Healthy Country Planning
Tools to support the process

Revised tools to support steps in the HCP process.

September 2020

Acknowledgements

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CCNet
Community of Practice – Conservation Standards projects on Indigenous Land and Water

Inclusion & Diversity Check Up

Purpose:
Projects analyse the diversity of their community to design an inclusive and barrier-free planning process. Consider using this tool in the **Pre-Planning Phase**.

Instructions:
Talk with your community through this tool to identify the real barriers to participation in the planning process and find appropriate solutions to overcome these barriers. Ensure you do not project, but talk with community representatives. Fill in the table step by step, column by column, left to right:

- **Step 1** – Identify the different subgroups in your community; *Example: Category 2 Role in community – some may work directly for the community, others may be members of a community board, others are* families with school-aged children;
- **Step 2** – Describe barriers to the participation of this subgroup; *Example: Attending meetings may require people to take leave from work.*
- **Step 3** – Outline solutions that support their participation? *Example: Hold workshop on weekends and/or give enough notice to allow people to make arrangements;.*

Categories are only suggestions. Add additional categories as required.

Step #1:
Describe the different subgroups in your community by category

Step #2:
What barriers to their participation do they encounter

Step #3:
What solutions can we put in place for equal participation?

Categories of subgroups *(e.g. old/young, staff/member/ranger)*		**Barriers to their participation** *(e.g. time, location, ability to speak up, accessibility of materials:)*	**Solutions to ensure their participation**
Category 1: **Gender**			
Category 2: **Role in community**			
Category 3: **Age-group**			
Category 4: **Family group/ Clan group**			
Category 5:			

Stakeholder Assessment

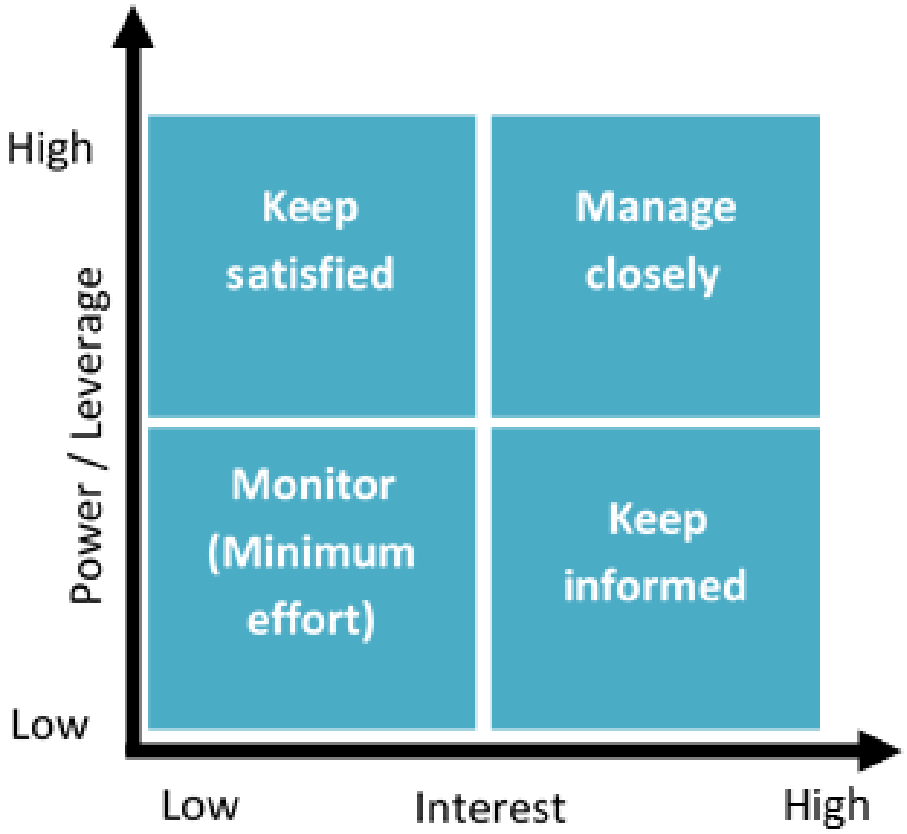
Purpose:
Projects analyse their stakeholders and determine appropriate stakeholder management requirements. Consider using this tool during **Pre-Planning** to help decide on stakeholders that may participate in the planning phase and when developing your **Situation Analysis,** to support the development of communication and partnership strategies.

Instructions:
Power / leverage outlines the influence of a stakeholder. Interest describes the priority a stakeholder gives to this topic / the project.

- **Step 1**: For each stakeholder rank their relative interest in your project (x-axis) and their power/leverage (y-axis);
- **Step 2**: Use graph to determine the category a stakeholder belongs to and consider stakeholder engagement needs;

High power, less interested people (Keep Satisfied): put *enough work in with* these stakeholders to keep them satisfied, but not so much that they become bored with your message.

Low power, less interested people (Monitor): again, monitor these stakeholders, but don't bore them with excessive communication



High power, highly interested people (Manage Closely): you must fully engage these stakeholders, and make the greatest efforts to address their engagement needs.

Low power, highly interested people (Keep Informed): adequately inform these stakeholders, and talk to them to ensure that no major issues are arising. Stakeholders in this category can often be very helpful with the detail of your project.

Pre-Planning Table

Purpose:
Before commencing a planning project, this table helps projects determine the required resources for each step and outline an appropriate schedule. Consider using this tool in the **Pre-Planning Phase**.

Instructions:
Fill out the table to record key information for each step of the process:

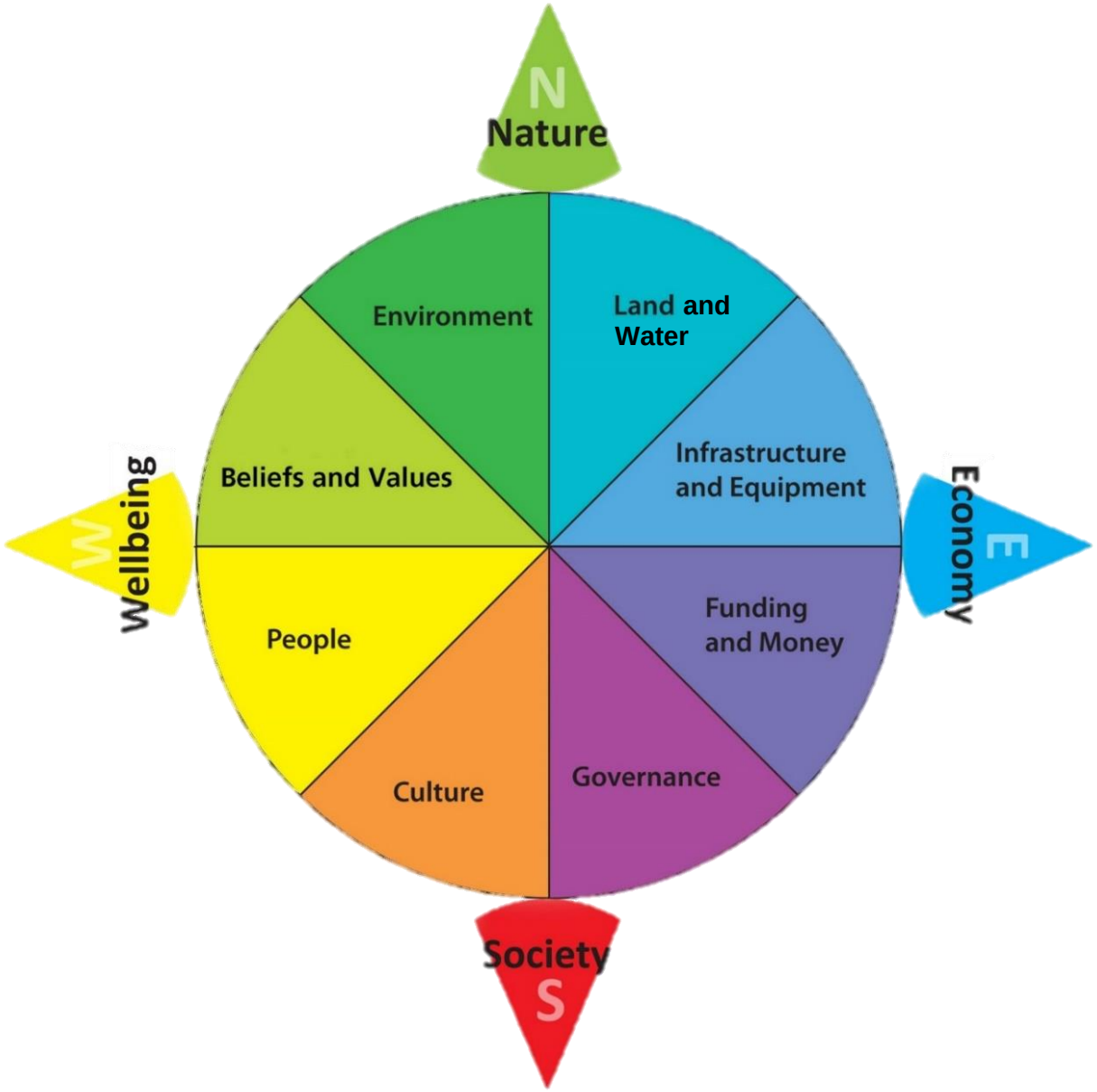
- Who needs to be involved in the planning phase; Consider the project team members, community members and stakeholders.
- When are planning to schedule the planning phase; Consider cultural and environmental requirements.
- What is the approximate cost for this step; Consider staff time and operational costs;
- What is needed in preparation for each step.

Step	Who	When	Cost	Preparation
Planning Stage	**Specific people to be involved**	**Approx. time to complete**	**Approx. cost to complete**	**What needs to be done**
Pre-Planning				
Mapping / Desktop Research				
Area / Dream / Targets				
Threats + review				
Situation Analysis + review				
Objectives / Strategies + review				
Action Planning + review				
Drafting				
Approval				

Vision Tool

Purpose:
Projects consider all relevant dimensions (natural, cultural, socio-economic) during the development of a projects' vision statement (Dream). Consider using this tool when discussing with your project **Dream and Area.**

Instructions:
This tool is an adaptation of the Sustainability Compass which builds on the Sustainable Development Goals. Consider using this tool to guide the conservation when brainstorming and collecting ideas for the Vision statement / Dream of the project.


N
Nature
Environment
Land and Water
Beliefs and Values
Infrastructure and Equipment
W
Wellbeing
E
Economy
People
Funding and Money
Culture
Governance
Society
S

Health Assessment Tool

Purpose:
Projects identify critical Key Attributes of Targets when describing Target Health. Consider using this tool in the background to guide the conservation when workshopping **Targets** and **Health**.

Instructions:
The tool lists in rows categories of key attributes and in columns categories of targets. Table cells provide prompts to develop for a target the critical key attributes.
Step 1: Identify critical Key Attributes for targets for each category (size, condition, context and cultural health;
Step 2: Rate the health of Key Attributes by applying rating categories below;

Key Attributes are common to many Targets, but not all Key Attributes will apply to a given Target.

	Ecological Communities	Species	Cultural Sites & Knowledge	Livelihood
Size	Is the area sufficient to allow recovery from natural disturbance? Is the area sufficient for the breeding of representative species?	Is the size of the local population sufficient for genetically viable reproduction?	Are sufficient Indigenous Custodians able to access Cultural Sites & Knowledge	Are sufficient members of the community able to sustain themselves from the area?
Condition	Are characteristic native species present? Are all age classes of target represented?	Are species reproducing?	Are sites and knowledge being maintained and renewed?	Are Indigenous Custodians able to access and use the area to benefit the community?
Context	Are the key environmental processes and natural disturbances that sustain the target sill operating? Do characteristic species have access to all habitats and resources needed to complete their lifecycle?	Can species move in response to environmental change?	Do enough of the right Indigenous Custodians know about sites, country, cultural landscape?	Is the Indigenous community respected and supported through frameworks, policies and structures?
Cultural Health	Are the key cultural processes that sustain the target still operating?	Are important species and their knowledge used and managed?	Do sites retain authenticity and meanings and is knowledge passed on?	Are Indigenous communities able to apply Indigenous Knowledge to gain a livelihood?

Rating Attributes

Poor *Nearly Lost*	Fair *Getting Worse*	Good *Not quite right*	Very Good *As it should be*
The key part of the Target is unhealthy and if no work is done soon to make it better, then it may never be healthy again	The key part of the Target is not healthy and needs work to be done to be healthy again. If no work is done it will get worse.	The key part of the Target is healthy and may need some work to be done to keep it healthy or to make it very healthy.	The key part of the Target is very healthy and does not need much work to be done to keep it very healthy.

Guidelines for Ranking Threats

Purpose:
With a simple threat prioritization, projects can identify highest ranking Threats to Targets to later inform strategy development. Consider using this tool in a workshop when discussing **Threats** and **Threat ranking.**

Instructions:
Prior to using this tool, projects will need to link Threats to Targets. Some Threats apply only to selected Targets, while other Threats may impact more Targets. Once the connection between Target and Threat is made, use this tool to rank the individual Threats.

Step 1: Rate for each Target the amount of damage from a Threat by:

a) Rating the area of damage (scope); *How much of the Target is affected by this Threat?*
b) Rating how bad the damage is (severity); *How badly does the Threat affect the Target?*
c) Rating if the damage is fixable (irreversibility); *Can we fix the damage of the Threat?*

Step 2: Rank the overall damage of one Threat on one Target by multiplying rating a), b) and c) and scoring the Threat in the table;

Step 3: Create a threat summary table by listing all Threats and all Targets and calculating a summary rank for each Threat across all Targets by applying the rules.

Step 1: Rating the amount of damage resulting from a Threat

a) Area of Damage (Scope)

Very High- 4	Damage is everywhere the Target is
High - 3	Damage is widespread
Medium – 2	Damage is more local
Low - 1	Damage is very local

b) How bad (Severity)

Very High- 4	Threat can destroy or eliminate Target
High - 3	Threat seriously degrades Target
Medium – 2	Threat moderately degrades Target
Low - 1	Threat slightly impairs Target

b) Is it Fixable (Irreversibility)

Very High- 4	Not fixable, for all intents and purposes
High - 3	Fixable but really expensive
Medium – 2	Fixable with reasonable commitment of resources
Low - 1	Easily fixable at relatively low cost

Step 2: Ranking the damage of a threat on a target

Multiply each individual rating to create an overall score: **Scope * Severity * Irreversibility = Score** Use the table to check the scoring rank.

Threat rank	Score
Low	**1 - 12**
Medium	**13 - 24**
High	**25 - 36**
Very High	**36 - 64**

Step 3: Create a Summary Threat table

Draw a table with threats in rows and targets in columns to identify the summary rank of one Threat against all the Targets that it applies to. The Summary Threat rank is calculated using the following rules:

- 2 Very High ratings lead to a **Very High** Summary Threat rank;
- 1 Very High or 2 High lead to a **High** Summary Threat rank;
- 1 High or 2 Medium lead to a **Medium** Summary Threat rank;
- <2 Medium leads to a **Low** Summary Threat rank;
- 3 High ratings aggregate to 1 **Very High** rating
- 5 Medium ratings aggregate to 1 **High** rating
- 7 Low ratings aggregate to 1 **Medium** rating

Guidelines for Ranking Strategies

Purpose:
After mining the work from previous steps and brainstorming Strategies, projects can evaluate individual Strategies to compare and select a final set of Strategies for implementation.

Instructions:
Step 1: Rate impact and do-ability of a Strategy by applying the criteria in table 1 and 2.
Step 2: Establish a Strategy rank by cross referencing scores from Step 1 in table 3.

Step 1: Rating Impact and Do-ability (Table 1 & 2)

Table 1: Potential Impact: How much will the Strategy actually lead to changes we want in our project?

Very High	Completely solves a Threat or restores a Target;
High	Helps solve a Threat or restore a Target;
Medium	Possibly help solve a Threat or restore a Target;
Low	Probably no contribution to meaningful solving a Threat or restoring a Target;

Table 2: Doable: How much can our project team do the Strategy within likely ethical, financial, staffing, and technical time constrains?

Very High	Ethically, technically and financially doable;
High	Ethically and technically doable but may require some additional resources;
Medium	Ethically doable, but either technically or financially difficult;
Low	Not ethically, financially or technically doable;

Step 2: Ranking Strategies (Table 3)

		Potential Impact			
Doable		Very high	High	Medium	Low
	Very high	Very high	High	Medium	Low
	High	High	High	Medium	Low
	Medium	Medium	Medium	Medium	Low
	Low	Low	Low	Low	Low

Project Resources & Capacity

Purpose:
The project resources and capacity tool can assist projects in the **Pre-Planning Phase** to identify shortfalls and bottlenecks. The tool can help projects during the **Situation Analysis** to identify internal and contextual threats. The project resource and capacity tool can help projects formulate capacity- and resource focused **Strategies**.

Instructions:
Step 1: Assess the human capacity, internal resources and external context and support of a project, by scoring each category with the help of table 1-3.
Step 2: Record all responses in table 4;
Step 3: Use information from table 4 to develop capacity and partnership strategies as required;

1) People

Someone to lead the project: A talented staff member with lead responsibility for the project. If there is more than one, they must have a shared vision of success and a clear way to work together.	
Very High	A staff leader has (1) **clearly assigned responsibility**, **authority**, and **accountability**, (2) **experience in doing this**, and (3) **sufficient time** to focus on the job. If multiple staff leaders are involved, they have a shared vision of success and a clear way to work together.
High	A staff leader has **any 2**, but not all 3 of the above (**responsibility, experience, time**). If multiple staff leaders are involved, there may be some difficulties in collaboration.
Medium	A staff leader only has **1** of the of the above (**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 to lead conservation management activities.
Experienced team with mix of skills: There is an **experienced, multi-skilled team** to develop and implement the plan available at the site.	
Very High	The project receives **sufficient/experienced support** from a team in all the areas needed for success.
High	The project receives support from a project team – but **regular support is not available in a few** important **areas**.
Medium	The project receives some support from a project team – but **regular support is not available in most** important **areas**.
Low	The project receives **insufficient support** in most areas.

2) Internal Resources

***Organisational support*:** An organization is providing **leadership** for developing and implementing the plan. If multiple organisations are involved, they must have a shared vision of success and a clear way to work together.	
Very High	There is clear leadership provided by one or a combination of organisations that (1) have **clear responsibility** and (2) **adequate capacity** to do the job. If multiple organisations are involved, they must have a shared vision of success and a clear way to work together.
High	Organisational leadership is being provided but **responsibility or capacity is not at a sufficient level**. If multiple organisations are involved, there may be some difficulties in working together.
Medium	Organisational leadership is **failing to provide adequate capacity** even though responsibility for the plan has been accepted by one or more organisations. If multiple organisations are involved, there are serious difficulties in working together.
Low	**No organisation has clear responsibility or adequate capacity** to implement the plan.

Funding. *Enough funding to support staff and operating costs, as well as funding to implement and sustain key strategies. Funding can come from many places.*	
Very High	Funding to ***implement key strategies*** and for core operations has been secured, or is highly likely for at least **two years**, *and* the project has likely sources of long-term funding to keep going for the **next 5 years**.
High	Funding to ***implement key strategies*** and for core operations has been secured, or is highly likely for at least **two years**, *and* the project has done financial planning and achieved partial success in developing sources of long-term funding to keep going for the **next 5 years**.
Medium	Funding has been secured or pledged for core operations and **initial strategies** for at least ***one year*** and some planning is underway to develop secure sources of long-term support
Low	Funding **has not been secured** or pledged for core operations and strategies and no planning or implementation of long-term funding sources.

3) External Resources

***Legislation / Policy**: Existence of policy, laws or programs that can be used to secure long term results eg joint management, parks, privately owned conservation areas, community conservation areas.*	
Very High	An appropriate framework of policies, laws or programs exists, and is either being used, or has the potential to be used at the project area.
High	Most key elements of a legal framework exist, but one key policy or programs 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.

***Community and Stakeholder Support:** The project team effectively engages and is supported by the local community, community decision makers and wider stakeholders.*	
Very High	The project team and their plan are favourably received and supported by the local community / stakeholders
High	The project team and their plan are largely favourably received and supported by key stakeholders, but there is minor community resistance.
Medium	The project team and their plan have mixed support in the community and there is some community opposition.
Low	The project team and their plan have very little support in the community and there is very significant community opposition

4) Project Resources and Capacity

Project Resource Measure	Score			
	Low	Medium	High	Very High
1) People				
Someone to lead the project				
Experienced team with mix of skills				
2) Internal Resources				
Organisational support				
Funding				
3) External Resources				
Social/Legal Framework				
Community / Stakeholder Support				