

# Tracking the Impact of Policy Strategies in Conservation Work

## Part 1: Activity Measures

### *Revised Briefing Document*

Prepared for The Nature Conservancy's  
Global Conservation Approach Team



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## About this Document

This is a revised version of a working paper prepared by Foundations of Success for The Nature Conservancy's Global Conservation Approach Team. This version incorporates revisions from a workshop held in December 2005.

# 1. Introduction and Background

## A Need to Understand Policy Strategies

Conservation practitioners in TNC and other conservation organizations around the world are investing heavily in developing policy strategies. These interventions range from helping a local village set no-take zones in their marine protected area to working with international multi-lateral organizations to develop global treaties. In essence, policy strategies can cover nearly all aspects of conservation at the local, national, regional, and international scales.

As with any conservation project, there are a number of key questions that need to be answered about these policy strategies. For example:

- How many policy strategies are various programs and offices within TNC undertaking? How many policy strategies is the organization undertaking as a whole?
- How does a practitioner managing a project or program know when to best to use a policy strategy? What are the enabling conditions that are necessary to effectively use a policy strategy?
- How do managers know if the money and effort invested in a policy strategy are the best use of scarce resources, or if instead these resources should be diverted to other strategies? How do we convince ourselves and our donors and supporters that these policy actions are making a difference?

The starting point in answering these questions involves developing *activity measures* that document the numbers and kinds of policy strategies being used and the costs of implementing these strategies. These activity measures can help answer the first set of questions posed above. They are also necessary – but not sufficient – to answer the second and third sets of questions.

## Study Context

The Nature Conservancy is in the process of introducing a various activity measures that are designed to help the organization better track how effective its different strategies are in achieving its 2015 goal: “By 2015, The Nature Conservancy will work with others to ensure the effective conservation of places that represent at least 10% of every Major Habitat Type on Earth.”

As stated in the March 2006 Activity Measures Report, TNC is focusing on three groups of activity measures:

1. ***Setting Priorities*** – as represented by progress in ecoregional assessments (ERAs) and their relationship to major habitat types.
2. ***Developing Strategies*** – as indicated by conservation action plans (CAPs) for conservation projects (formerly referred to as “place-based” or “site-based” projects).
3. ***Taking Action*** – This broad topic is initially represented by tracking multi-site strategies. Currently, we are only able to report on protected areas in this context. We expect to develop more multi-site strategy measures over time, such as policy-related activity measures where standards are still in development.

TNC is currently developing metrics and methods for collecting data on each of these strategies. As indicated above, however, one area that requires a good deal of work is how to track policy-related activities.

With this in mind, TNC partnered with Foundations of Success to develop a framework for measuring the policy component of TNC's non-place based conservation strategies. We held a meeting in December 2005 to discuss this framework and how we might apply it to meet TNC's needs. An initial draft of this document served as background material for that meeting; this draft reflects some comments and ideas that were made at the meeting.

In the remainder of this document, we discuss how we prepared this document, provide an initial set of definitions of different types of policy strategies, review various tools for looking at policy strategies, provide an initial framework for thinking about policy strategies, show how this framework applies to several examples, provide an initial proposal for how we might measure policy activities, and then conclude with some questions that we think need to be addressed to take this work further.

## **2. What We Did to Prepare this Document**

As a first step in preparing this document, we undertook a brief literature review to determine what tools are currently being used to judge policy impacts in conservation. We shared our initial results and impressions with our TNC contacts and jointly determined that the use of results chains would be the most relevant tool to guide the identification of policy measures.

We also conducted interviews with a small group of key informants from TNC who were involved with and/or knowledgeable about policy matters. We had three primary objectives in conducting these interviews – get feedback on: 1) How they define and use policy; 2) How they would use policy measures to influence their work; and 3) What they think TNC needs overall in terms of reporting on policy measures.

In preparation for the December 2005 workshop, we also developed some sample results chains. These results chains are based on examples provided by TNC key informants, as well as ones drawn from FOS's experience. The purpose of these sample chains was to help participants in the December 2005 workshop understand how results chains are developed and how they can provide a framework for identifying policy-based activity measures.

## **3. Some Basic Definitions**

“Policy” is a broad term used by many different people in many different ways. To help frame the discussion about policy measures, we need a common definition of what policy is. It is also useful to break down this broad term into more specific types of policy. To this end, we provide a definition and categorizations based on our literature review and then revised based on comments and feedback from the December workshop.

## Definition of Policy

“The principles, plan, or procedures established by a government body or agency or parastatal or inter-governmental institution, generally with the intent of reaching a long term goal.”<sup>1</sup>

## Types of Policy

Drawing on the Conservation Measures Partnership’s *Taxonomy of Conservation Actions* and input from meeting participants, the broad category of “influencing conservation policy” can be broken down into the following types:

- **Legislative** – Making, changing, influencing or providing input into formal legislation, at all levels.
- **Regulatory** – Making, changing, influencing, or providing input into policies and regulations affecting the implementation of laws at all levels (includes planning and zoning and the principles, plans, and procedures of key international entities/initiatives such as GEF, World Bank, and ICRI).
- **Appropriations** – Changing, influencing, or providing input into the appropriation of funds at all levels.
- **Management Practices** – Changing, influencing, or providing input into the management of government owned lands and resources.
- **Global and Regional Conventions** – Influencing international treaties and conventions (e.g., WSSD, Convention on Biodiversity, APEC, SPAW Protocol).
- **Standards** – Setting, changing, influencing, or providing input into voluntary standards that govern practice.

## Levels of Policy

These types of policies can be implemented or affected at many scales or levels. Clearly, there is a continuous spectrum that ranges from a village level all the way up to a global level. Although the lines between categories are somewhat fuzzy, we propose the following:

- Local (e.g., village, township, county, or regency)
- State/Provincial
- National
- Bi-National
- Regional
- Global

These levels can include policies developed and implemented by legislative governance systems (i.e., a country’s formal statutory system enforceable in courts of law), as well as policies developed and implemented by customary or “traditional” governance systems (e.g., community, clan, or tribal-based systems that are socially enforced). In some cases, these two systems operate side-by-side across different levels. For example, in Fiji natural resource decisions are

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<sup>1</sup> Adapted from Questionmark’s Testing and Assessment Glossary of Terms, [www.Questionmark.com/us/glossary.htm](http://www.Questionmark.com/us/glossary.htm)

made by both the elected government officials at village and national levels as well as by the traditional chiefs who make decisions in villages and in the national council of paramount chiefs.

### Intent of Policy Interventions

Policy interventions are generally intended to accomplish one of two intents:

- **Promote Positive Policies** – Work to promote policies that will have beneficial effects for conservation. (Scenarios 1, 3 and 4 in Section 6 provide examples of these types of intents.)
- **Stop or Mitigate Negative Policies** – Work to block or alter policies that will have negative effects for conservation. (Scenario 2 in Section 6 provides an example of this type of intent.)

### Units by Which an Organization Can Affect Policy

An organization such as TNC can undertake work at a number of different organizational levels too. As such, the organization's impact on policy can be assessed at these different levels, which include:

- **Event Impact** – The impact that a specific event has on policies and policy making.
- **Project Impact** – The impact that individual projects have on policies and policy making.
- **Program or Initiative Impact** – The impact that specific programs and initiatives have on policies and policy making.
- **Operational Unit** – The impact that a specific unit of an organization has on policies and policy making.
- **Organizational Impact** – The impact that an organization, as a whole, has on policies and policy making.
- **Consortium Impact** – The impact that a group of organizations working together has on policies and policy making.

Note that many of the above levels can be cumulative, but that there can also be scale effects. For example, an organization's impact might be the sum of its project and program impacts, but there may also be higher level impacts.

## 4. Tools for Measuring Policy Impact – Three Options

Not surprisingly, the initial research we conducted did not reveal a set of standardized indicators for judging policy impacts in conservation. Given this situation, it was apparent that there was a need to at least identify an existing tool for developing a framework to guide indicator selection. Three options we explored are detailed below.

### Option 1: Results Chains

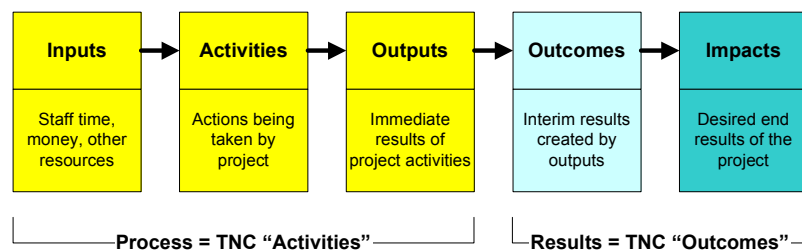
A results chain (often called a causal chain or logic model) is a tool that clarifies assumptions about how conservation activities contribute to reducing threats and achieving the conservation of biodiversity or thematic targets. They are diagrams that map out a series of causal statements that link factors in an “if...then” fashion. Results chains focus on the achievement of results to define how one thinks that project activities will contribute to their goal (see Box 1 for a definition of results and other related terms).

A good results chain should meet the following criteria:

- **Results oriented:** Boxes contain desired results (e.g., reduction of hunting), and not activities (e.g., conduct a study).
- **Causally linked:** There are clear “if...then” connections between successive boxes.
- **Demonstrates change:** Each box describes how you hope the relevant factor will change (e.g., improve, increase, or decrease).
- **Reasonably complete:** There are sufficient boxes to construct logical connections but not so many that the chain becomes overly complex.
- **Simple:** There is only one result per box.

#### Box 1. An Overview of Terms Used to Describe Results

There is a great deal of confusion in the world over the different terms used to describe the results of a project. What one person calls an “outcome” another calls a “result” and yet a third person calls an “impact.” The following figure shows the terms as they are most commonly used by evaluation experts in different fields such as development and public health.



Based on the above figure, the following terms can be defined for general use in results chains in biodiversity conservation projects:

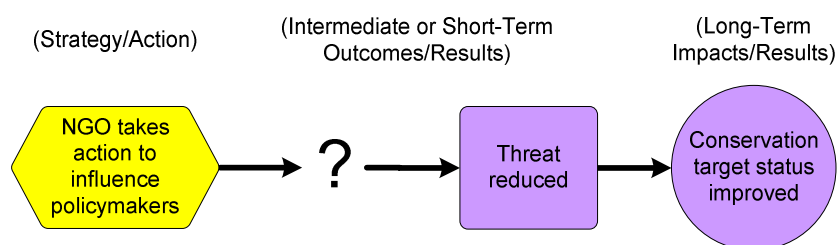
- **Impact** – The desired future state of a target.
- **Outcome** – The desired future state of a threat and/or opportunity factor.
- **Output** – The desired product of an activity or task.
- **Result** – A generic term used to describe the desired future state of a target or factor. Includes impacts, outcomes, and outputs.

As shown by the lines below the diagram, TNC has typically not made such a fine distinction among different kinds of results, but instead refers to:

- **Activities** – The inputs, actions, and outputs undertaken by conservation projects.
- **Outcomes** – The results of conservation projects.

Results chains can be used to graphically portray the conceptual assumptions between a policy intervention or strategy, its intermediate or short-term outcomes, and the longer-term impact for the conservation target at hand. At its most basic level, a policy intervention is designed to reduce some threat to a conservation target and ultimately improve the health or status of that conservation target (Figure 1). As implied in the figure below, a results chain should also develop in greater detail what are the major *results* (not activities or implementation steps) that one could expect to see between the action to influence a policymaker and the reduction of threat. These assumed results linking the strategy to the threat reduction and target status are often left implicit by project teams and practitioners but are key in determining whether a policy strategy is making progress toward threat reduction and improved conditions for the conservation target. TNC and FOS staff agreed that results chains would be a good tool for thinking about policy measures. As such, the framework presented below is based on results chains.

**Figure 1. A Simple Generic Policy Results Chain**



### Option 2: Site Consolidation Scorecard

A second method for measuring policy strategies is the use of scorecard, such as the *Parks in Peril (PiP) Site Consolidation Scorecard*. This scorecard describes priority policy changes necessary to support conservation at the project area; answers the question of whether policy changes have been achieved during the life of the project; and tries to understand the effect of developing or implementing the policies. One difference between the scorecard method and the results chain method is that the scorecard is a more general framework that does not capture the assumed causal linkages between a particular policy intervention and its ultimate affect on a conservation target. Thus, while scorecards are good for consolidating progress (see Section 7 below), they are not really a useful tool for determining what specific indicators to measure.

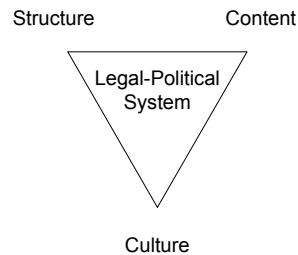
### Option 3: Triangle Analysis<sup>2</sup>

Triangle analysis is a technique for both analyzing and finding answers to a problem, centered around structure, content, and culture in the policy system. Proponents of this framework state it can be used to analyze how a combination of policies, institutions and social values and behavior contribute to or perpetuate a problem (or issue). They also maintain that the framework can be used to map and clarify strategy options to address each of three dimensions:

<sup>2</sup> Source: Adapted from Schuler (1987) *Empowerment and the Law*.



## Tracking the Impact of Policy Strategies: Part 1 Activity Measures



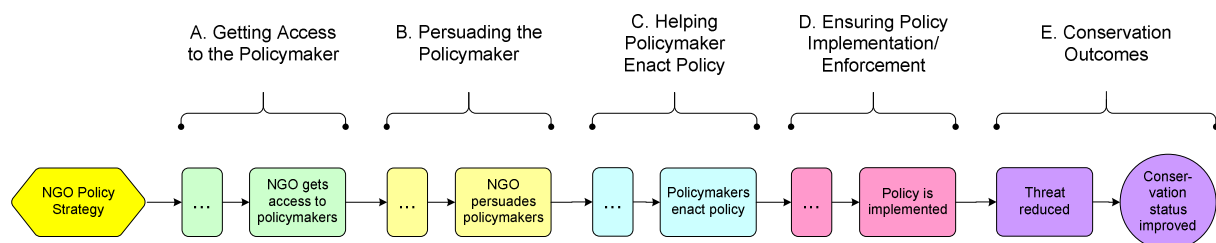
- **Content** refers to written laws, policies and budgets relevant to a specific issue. For example, if there is no law to criminalize poaching, one part of a solution may be to introduce a law. Also, even if a law or policy exists, unless there is funding and institutional mechanisms for enforcement, it will not be effective.
- **Structure** refers to state and non-state mechanisms for implementing a law or policy. This would include, for example, the police, the courts, ministries, and game wardens. Structure can refer to institutions and programs run by government, NGOs or businesses at the local, national, and international levels.
- **Culture** refers to the values and behavior that shape how people deal with and understand an issue. Values and behavior are influenced, amongst other things, by religion, custom, class, gender, ethnicity and age. Lack of information about laws and policies is part of the cultural dimension. Similarly, a sense of entitlement could shape their attitudes about the degree of benefit from laws and policies.

TNC and FOS staff determined that this tool was too theoretical for the purposes of TNC's policy measures work, and that it was not clear exactly how this tool would be operationalized. As a result, this option was eliminated from consideration.

## 5. Generic Stages of Implementing a Policy Strategy: A Framework

Using results chains as a tool, we can think of the process of implementing a policy strategy as involving five distinct but connected stages (note that although these stages are conceptually distinct, the lines between them may be more blurry in practice). These stages, shown in Figure 2, are the assumptions that often remain implicit when project teams undertake a policy strategy. Descriptions of each of these stages follow.

**Figure 2. Stages of Implementing a Policy Strategy**



- A. **Getting Access to the Policymaker** – This stage includes developing the relationships with relevant policy makers so that you will have access to them. Some examples could include:
- TNC US headquarters staff attend various functions with key policymakers
  - TNC-funded project in Indonesia establish relationships with key government ministers
  - TNC partner in Pacific island attends kava ceremonies with key chiefs
  - TNC partners engage with local officials in the Mexican state of Quintana Roo
- B. **Persuading the Policymaker** – This stage involves educating policymakers to raise awareness and motivate them to make the desired policy change. It can also include doing direct lobbying (although many 501(c)3 groups are prohibited from lobbying). Some examples could include:
- TNC US headquarters shares a risk assessment of atmospheric deposition in Northeastern US
  - TNC-funded project in Indonesia sets up one-on-one meetings with logging industry officials
  - TNC partner in Pacific island presents information to local village leaders to explore establishing a marine protected area
  - TNC partners participate on land use and zoning committees in the Mexican state of Quintana Roo
- C. **Helping Policymaker Enact Policy** – This stage is about assisting the policymaker to actually make the requested policy. The result may occur directly as a result of actions taken in Stage A, or TNC might be more directly involved in providing assistance to make the result happen. For example:
- TNC US helps provide Congress with language for strengthening legislation on pollution standards
  - TNC-funded project in Indonesia provides logging officials with guidelines and technical assistance for sustainable logging protocols
  - TNC partner in Pacific island provides technical assistance to village leaders to zone the marine protected area
  - Local communities in Quintana Roo pass restrictions on tourism development
- D. **Ensuring Policy Implementation and Enforcement** – This stage involves what happens once the policy exists. Again, in some cases, TNC or its partners might provide direct assistance for this stage or they may take a less direct role and assume that actions in earlier stages will ensure policy implementation and enforcement. In this stage, one can start to see how a policy affects indirect threats, opportunities, and other factors that influence a direct threat and conservation target. For example:
- Stronger pollution standards require utility companies to meet stronger pollution standards; utilities emit fewer pollutants.
  - TNC-funded project in Indonesia provides technical assistance and oversight to help logging companies follow best practices for sustainable logging; fewer roads are built; roads are narrower.

- TNC partner in Pacific island provides protected area management assistance, including funding for infrastructure and education; protected areas improve education and enforcement capacities; villages are more aware of importance of marine species within the protected area and the consequences of fishing in restricted zones.
- Tourism developers in Quintana Roo follow stricter guidelines for tourism development.

E. **Conservation Outcomes** – Ultimately, TNC and other organizations are influencing policies to reduce a direct threat and improve the status of a conservation target. For example:

- Atmospheric deposition of key pollutants decreases; health of forest blocks improves.
- Habitat fragmentation decreases as a result of fewer and narrower roads; wildlife habitats increase; wildlife status improves.
- Fishing in restricted zones decreases; Health of marine life rebounds.
- Tourism development is more limited and also does not take place in ecologically sensitive areas; ecologically sensitive areas maintained.

As the examples above illustrate, TNC might be taking specific policy actions at various points along the chain. For example, a local TNC-supported partner might use a policy strategy to encourage the creation of a protected area in surrounding an important watershed in Honduras. This strategy could include actions to reach community and government officials to generate interest in watershed conservation (Stages A and B). The TNC-supported partner might then work with community officials and the relevant policymakers to determine what type of protection makes sense for the watershed and draft the language to legally set up the protected area (Stage C). The partner might also provide support for infrastructure and ongoing protected area activities (Stage D). Similarly, the TNC partner might engage in the policy strategy only to help determine the appropriate type of protection for the watershed and to draft the language to create the protected area (Stage C). Thus, in some contexts, the whole chain will be relevant, while in other cases, only certain parts will be relevant.

### **A Need to Pay Attention to Enabling Conditions**

One additional caveat to the framework presented here is that we are assuming that, as should be the case with any conservation strategy or intervention, the project team has taken the time to understand the context and to ensure that the proper enabling conditions are in place to make a policy strategy useful. If there is a high degree of corruption or if civil society is not well developed, then it is unlikely a traditional policy-based strategy will be of much use.

## **6. Examples of Results Chains**

We will use these four stages as an organizing framework for the examples provided in the following pages. We focus primarily on Stages A through C (Getting access to the policymaker, Persuading the policymaker, and Helping the policymaker enact the policy, respectively) because these are the stages where a policy intervention would most differ from any other type of conservation intervention. According to TNC key informants, this is also where TNC tends to spend most of its time, in part because policy influencing is a long-term process. Stages D and E (Policy implementation and enforcement and Conservation outcomes) are essentially the universe of conservation actions, as arguably one could create or promote a policy for any type

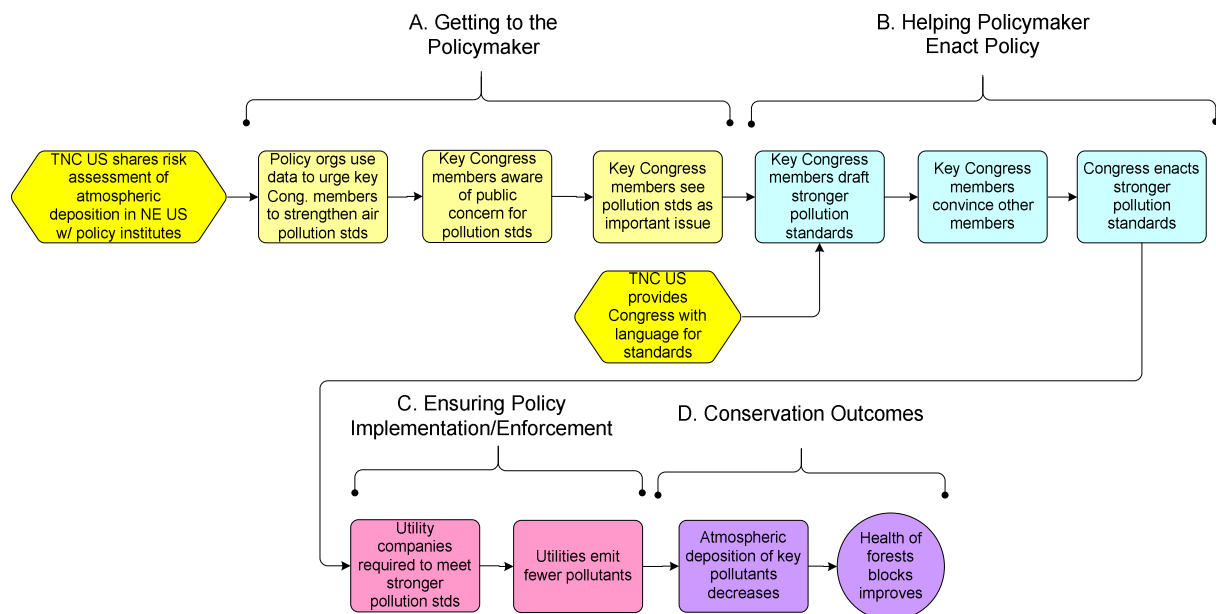
of conservation action. However, when it comes to measuring policy effectiveness, it should be possible to focus on indicators that show whether or not the policy in question is being implemented and enforced.

Policy influencing is an incredibly broad topic; our intent with the example chains provided here is not to be comprehensive but rather to introduce the tool. It is important to keep in mind that we have laid out the main *assumed* relationships in each of the results chains. There are undoubtedly many examples where these assumed relationships do not hold. We are not judging the quality of the assumptions, but rather trying to capture the main assumptions that practitioners are or may be making in undertaking policy interventions to achieve conservation. To maintain the continuity of the examples and give readers an idea of what a full results chain looks like, we base our examples on four quasi-fictitious scenarios.

**Note to March 06 draft – Only Example 2 has been updated for the new framework splitting Section A into 2 parts.**

### Scenario 1. Strengthening Air Pollution Standards

In Scenario 1, TNC researchers undertake research designed to influence pollution standards in order to decrease atmospheric deposition of air pollutants emitted by utility companies and improve forest block health in the Northeastern US. A full results chain for this strategy might look like the following figure.



## Tracking the Impact of Policy Strategies: Part 1 Activity Measures

This results chain lays out all the assumptions that TNC US is acting under in implementing its policy actions to strengthen air pollution standards. In order to determine if it is making progress toward its conservation outcomes, TNC could measure progress at strategic factors along this chain. Ideally, TNC would measure progress at each factor, but resources rarely permit this level of monitoring. The following table provides some potential indicators that could be used to measure each factor. Actual methods for measuring these indicators could vary substantially, with some being more feasible than others.

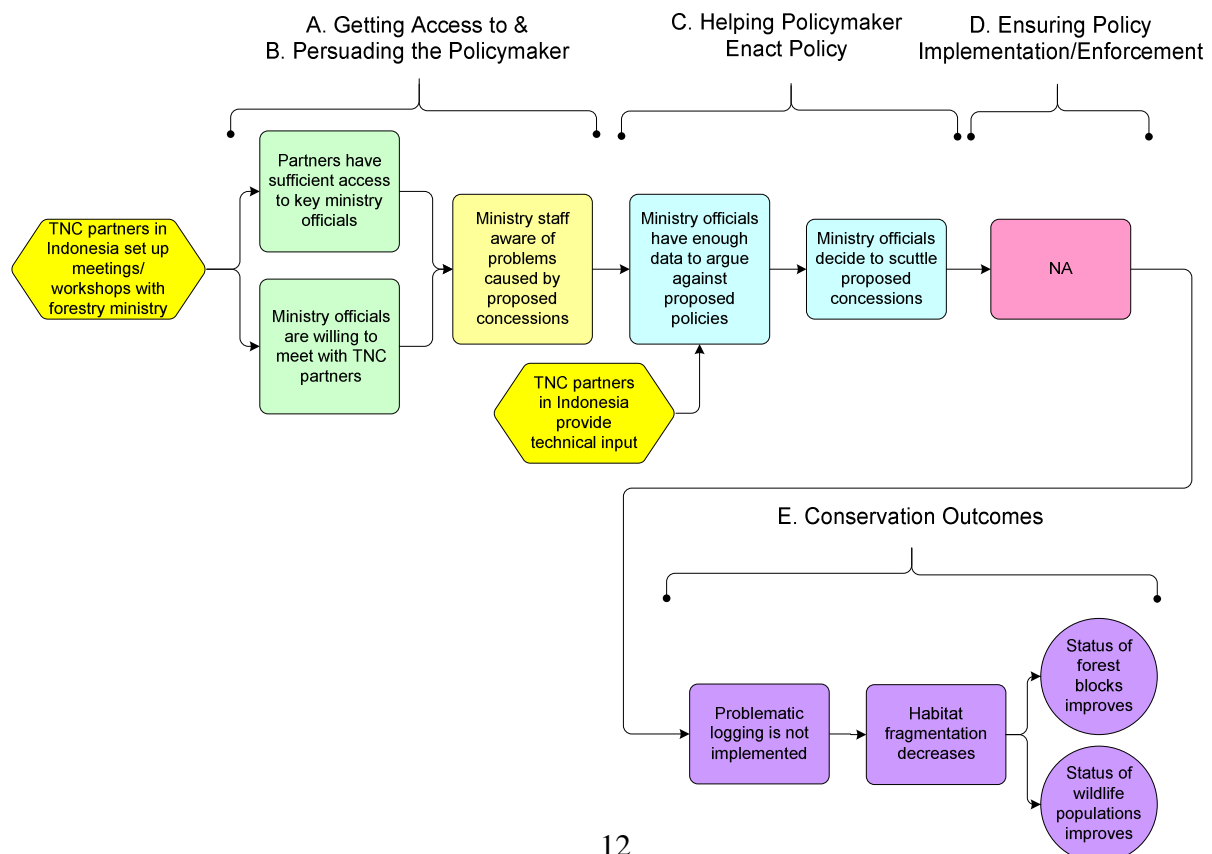
### Potential Indicators for Strategy to Strengthen Air Pollution Standards

Results	Potential Indicators
<b>A. Getting to the Policymaker</b>	
TNC US shares risk assessment of atmospheric deposition in Northeast US with policy institutes (Action)	# of policy institutes that received or viewed the risk assessment # and description of events in which risk assessment was shared (including which institutes were present)
Policy organizations use data to urge key Congress members to strengthen air pollution standards	# (or %) of policy organizations that viewed the risk assessment and have since contacted Congress regarding the need to strengthen air pollution standards
Key Congress members are aware of the public's concern for pollution standards	# Congress members who state their constituencies are worried about air pollution
Key Congress members see pollution standards as an important issue	# Congress members who feel pollution standards are important.
<b>B. Helping Policymaker Enact Policy</b>	
TNC US provides Congress with language for standards (Action)	Existence of TNC-drafted language
Key Congress members draft stronger pollution standards	Existence of draft of stronger pollution standards # or % of TNC recommendations incorporated in new standards
Key Congress members convince other members	# Congress members committed to passing stronger air pollution standards
Congress enacts stronger pollution standards	Existence of legislation approving stronger pollution standards
<b>C. Ensuring Policy Implementation/Enforcement</b>	
Utility companies required to meet stronger pollution standards	Existence of legislation requiring utility companies to meet stronger air pollution standards Established dates by which utility companies must meet new air pollution standards
Utilities emit fewer pollutants	Average amount of nitrogen oxide emitted by utilities per energy unit produced Average amount of sulfur dioxide emitted by utilities per energy unit produced Average amount of mercury emitted by utilities per

Results	Potential Indicators
	energy unit produced Average amount of carbon dioxide emitted by utilities per energy unit produced
<b>D. Conservation Outcomes</b>	
Atmospheric deposition of key pollutants decreases	Average seasonal pH levels of forest block streams Average seasonal presence of calcium in forest block streams Average seasonal levels of mercury found in key higher trophic level species (e.g., loons) Average daily levels of carbon dioxide present in key forest blocks
Health of forests blocks improves	Growth rates of key plant and trees species sensitive to key pollutants Forest block plant and animal species composition and structure Reproductive success of forest block animal species sensitive to key pollutants

## Scenario 2. Stopping Bad Logging Policies

TNC partners work with government officials in Indonesia to block new logging policies that set up new forestry concessions that are going to be detrimental to biodiversity. A full results chain for this strategy might look like the following figure.



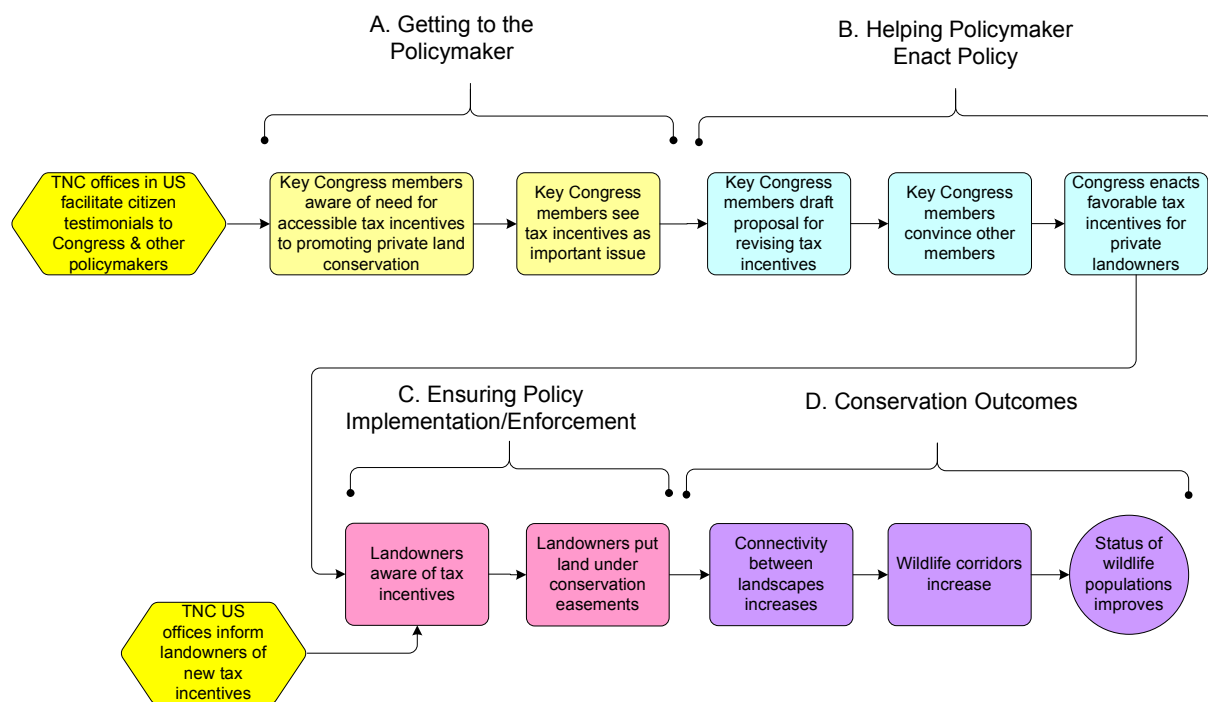
**Potential Indicators for Strategy to Promote Sustainable Logging**

Results	Potential Indicators
<b>A. Getting Access to the Policymaker</b>	
TNC partners in Indonesia set up meetings/workshops with forestry ministry (Action)	# meetings/workshops held
Partners have sufficient access to key ministry officials; Ministry officials are willing to meet with TNC partners	# key ministry officials present at meetings/workshops qualitative assessment of willingness to meet
<b>B. Persuading the Policymaker</b>	
Ministry officials aware of problems with proposed legislation	# ministry officials who express understanding of problems
<b>C. Helping Policymaker Enact Policy</b>	
TNC partners in Indonesia provide technical input (Action)	# of meetings to provide input Qualitative description of input provided
Ministry officials have enough data to argue against proposed policies	Verbal expression of intention from ministry officials to argue against proposed policies
Ministry officials decide to scuttle proposed concessions	Decisions made by officials
<b>C. Ensuring Policy Implementation/Enforcement</b>	
Not applicable since this project involves stopping proposed legislation	
<b>D. Conservation Outcomes</b>	
Problematic logging is not implemented	evidence of no new logging projects
Habitat fragmentation decreases	# hectares of contiguous forest
Status of forest blocks improves	Forest plant species composition and structure Status of wildlife populations in forest blocks (see indicators below)
Status of wildlife populations improves	Population numbers of key indicator species Population structure of key indicator species Reproductive success of key indicator species

**Scenario 3. Improving Tax Incentives for Private Land Conservation**

TNC works with private landowners to help them testify before Congress about the need for tax incentives that favor small landowners or those with limited financial resources so that they are able to take advantage of incentives to conserve private land. A full results chain for this strategy might look like the following figure.

## Tracking the Impact of Policy Strategies: Part 1 Activity Measures



### Potential Indicators for Strategy on Tax Incentives for Private Conservation

Results	Potential Indicators
<b>A. Getting to the Policymaker</b>	
TNC offices in US facilitate citizen testimonials to Congress & other policymakers (Action)	# of citizen testimonials to Congress & other policymakers
Key Congress members aware of need for accessible tax incentives to promoting private land conservation	# Congress members present at testimonials # Congress members who state that tax incentives are needed to promote private land conservation
Key Congress members see tax incentives as important issue	# Congress members who feel tax incentives are an important issue
<b>B. Helping Policymaker Enact Policy</b>	
Key Congress members draft proposal for revising tax incentives	Existence of draft proposal for revising tax incentives for private land conservation
Key Congress members convince other members	# Congress members committed to passing new legislation for improving tax incentives for private land conservation
Congress enacts favorable tax incentives for private landowners	Existence of legislation approving new tax incentives for private land conservation
<b>C. Ensuring Policy Implementation/Enforcement</b>	
TNC US offices inform landowners of new tax incentives (Action)	# of landowners contacted
Landowners aware of tax incentives	# of landowners that know of the new tax incentives

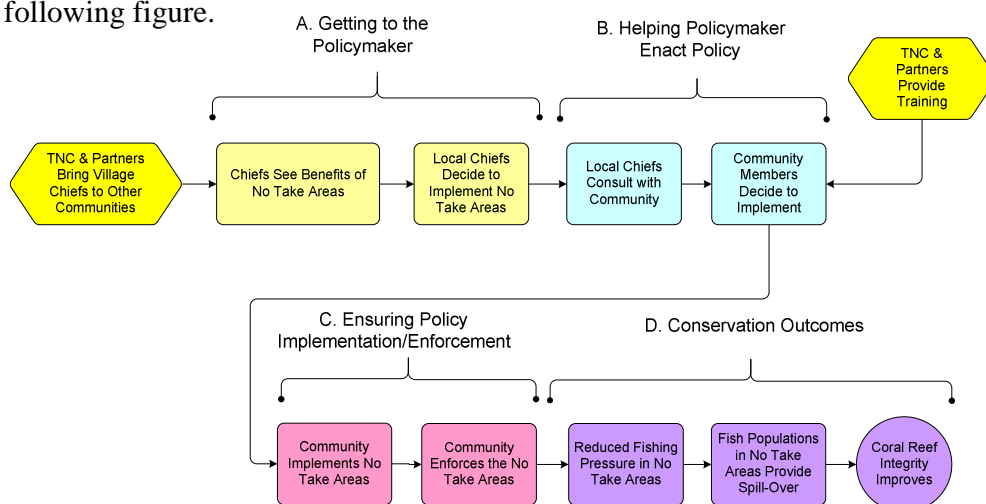


## Tracking the Impact of Policy Strategies: Part 1 Activity Measures

Results	Potential Indicators
Landowners put land under conservation easements	# of landowners that put conservation easements on their land # of landowners that express an intention to put an easement on their land within the next 5 years
<i>D. Conservation Outcomes</i>	
Connectivity between landscapes increases	# hectares of contiguous landscapes by ecosystem type (forest blocks, wetland habitats, shrublands)
Wildlife corridors increase	# wildlife, by species, using new corridors
Status of wildlife populations improves	Population numbers of key indicator species Population structure of key indicator species Reproductive success of key indicator species

### Scenario 4. Establishing a Locally Managed Marine Protected Area

TNC partners with a local organization in a Pacific Island to establish locally managed marine protected area with several local communities. A full results chain for this strategy might look like the following figure.



### Potential Indicators for Strategy to Establish a Locally Managed Marine Protected Area

Results	Potential Indicators
<b>A. Getting to the Policymaker</b>	
TNC and partners bring village chiefs to other communities (Action)	# of cross site visits held
Chiefs see benefits of no take areas	qualitative assessment of effectiveness of cross site visits in helping see benefits
Local chiefs decide to implement no take areas	% of participating villages where chiefs make a decision to implement no take areas
<b>B. Helping Policymaker Enact Policy</b>	
TNC and partners provide training (Action)	# of training sessions evaluation of each session's effectiveness
Local chiefs consult with community	none
Community members decide to implement	% of participating villages that make a decision to implement no take areas
<b>C. Ensuring Policy Implementation/Enforcement</b>	
Community implements no take areas	% of villages that actually implement no take areas
Community enforces the no take areas	% of villages that set up enforcement mechanisms
<b>D. Conservation Outcomes</b>	
Reduced fishing pressure in no take areas	# of incidents of violations recorded
Fish populations in no take areas provide spill-over	# of fish in samples in and out of protected areas
Coral reef integrity improves	% of healthy coral reef cover population of grouper fish in project area

## 7. An Initial Proposal for Developing Activity Measures

If we can agree that the results chain tool and the above framework are useful for determining the specific indicators to measure any given policy intervention at any scale. One problem with this approach, however, is that it does not readily lend itself to consolidating the measures across multiple strategies. For example, how would you combine the indicators of the four examples shown above into some meaningful metric of TNC's overall policy success?

One potential solution to this problem is to adopt the scorecard tool discussed above in Section 4. This might involve some variant of the following process:

1. Define the organizational unit that you wish to consider in a given sample or report and list out the specific policy "projects" (one or more strategies in service of given objective) that this unit is undertaking (e.g. all policy initiatives being implemented by a given state chapter, by TNC's Government Relations shop, or even across TNC as a whole).
2. For basic activity measures, classify these policy projects by type, level, and intent as described in Section 3 above.
3. Next, for each policy project, map out the key stages that the project must go through using the framework and results chain tool discussed above (note that not all stages will be applicable to all projects). If possible, outline the key results and indicators for each stage. Also, record the rough cost of implementing each project.
4. Record your progress moving along these stages. The scorecard would then rate each project as to its progress in meeting each of the above steps. The rating could be whether the step has been completed or not as well as some assessment of quality. This could then produce an aggregate measure for each project and these measures in turn could be summed up across the group of projects

Under this proposal, data about each project could be a) self-reported by projects, b) self-reported by projects and then audited by an outside party, or c) collected by an outside party. Given time and resource constraints, however, it is hard to imagine the third option being practical. In any event, it is important that we clearly specify who will collect and manage these activity data.

## 8. Key Questions for Discussion

*(Note to March 06 Draft – The following were a list of questions posed at the December meeting; in this version we have outlined the rough answers that were made during the meeting, although there is clearly more work that needs to be done to answer these questions.)*

In this paper, we have provided a basic definition of policy, a tool (results chains) for examining the impact of policy strategies, a generic framework for looking at the effects of a policy strategy in conservation, and some examples of how to apply this tool and framework. At our meeting, it would be useful to discuss the following questions:

The first three questions that should be asked of any measures effort are:

1. Who is going to use the measures?

*Ideally used by many people:*

- Project managers
- Board/Senior management of TNC
- Marketing department
- TNC donors
- TNC partners and counter parts

2. What do they need to know?

- Number and types of policy strategies
- Resources devoted to each
- People doing similar stuff – leads to learning
- Where a project is in the chain and what investment is required
- Most audiences above don't need many details – just high level information

3. How do they like to receive information?

*Varies from audience to audience.*

If we can get agreement on the answers to these questions, we can then answer the question:

4. What would a “measures report on policy” look like a few years from now?

*The group discussed the relative merits of scorecard based reports versus objective based reports. In any event, the report would present high level summaries of the above information..*

If we have an answer to this question, we can then discuss:

5. Do the definitions provided in this paper make sense? Should they be changed in any way to be more useful for TNC?

*The original definitions in Section 3 were modified based on feedback.*

6. Do we agree that results chains are a useful tool to help determine what indicators to measure? If not, what should we use instead?

*There seemed to be agreement that the results chains were a useful tool.*

7. Do we agree with the generic framework presented in this paper? If not, how would we modify it?

*The original framework presented in Section 5 was modified based on feedback.*

Finally, if we agree on the above, the following are some basic questions that might be helpful to discuss in light of the above framework and examples.

8. Using results chains, what indicators would be needed to construct the report discussed in Q4? Who would set up these results chains?
9. How will we measure these indicators?
10. Who will collect the data?
11. When and where will they do this data collection?
12. Who will analyze and summarize these data?
13. How much will this cost and how will we pay for it?

*These questions remain to be answered.*

Finally, we can then address the questions:

14. What specific steps do we need to do to set up this system?
15. Who else do we need to work with to make this happen?
16. What are the immediate next steps?

*These questions remain to be answered.*

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## Appendix A. Summary of Key Informant Interviews

### Purpose of Key Informant Interviews:

We wanted to talk to a few key policy people within TNC to get their feedback on the following issues:

- How they define and use policy
- How they would use policy measures to influence their work
- What they think TNC needs overall in this regard

We used the key informant interviews as a sounding board for the 4 step framework we have presented in this paper and the use of results chains as a tool to portray this framework. We incorporated suggestions from the key informants directly into this document. The key informant interviews also provided us with background material to develop scenarios that represent elements of real-world TNC examples of policy actions.

### Main Questions Explored:

We had five general questions we explored in varying depths with key informants:

1. “Policy” is a nebulous term that a lot of people use in a lot of different ways. To help us frame the policy discussion, how would you define policy in a conservation context?
2. Can you provide examples of specific policy interventions you/TNC have used? What is their link to conservation results?
3. What type of information related to policy measures or indicators would be most useful to you in your work?
4. How could that information be conveyed to you in a way that would help you to use it?
5. Who are the key audiences at TNC more broadly who need to know about policy measures? What does each of these audiences need to know about these measures?

### People Interviewed:

Philip Tabas, General Counsel

Gerald Miles, Sr. Advisor, Asia Pacific

Jeff Parrish, Technical Director, Global Protected Areas Strategy

Jimmy Powell, Director Government Relations

### Issues Raised But Not Directly Reflected in This Paper

Given the specific nature of this briefing paper, it does not cover all of the issues discussed during key informant interviews. The following bullets reflect some of the salient points that will be important to keep in mind as TNC moves forward with its policy measures work.

- **Defining Policy.** There is a need to come to agreement on what is considered to fall under the broad term “policy.” Does it include everything from appropriating money to lobbying Congress to change tax laws to meeting with logging companies to change logging practices?

- **Recognizing the Long Timeframe to See Conservation Outcomes from Policy Actions.** Policy action is time consuming. The time between when action is originally initiated to when one can expect to see conservation outcomes can be a decade or longer. Consequently, the measures will be more output/activity-oriented for several years. Because TNC is an outcomes-oriented organization, there is a desire to see outcomes of policy activities much earlier. How can TNC effectively communicate what the important achievements it is making in the policy arena, show it is making progress toward an end goal, yet also keep expectations realistic? Is there a need to educate non-policy TNC staff, board members, funders, etc. about what policy influencing involves?
- **Political Will Is an Important Measure.** Along similar lines, it is important not to discount the significance of establishing political will as an important result. There is a need for audiences of the policy measures to understand the significance of measures showing progress related to political will.
- **Policy Action Is Complex and Involves Numerous Stakeholders.** For one policy, TNC staff might be working with numerous different audiences – including, for example, Congress members, specific Senate Committees, private landowners, public agencies, private companies, etc.
- **Policy Measures Should Ideally Include Cost-Benefit Information.** As with any conservation strategy, it is important to know what it costs are and whether that strategy achieves the desired results with a reasonable cost. In the case where taxes are affected by a policy action, it would be important to know what the benefits are and whether that cost is acceptable to the public.
- **Prior to Stage A (Getting to the Policymaker), It Is Important to Understand the Policy Context.** Understanding the context and identifying key stakeholders are key prerequisites to any conservation action – policy actions included. The framework presented in this document does not explicitly include this stage because it is not unique to policy actions. Nevertheless, it is an essential step. TNC may wish to eventually revisit the framework and determine whether it would like this step to be explicit, especially if it wishes to be measuring progress at this early stage.