

major change

planning question

evolution

adaptive management question

Roadmap to PET Recommendations*

1. What is the internal and external context for this planning effort?

Ensure plans are linked to decisions, answering the right questions, and presented the information in the right format

2. What are the ultimate conservation outcomes we are trying to achieve?

Explicitly acknowledge multiple objectives in our work, e.g. biodiversity, human well-being, and ecosystem services

Focus strategic planning on what we actually care about – ends not means

3. What important ecological, socio-economic or political trends are acting as impediments to, or present opportunities for, achieving our ultimate conservation outcomes? What are the important sources of uncertainty?

reduce emphasis on *viability* to only those select few targets that are used as indicators for assessing strategy effectiveness

Analyse the full socio-ecological system to help identify potential points of intervention, and provide supporting evidence

4. What range of strategies was considered?

Build an expectation that strategic planning involves transparently evaluating a range of alternatives for achieving ultimate outcomes

More time during strategic planning spent on using our knowledge of socio-ecological systems to understand the likely benefit of different strategies for our ultimate outcomes

5. What suite of strategies was selected and why were they selected over alternatives?

Strategic and spatial prioritization occurs as a single integrated process rather than a sequential one - decisions about where we work are not distinct from what we plan to do there

Using scenario analysis to consider the trade-offs between different objectives becomes a standard part of strategy selection

6. How will selected strategies achieve intermediate results and ultimate conservation outcomes? What are the major implementation steps and actions?

Consideration of *cost* (ROI) becomes a critical component of strategy selection and prioritization

Strong presentation of logic linking actions to outcomes

7. What are the major risks and assumptions associated with the chosen strategies?

Transparent about assumptions and the sensitivity of our decisions to them

Explicit about the probability and severity of key risks, and a clear plan to track and ameliorate if possible

8. What key indicators will be monitored to evaluate progress toward ultimate conservation outcomes and track important risks and assumptions?

9. What resources are needed to implement the chosen strategies?

Realism in our potential to raise resources influences our assessment of expected outcomes

10. How will we and our partners realistically secure the required funds?

Time and resources needed to share project experiences are factored-in from the outset

11. How will experience from this project be communicated and leveraged?

13. How have we adapted strategies or altered our investments based on what we have learned so far?

12. Are we making progress against intended outcomes?

*Questions 1-13 are a set of planning and adaptive management questions that apply to the entire life cycle of a conservation project. The emphasis of PET recommendations was on questions 1-7 and 9-10 because these questions are primarily about strategic and business planning. Questions 8, 12 and 13 are covered in the measures business plan.