and objectives for designing your monitoring plan (Step 2.2) and for the Analysis and Adapt Phase (Step 4), when you will try to determine to what extent you have been able to achieve your goals and objectives and why you have seen progress or lack thereof. They will also be important inputs for the feedback and evaluations step (5.3), as they provide evaluators with criteria against which to measure the progress of your project.

How to Develop an Action Plan

To develop your goals, objectives, and activities, it is useful to start with the situation analysis that you developed in Step 1.4 (or the conceptual model used to portray the results from the situation analysis). Especially for large scale programmes, actions will often include policy and field activities, reflecting the identification of issues at local, subnational, national and international levels from the Situation Analysis (See Box 1). Figure 1 provides an example of a conceptual model from a real-world WWF marine island site with boxes indicating where you would place goals. Under the objectives section, we describe how you will build off this conceptual model to identify activities and develop results chains that will also assist you in identifying your objectives.

Figure 1. Island marine reserve site conceptual model with goals



1. Develop Goals

Goals are statements about the eventual desired state of your targets and each biodiversity target should have a goal (see Figure 1). Thus, the first criterion for a good goal is that it is *linked to a biodiversity target*. To begin developing a goal then, you should select one of your targets and write a draft statement of how you want that particular target to be in the future. For example, looking at the marine island conceptual model, you might write a goal for your rocky reef targets:

Draft Goal Version 1: Rocky reefs protected at our site.

Using this draft statement, apply the remaining criteria for a good goal (you have already satisfied the first criterion of *linked to a biodiversity target*): *impact-oriented, measurable, time-limited, and specific*.

Perhaps the most challenging of these criteria to apply is *impact-oriented* which refers to the desired future status of the target over the long-term. With biological targets, the desired future status generally refers to the “health” of the target over time (technically speaking, the viability of species populations or the integrity of habitats). In some cases, it may be fairly obvious as to what the desired status of the biodiversity target should be. In other cases, you may have to work with

experienced biologists to determine the key ecological attributes and associated indicators that you will use to define viability or integrity for the target (see the [Basic Guidance on Biodiversity Targets](#) as well as the TNC material cited in the references if you want more details about key ecological attributes and viability analysis).

Returning to the above example, you may note that your draft goal is not measurable, time-limited, or specific – and only mildly impact-oriented. Your next iteration might look like:

Draft Goal Version 2: 100% of the rocky reef habitat in the northern bioregion and at least 25% in the western bioregion are protected.

Reviewing your criteria, you can see your goal now meets the additional criteria of impact-oriented (100% in the northern region and at least 25% in the western are protected) and more specific (regions and percentages are provided). But, you realize it still is not time limited and could be made more specific. A final iteration of your goal might look like:

*Draft Goal Final Version: 100% of the rocky reef habitat in the northern bioregion and at least 25% in the western bioregion will contain healthy populations of key species.**

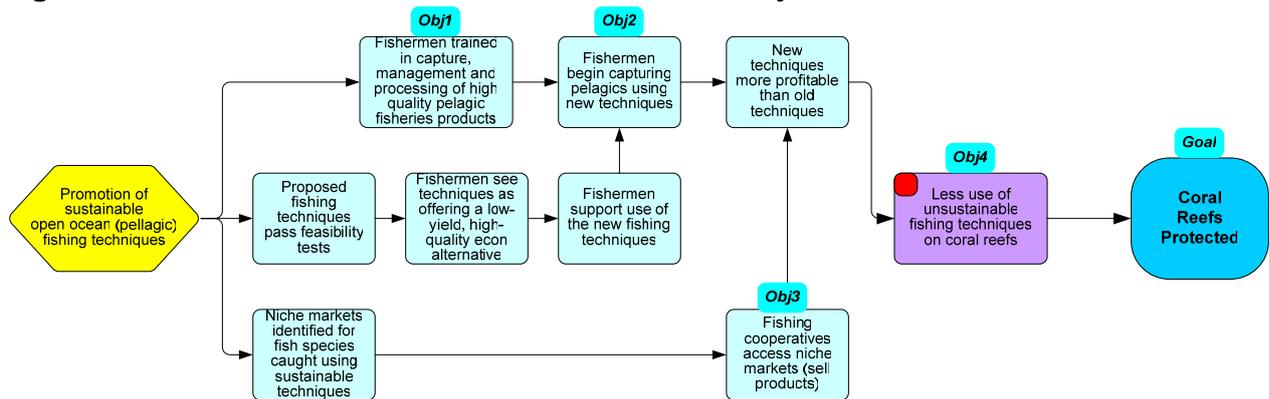
* Healthy populations of species at the top of the food chain, such as cod and sharks, and an abundance of other key species, such as lobster, black coral, etc.

This final version, while much improved, will eventually need some additional work by the project team. For example, they will need to make a complete list of what key species they will consider. They will also need to define what “healthy populations” and “abundance” are. In this particular case, the team came up with this goal with the understanding that they would need to refine it once they were able to talk with biologists and get a better understanding of what they should be striving to achieve.

2. Develop Objectives

Referring back to the criteria for objectives, you will see that your objectives should represent necessary changes in critical threat and opportunity factors affecting your targets. Deciding where exactly to place your objectives can be a challenge. A well-developed conceptual model can provide you with some guidance of what are your critical factors – factors where you will want to develop at least some objectives. Ideally, however, you want to get much more specific than the general relationships portrayed in your conceptual model. One tool for doing this is a results chain (see [Basic Guidance on Results Chains](#) for a more comprehensive description of results chains and how to develop them). A results chain builds off of your conceptual model – converting factors (orange and pink boxes in Figure 1) to results (blue and purple boxes in Figure 2) and expanding the detail from your conceptual model to show the logical sequence linking your activities to your targets. You can only develop a results chain once you have made an initial selection of your activities/ broad strategies (see section below). You would then use your results chain to identify critical results where you need to set objectives. The development of a results chain may lead you to conclude that, in some cases, you did not choose the best activities, and you may then decide to change your activities and revise your results chains.

Figure 2. Island Marine Reserve Results Chain with Objectives



Traditional Logical Framework Analysis is another generic tool used for setting objectives. For more information on Logical Framework Analysis, please see [Basic Guidance to Logical Framework Analysis](#).

Regardless of what method you use to determine where you should set your objectives, you will use the same process to develop draft objectives. You first need to determine what are the most important indirect threats and opportunities your project needs to influence in order to minimize your critical (direct) threats. As with a goal, you should then develop a draft objective and apply your criteria to refine it. For starters, going back to the real-world island marine reserve example, if your direct threat is unsustainable legal fishing practices and you are using a strategy to promote sustainable fishing techniques, you might have a critical result related to fishermen capturing pelagics using new techniques (Objective 2 in the results chain in Figure 2). Your draft objective for this result might say:

Draft Objective Version 1: Local fishermen use new fishing techniques.

You know your objective already meets the first criterion (linked to a critical factor or result), but after reviewing your criteria, you can see that it needs further refinement. As a next step, you might modify your objective to say:

Draft Objective Version 2: By 2007, artisanal fishermen in the marine island site use new fishing techniques.

Looking at your criteria, you see that your new draft objective is now time-limited (By 2007) and practical (you know that 2007 is realistic for achieving this). To a certain degree, it is outcome-oriented (use new fishing techniques), but you could be more specific by stating how many fishermen and what sort of fishing techniques. This would also help make the objective more measurable. The second draft objective is also more specific (artisanal fishermen in the marine island site), but you could make it even more specific (e.g., What type of fishing techniques? Which of the artisanal fishermen – all or a particular sub-group?). Taking into account all of these observations, your final objective might look like:

Draft Objective Final Version: By 2007, all of the artisanal fishermen in the marine island site that have been trained in the use of alternative fishing techniques are using the new, sustainable fishing techniques and gear.

Box 2. Changemaker “Big Wins” – Making Conservation Contagious

“Changemakers” is an approach that has been successfully used in a number of WWF programmes to help rapidly turn a programme strategy (action plan) into conservation achievement. Since many teams have found the approach valuable, it is outlined briefly here. However, it is important to keep in mind that this approach should not replace the strategic process of developing sound biodiversity targets, goals, objectives, etc. For more information on changemakers and big wins, contact Bronwen Golder bgolder@vtr.net or Rob Soutter RSoutter@wwfint.org

A “**big win**” is an objective that is capable of stimulating attention and leveraging commitment to an ambitious conservation agenda. A big win should:

- Represent, or contribute significantly to, a clear conservation outcome over the short term (within 18 months)
- Sit within a larger conservation context. (In many cases this means it should build directly on your action plan and one objective in particular).
- Be ambitious
- Inspire audiences, both internal and external
- Be capable of stimulating and leveraging further conservation success
- Have a champion, committed to making those changes happen

Example of a big win:

Objective: The Great Council of Chiefs and the Fiji Government jointly committed to establish a comprehensive network of permanent tabu areas (25,000 km²) across the Fiji Island Marine ecoregion by December 2005.

Some achievements:

- Declaration by Fiji Government to protect 30% of the inshore and offshore marine environment of Fiji by 2020 (40,000 km², making it the world's largest marine protected areas network)
- Creation of Great Sea Reef community managed MPA network (250,000 ha)
- Public commitment by the Fiji Government, Great Council of Chiefs, NGOs, and communities to marine conservation and sustainable natural resource management

The **changemakers process** uses case studies, peer review, planning strategies and communication tools to prompt and assist WWF teams to identify big win objectives. Teams are encouraged to look at the world differently – to see it not as an immovable, implacable place, but as a place that with the slightest push – in just the right place – can be “tipped” the way of conservation. Many teams have found that the process has helped them to shape their ideas, and that the positive thinking and energy generated have helped deliver rapid and positive change.

Changemakers:

- Adopt a “team” approach (multi-programme, multi-discipline)
- Identify and integrate policy mechanisms, opportunities and partnerships from day 1
- Engage partners from the outset (building trust and a desire to collaborate)
- Use high profile visits and events to leverage decisions and commitments
- Make outreach, communication and learning (across geographic and institutional borders) core business
- Use small investments (\$10 – 20,000) to catalyze action
- Identify champions, support their vision, and invest in their capacity.
- Hold everyone accountable to their “big wins” through monitoring.
- Support project teams with expertise from within or outside the WWF network.

3. Develop Activities

If you used results chains to help you develop your objectives, you have already thought about what your broad activities are going to be. As a general rule of thumb, you should determine your broad activities by considering your conceptual model (graphic or a text narrative) and/or results chain and looking for intervention points that will be strong entry points to affect your critical (direct) threats. These could be high leverage points where changing one factor would lead to changes in several other factors that affect multiple critical threats. Or they could be points where changing one factor would lead to a significant change in one or more factors affecting your most critical threat(s). An activity is an action you will take to change one or more of these factors.

In some project situations, it should be obvious which activity makes the most sense. In many other situations, however, you may need to brainstorm a list of options and then select which one makes the most sense (one good source to browse for ideas of different activities is the [IUCN - CMP United Classification of Conservation Actions](#)). If you do need to do the brainstorming, you could either discuss the strategies with your team, or if you want to be more formal about the decision process, do a ranking exercise using a four or five-point scale. Some recommended criteria for this ranking are:

- **Likelihood the activity will be successful:** The extent to which the activity under consideration is likely to be successful in countering the direct threat, given the conditions at your site. (*Note: This is a very important criterion and may be worth weighting to give it more importance in the overall ranking.*)
- **Feasibility of activity:** The extent to which your project team has or can easily access the skills and resources (political, financial, and human) needed to carry out this activity.
- **Cost of activity:** The financial cost of carrying out the activity. Even if skills and resources are available, you want to use them wisely. Sometimes, you can choose a activity that has a much lower cost but will yield the same or nearly the same results. (*Note: Be careful, this is an inverse ranking where the lowest cost receives the highest score and vice-versa*)
- **Gap or niche the activity would fill:** The extent to which your activity fills a gap not being addressed by another project. This may mean filling a gap by implementing an entirely new activity or filling a gap by providing additional resources to an existing activity implemented by another group or project.

Other criteria project teams have typically used include: fit with strategic priorities; potential for longer-term sustainability; likelihood of receiving stakeholder support; and compatibility with partner organizations' priorities. Which criteria you choose is ultimately a decision for your project team. In order to keep your task manageable, however, it is best to keep the total number of criteria you consider between three and five.

The following is an example of a ranking for different activities your project team might consider undertaking in order to address the key factors influencing your critical threats if you were working at the island marine reserve site. In this case, the project team is trying to deal with the threat posed by unsustainable but legal fishing techniques. The team brainstorms a few different activities:

- **Promoting Sustainable Fishing Technology** – Developing alternative non-destructive techniques and getting fishermen to adopt them.
- **Promoting Direct Protection of Specific Species** – Working with fishermen to reduce fishing of sensitive species during critical periods of their lifecycle.
- **Changing Policy to Extend No-Take Marine Protected Areas** – Working with the government to make currently legal fishing illegal.
- **Promoting Alternative Livelihood Strategies** – Getting fishermen to stop fishing and working instead on eco-tourism enterprises.

The project team then ranks these alternatives as show in Figure 3. In this case, it seems like there is one obvious choice to pursue. Note that in many cases, however, a project team will have to consider combining two or more activities to achieve a given objective. You should interpret your results in the context of your situation, however, and not place too much value on the actual numbers, as the calculations are subjective. It is generally more useful to group activities by high, medium, and low priority.

Figure 3. Sample Ranking for Activities for Island Marine Reserve Site

Activity	Criteria				Total score	Priority
	Likelihood of success	Feasibility	Cost	Gap filled		
Promotion of sustainable fishing techniques	3	3	4	4	14	High
Direct protection & enforcement	3	3	2	3	11	Med
Lobbying & policy development	1	2	2	2	7	Low
Promote alternative livelihood strategies (esp. ecotourism)	2	1	2	2	7	Low

4 = Strategic activity fits the criterion very well; 3 = Strategic activity fits the criterion well; 2 = Strategic activity fits the criterion to a small degree; 1 = Strategic activity does not fit criterion at all

Note: You could also do a relative ranking, where you compare the activities against one another.

4. Compile Your Action Plan

You should also capture the final versions of your goals, objectives, and activities and the logic behind them in your formal Action Plan. One example is shown in Figure 4. The first column of a tabular logical framework (logframe) can also be a useful tool to help summarize and record your goals, objectives, and activities (click here for [Basic Guidance to Logical Framework Analysis](#)). Note that in compiling your action plan, you should be focused on high level strategies/ activities. The specific tasks that you will need to undertake will be fleshed out as you develop your workplan in Step 3.1 (see [Basic Guidance for Workplans](#))

Figure 4. Excerpt of Sample Action Plan for the Island Marine Reserve Site

Goal(s): At least 100% of the rocky reef habitat in the northern bioregion and 25% in the western bioregion will contain healthy populations of key species.*				
Objective(s): By 2007, all of the artisanal fishermen in the marine island site that have been trained in the use of alternative fishing techniques are using the new, sustainable fishing techniques and gear				
Strategy: Promotion of sustainable fishing techniques				
Activities	Person responsible for doing	Person responsible for monitoring	Date to be done	Comments
Activity 1. Analyze what technologies island marine reserve fisheries cooperatives will need to meet the requirements of target markets	Cristina	Cristina	January 2006	
Activity 2. Train the fishermen in the identified technologies	John	John	January – June 2006	First a pilot phase. Eventually expand, if successful
Activity 3. Assess progress to date and make go/no go decision	John & Cristina	Cristina	June 2006	
Activity 4. Assist with implementation & marketing	John	John	June 2006 onwards	Assuming make go decision

Examples

The following are some examples of (good and not-so-good) goals and objectives, based on fictitious scenarios. These are designed to help you think about how you should apply the criteria to your goals and objectives to determine whether they meet these criteria.

Scenario 1: Your project is working in a marine area (Serena Bay) where one of your critical threats to your mangrove target is the harvesting of mangrove trees. This critical threat is primarily driven by the use of mangrove trees for housing construction in the communities of Serena and Punto Azul.

1.1 Goals

Example of a well-developed goal:

Target: Mangrove forests in Serena Bay

Goal: In 20 years from the start of the project, the Serena Bay contains a continuous block of at least 50,000 hectares of mangroves, with its associated species, that sustains important ecological processes (fishing breeding, protection against coastal erosion, etc.).

Exercise: Review the criteria for goals for yourself to make sure this goal complies.

Example of a poorly-developed goal:

Target: Mangrove forests in Serena Bay

Goal: Improve the protection of Serena Bay's mangroves.

Exercise: What is wrong with or missing from this goal? You should review your criteria, one by one, and ask yourself which it meets:

- Linked to Targets? Yes, Serena Bay mangroves is the target
- Impact Oriented? Not really – it says “improve” but what if you are able to save only a single mangrove tree in this 20 year project? You could say that technically there are more trees, but the desired target status has not been reached..
- Measurable? No. What is meant by “improve”? Is it increase hectarage? Improve the growing conditions for existing trees?
- Time Limited? No. There is no time boundary set on this goal.
- Specific? No. Again, what is meant by “improve” or “protection”?

1.2 Objectives

Example of a well-developed objective:

Factor Affected: Use of mangrove in housing construction

Objective: After seven years from the start of the project, all new houses in Serena and Punto Azul will be constructed without the use of mangrove wood and will instead use substitute materials.

Exercise: Review the criteria for objectives for yourself to make sure this objective complies.

Example of a poorly-developed objective:

Factor Affected: Use of mangrove in housing construction

Objective: To establish a sustainable enterprise-based conservation and development project that meets the needs of local people in Serena Bay and Punto Azul.

Exercise: What is wrong with or missing from this objective? You should review your criteria, one by one, and ask yourself which it meets:

- Outcome Oriented? No. The statement does not indicate any direction of change to the critical factor of use of mangrove in housing construction.
- Measurable? Technically, yes. You can say that the project is established or not.
- Time Limited? No, there is no mention of time.
- Specific? No. What is meant by “sustainable”? What needs must be met? It is highly likely that project team members will interpret this statement differently.
- Practical? Possibly. It is hard to answer this question without really knowing more about the site’s context.

If you look again at this objective, you might notice that it is really an activity and not an objective.

1.3 Activities

- Promote alternative wood sources for housing construction
- Strengthen community enforcement of mangrove protection

Scenario 2: Your project is working in the buffer zone of a protected montane forest (Lithocarpus National Park) where the greatest critical threat to your target of white spotted monkeys is hunting for commercial purposes (mainly, meat for local urban markets). This hunting is carried out by outsiders from neighbouring urban areas.

2.1 Goals

Example of a well-developed goal:

Target: White-spotted monkeys

Goal: By 2020, at least 100 pairs* of white spotted monkeys of reproductive age will be established and breeding successfully in Lithocarpus National Park.

** Note: project team needs to verify this number with biologists to determine how many pairs are needed to establish a viable population*

Exercise: Review the criteria for goals for yourself to make sure this goal complies.

As you will see in the above goal, you may not always have all the information you need to set your goals or objectives with certainty. This is normal. It is perfectly acceptable to have some level of uncertainty, as long as you make sure to talk to the appropriate people to fill in gaps and return to your plan in the near future to update it.

Example of a poorly-developed goal:

Target: White-spotted monkeys

Goal: Increase the population of white spotted monkeys in Lithocarpus National Park

Exercise: What is wrong with or missing from this goal? You should review your criteria, one by one, and ask yourself which it meets:

- Linked to Targets? Yes, white spotted monkeys are the target.
- Impact Oriented? Yes, to a certain degree. The project seeks to increase their population, but it is not clear by how much and whether that is enough to really have an important impact.
- Measurable? Yes, you could go out and physically count all monkeys or count monkey viewings in census areas and extrapolate.
- Time Limited? No. There is no time boundary set on this goal.
- Specific? No. What increase is needed? Can your project team claim success if there are 3 additional monkeys at the end of your project? Does age or reproductive status of the monkey matter? Does health of the monkeys matter?

2.2 Objectives

Example of a well-developed objective:

Factor Affected: Monkey meat sold for commercial purposes

Objective: Within five years of the start of our project, the number of kilos of monkey meat sold in the two main local markets (Bokono and Kilompa) will decrease by 75% from 2005 values.

Exercise: Review the criteria for objectives for yourself to make sure this objective complies.

Note: Do you see any potential problems with this objective? The number of kilos of monkey meat might decrease for two reasons: 1) because hunting has decreased or 2) because there are fewer monkeys because they have been over-hunted. When collecting monitoring data for this objective, this project team will want to keep this in mind and should analyze the data in the context of their goal, which looks more directly at monkey population numbers. If the volume of monkey meat for sale declines and the populations of monkey meat declines, then the project is not being successful in achieving either its goal or its objective. The decline in monkey meat sales is most likely due to smaller monkey populations, not an effective project.

Example of a poorly-developed objective:

Factor Affected: Commercial hunting of white-spotted monkeys

Objective: In five years, commercial hunting of white-spotted monkeys decreases.

Exercise: What is wrong with or missing from this objective? You should review your criteria, one by one, and ask yourself which it meets:

- Linked to a Critical Factor? Yes, the objective is oriented toward the main critical threat to the white spotted monkeys – commercial hunting.
- Outcome Oriented? Yes, to a certain degree. The project hopes to decrease the commercial hunting of white spotted monkeys, but it is not clear the amount of decrease expected and whether that is significant.
- Measurable? Technically yes, but it is not really clear what should be measured – the # of fines for hunting violations, the # of hunters/month seen by local villagers, the volume of meat sold at local markets, etc. So, this objective could be made more measurable by specifying this.
- Time Limited? Yes, although it would be better to use a specific year or indicate five years from when. The project start date? Outsiders looking at this will not know the baseline year.
- Specific? No. What decrease in commercial hunting is needed? Where should this decrease take place?

- Practical? Probably. It is hard to answer this question without really knowing more about the site's context.

2.3 Activities

- Environmental education of urban markets to decrease demand for monkey meat
- Strengthen governmental presence in protected areas and improve capacity to enforce laws
- Promote economic alternatives that are more profitable than hunting

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