

Management Effectiveness in Micronesia

Piloting an MPA management effectiveness score card in representative MPAs across Micronesia



A.L. Isechal¹
N.W. Oldiais¹
D. Olsudong¹
G. Mereb¹

This report was prepared by the author under contract for The Nature Conservancy under the cooperative agreement award #NA09NOS4190173 from the National Oceanic and Atmospheric Administration's (NOAA) Coral Reef Conservation Program, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of NOAA, the NOAA Coral Reef Conservation Program, or the U.S. Department of Commerce.

Contents

Background.....	3
Need and relevance	4
Site Selection	6
Methodology	7
Results	8
Issues and challenges.....	11
Prospects	12
Annex A—Useful resources.....	14
Annex B—Workshop participants	15



Background

There has been an increasing global trend of establishing marine protected areas as a tool to protect biodiversity, improve fisheries resources and ensure the long-term sustainability of marine resources. This trend has also been accompanied by the growing concern that some of these protected areas are not achieving their intended objectives, despite the efforts of numerous government agencies, NGOs and local communities. As a response to this concern, there has been a push to enhance management effectiveness and to develop tools to aid managers track progress and the degree to which management actions are achieving the stated goals and objectives of a protected area.

Along these lines, the World Commission on Protected Areas (WCPA), recognizing the variety of management schemes around the world, opted to develop a general ‘framework’ to provide guidance on management effectiveness assessments. This framework is based on the notion that good management follows 6 different stages or elements (Table 1.) that together closely resemble a generic project management cycle. The framework is intended to guide the development of assessment systems or methodology and to promote standards in conducting such assessments and the reporting of results.

Table 1 Six elements of the WCPA framework

Element	Description	Evaluation type
Context	<i>Where are we now?</i> Assessment of the significance and/or vulnerability of the site, threats, legal and policy environment, and existing partnerships	Status
Planning	<i>Where do we want to go?</i> Assessment of protected area design, management planning, and PA legislation	Appropriateness
Inputs	<i>What do we need?</i> Assessment of resources (technical and human) needed to carry out management strategies	Resources
Processes	<i>How do we go about doing what we want to do?</i> Assessment of the processes or the way in which management is conducted	Efficiency and appropriateness
Outputs	<i>What results do we expect?</i>	Effectiveness

	Assessment of the implementation of management programs, actions and the delivery of products and services	
Outcomes	<i>What can we achieve?</i> Assessment of the outcomes or impacts and the extent to which they achieved objectives	Effectiveness and appropriateness

The introduction of the WCPA framework encouraged the development of a variety of assessment methodologies around the world intended for use at a range of scales, from site-level tools to assessments of entire protected area networks. Such tools have been developed by countries, regions, NGOs and even by international lending institutions like The World Bank who are primarily interested in estimating the return of bank investments in protected areas.

This report summarizes similar efforts in developing a management effectiveness assessment methodology for the Micronesia region by testing and adapting when necessary, a score card developed by White et al. for Indonesia. The initial concept focused on testing the tool only in Palau but was later expanded to include pilot MPAs in Yap, Pohnpei, and RMI. Financial and technical support for this work by was provided by the The Nature Conservancy Micronesia Program through contracts with the Palau International Coral Reef Center.

Need and relevance

Micronesia, much like the rest of the world, has seen the increasing trend of establishing marine protected particularly within the last 20 years. Most of these efforts have been spearheaded by local communities as a response to the general decline of important marine resources. This movement to establish marine protected areas has often been facilitated by environmental NGOs and government agencies that either have the mission or the mandate to ensure the long-term sustainability of marine resources.

The development of modern conservation in Micronesia has incorporated many elements of traditional management and has resulted in a variety of innovative co-management schemes, governance structures and strategies unique to Micronesia and even to each of the island jurisdictions. The bulk of conservation efforts have been focused on establishing MPAs through

community engagement, mitigating immediate threats, and building networks and creating opportunities to increase capacity for various aspects of MPA management.

More recently the direction has somewhat shifted to effective planning for these MPAs. This shift to conservation planning has been driven by such tools as PIMPAC's Guide to Management Planning and TNC's Conservation Action Planning and has cast all these past and perhaps fragmented efforts into a more unified model of adaptive management (Fig 1.) And as MPA management plans and other action plans are being implemented, site managers will need to improve their ability to capture the experiences and results of current management actions and then using that to adapt, by refining existing strategies or developing new ones. This need to capture results has been made evident by current CMP regional efforts to standardize the collection of monitoring data and how that data is managed and interpreted to inform management actions.

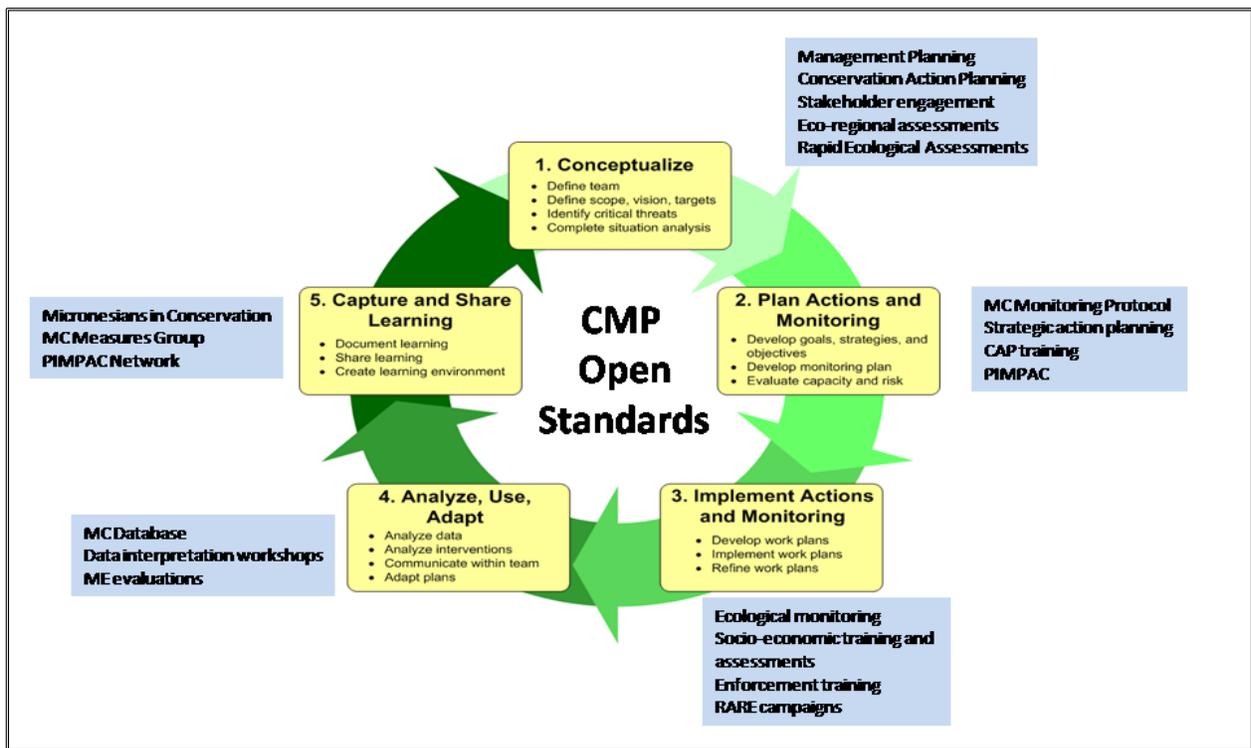


Figure 1 CMP's Adaptive Management Cycle. Blue boxes contain some of work that are being done in the Micronesia region and where they are in relation to the adaptive management cycle.

Much like the collection and interpretation of ecological data, it is anticipated that the assessment of the context, management structures, mechanisms, and processes that enable MPA management will increasingly become necessary. Such an assessment methodology would focus less on the status and trends of ecological indicators but would allow the assessment of the appropriateness, efficiency and effectiveness of the operational framework within which management occurs.

While the results of such assessments will be most useful for adaptive management at the site-level, there is potential usefulness at the network level. Such local and regional initiatives as the Protected Areas Network in Palau and the Micronesia Challenge could potentially use the results of these effectiveness assessments to track network or regional progress and trends.

Site Selection

The score card was tested at 11 MPAs in Micronesia. Four sites were selected in Palau and 2 sites in each of the islands of Yap, Pohnpei and RMI. Sites were selected so as to get a good representation of the varying levels of management as well as to capture some of the unique characteristics of MPAs in Micronesia. They were selected in consultation with local partner NGOs and agencies and ultimately depended on the communities' willingness to participate.

Table 2 MPAs assessed for management effectiveness

Marine Protected Area	Jurisdiction	Partner organizations
Ngerumekaol Spawning Area	Palau	Koror State Dept. of Conservation and Law Enforcement
Ngerukuid Preserve	Palau	Koror State Dept. of Conservation and Law Enforcement
Ngelukes Conservation Area	Palau	Ngchesar State Government—Management Planning Team
Helen Reef Conservation Area	Palau	Helen Reef Office
Ebiil Conservation Area	Palau	Ngarchelong State—Northern Reef Office
Nimpal Channel Conservation Area	Yap	Kaday Community
Nguluu Conservation Area	Yap	Yap Community Action Program and Ngulu Management Board
Lenger Island	Pohnpei	Pohnpei Conservation Society and Netts Municipal Government
Nahtik	Pohnpei	Pohnpei Conservation Society and Enepein

		Management Team
Woja	RMI	Marshall Islands Conservation Society, Marshal Islands Marine Resource Agency, Woja community
Bikirin	RMI	Marshall Islands Conservation Society, Marshal Islands Marine Resource Agency, Bikirin community

Methodology

The Indonesia score card was revised initially before testing at the pilot MPA sites. The revised score card retained the basic format of the Indonesia tool but incorporated additional or revised questions. It included new questions from the score cards that were reviewed and those that were developed based on feedback from partners who had access to the tool before it was tested.

The questions in the score card were organized into tables representing 5 management levels (Table 3). Each table or management level conceptualizes a particular stage of MPA management and implementation. All the tables together represent a chronological management continuum, from initiation of a new MPA to the fully functional MPA. Questions are either yes/no or multiple choice, in order to allow for a wider range of possible answers. A score is calculated for each table based on the answers given. Management level was simply the highest level at which a site got a satisfactory score, which was arbitrarily set at 75% for this testing exercise.

Table 3 Management levels and aspects of MPA management associated with each level

Management Levels	
1 – Initiation <ul style="list-style-type: none"> - Identifying the drivers of site selection - Identifying current or past management efforts the site - Public consultation - Formal designation - Delineation of boundary 	4 – Sustained <ul style="list-style-type: none"> - Capacity building opportunities for management staff - Incorporate more formalized education/training programs - Active enforcement - Integrating monitoring results into decision-making process - Established mechanisms for leadership and stakeholder input - Components of sustainable financing implemented

	<ul style="list-style-type: none"> - Status of biophysical (ecological) indicators
<p>2 – Established</p> <ul style="list-style-type: none"> - Development of the planning process - Development of the management plan - Endorsement of the management plan - Identifying the management body - Operations (e.g., preliminary budget and personnel, procedures for core operations & basic equipment) 	<p>5 – Fully functional (institutionalized)</p> <ul style="list-style-type: none"> - Implementation of a sustainable finance plan - Reduction of threats (including illegal and/or destructive activities) - Integration to larger spatial planning (zoning or land-use) - Regular evaluation of management plan - Staff proficiency increased - Connectivity and networking - Economic contribution of the MPA - Ecosystem services conserved - Government commitment of resources in place
<p>3 – Implemented</p> <ul style="list-style-type: none"> - Management body has the capacity to implement the plan - Begin monitoring (ecological and SE) - Awareness activities - Community support of the MPA - Enforcement activities - Demarcation - Exploration of sustainable funding & alternative livelihood opportunities 	

The questions were answered by a facilitated group of 8 to 15 individuals. The composition of the groups varied amongst the sites, but management staff, NGO and agency partners, traditional leaders, and community members were generally represented in all of the assessment teams. A facilitation team was composed of one individual doing the most of the facilitation and another who filled in the score card when the assessment team had reached a consensus on each question. Facilitation teams were composed of any 2 individuals from a small pool of four, depending on availability. The assessments were conducted within a period of 7 months.

Results

The following table summarizes the management levels of the MPA sites where the management effectiveness tool was tested. Four of the 11 MPAs assessed are at management level 1. Three of the sites are at management level 2. More than half of the sites assessed are at management 2 or lower. Two sites are at management level 3 and only one site is at management level four.

Table 4 Management levels of the MPAs assessed with the revised management effectiveness score card

Management Level	Level description	Site/s
1	Initiated	Ngelukes Conservation Area Ngulu Atoll Marine Managed Area Bikirin Woja
2	Established	Lenger Island Nahtik Ebiil Conservation Area
3	Implemented	Ngerumekaol Spawning Aggregation Ngerukuid Preserve
4	Sustained	Helen Reef Managed Area
5	Institutionalized (Fully functional)	_____

Simple aggregation of the assessments reveals some management trends that may be generally reflective of marine protected areas in Micronesia.

Traditional knowledge

Seven out of the 11 MPAs were selected based on traditional knowledge of the sites and resources. Formal resource assessments, both biophysical and socio-economic, were not the main drivers for site selection. Communities, agencies and NGOs relied on the knowledge within the community to identify potential MPAs. Biophysical assessments were done at most of the sites assessed but at a much later time after the site had already been selected. These biophysical assessments only served to validate this traditional knowledge and provide a baseline for future biophysical monitoring activities.

Enforcement and biophysical monitoring

Enforcement and monitoring were two of the management activities that have been initiated at most MPAs. More than half of the sites (6) have some enforcement and monitoring activities that are ongoing. Monitoring and enforcement are especially challenging for remote sites like Ngulu and Helen. Most of the sites that are collecting monitoring data often need assistance in analyzing and interpreting their datasets. This assistance has been provided by institutions like

PMRI and PICRC but is very much dependent on the availability of funding and personnel. A recent series of enforcement workshops in the region has also contributed to building enforcement capacity but for the moment, there is no regional network or organization that is primarily focused on enhancing enforcement activities.

Management planning

Six of the 11 MPAs have completed management plans. However, 3 of those management plans have only been completed within the last 3 years. One site is currently in the process of developing a management. Two of the sites have been implementing management actions based on a simple action plans. The two remaining sites have no management plans or action plans. This is reflective of the recent efforts in conservation planning and the allocation of resources locally and regionally to this effort.

Financing

The availability of funding was a challenge to all the sites assessed. And in 7 of the sites, the lack of an available budget presents a serious constraint on the capacity to manage. This financial challenge also translated into challenges in staffing and equipment. Seven of the sites lack the basic equipment and facilities. In 5 of the sites, the staffing level is inadequate for critical management activities. Only 2 of sites, those that are part of the Rock Island Southern Lagoon, have implemented some form of sustainable financing that ensures long-term funding for management.

Socio-economic monitoring

Only 2 of the sites have recently completed socio-economic assessments. Both sites plan to repeat these assessments within the next 3-5 years. These socio-economic assessments were completed as part of a regional project to roll out the Sem Pasifika methodology at protected areas across Micronesia and provided training and other resources to local implementing partners to complete the assessments.

Issues and challenges

Regional agency and NGOs who collaborated with testing the management effectiveness score card at the various MPA sites, attended a workshop in Palau in February 2012. During this meeting, issues and challenges of implementing the current tool were identified and discussed. A summary of those discussions appears below

Table 5 Summary of issues and challenges in utilizing the management effectiveness score card

Challenges	Weight of questions	As it is now, the yes/no questions are scored as 1 point while other multiple choice questions may score up to 3 points. This essentially puts more weight on some indicators over others. There is a need to develop better rationale for weighing questions and applying it consistently to all the questions in all five tables.
	Facilitation	Facilitating the tool requires interpretation of each question and has the potential to influence the final answer. Consistency in this interpretation is necessary, especially if the site assessments will be aggregated to allow cross-site comparisons.
	Scoring	There is a tendency of assessment teams of focusing unnecessarily on the numerical score. This focus on passing a management level may cause teams to rate questions higher so as to increase the overall score.
Issues	Jurisdictional or regional level application	There is potential and need to be able to utilize the tool at the jurisdictional or regional level, given that the questions and how those questions are posed are standardized. There is particular interest in Palau to use the tool to evaluate PAN sites.
	Application at other jurisdictions	Other jurisdictions who did not participate during the testing phase have an interest in testing the tool. Guam and CNMI see a potential for the using the tool as an opportunity to get resource agencies and organization around the same table.
	Scoring	Those who have tested the tool emphasize the need to focus less on the score, that the real power of the tool is the ability to identify areas of management that needs to be improved.
	Socio-economic indicators	Much like the monitoring efforts, there is an expressed need to incorporate socio-economic indicators.
	Management	There is a possibility of grouping questions into broader management

	categories	categories rather than management levels. This would allow for the aggregation of multiple site assessments and decrease the tendency of assessment teams to rate questions higher in order to progress to the next management level.
--	-------------------	---

Prospects

There is a real need for a management effectiveness methodology in the MC jurisdictions. MPA managers and conservation practitioners all over Micronesia need a standardized methodology to assess and capture the results of current management actions as a basis to plan future strategies. Although promoting adaptive management at the sight level is the primary objective of this management effectiveness score card, there is potential usefulness regionally within the MC framework.

During the MC Measures workshop in February 2012, each of the jurisdictions identified additional MPAs where the management effectiveness score card can be further tested and refined (Table 6).

Table 6 List of MPAs where the management effectiveness score card can be used in each of the MC jurisdictions

Jurisdiction	Next ME :Pilot Sites	Island/Jurisdiction	Next ME :Pilot Sites
CNMI	Managaha & Bird Island	Chuuk	Onunun & Sapuk
Guam	Piti & Achong	Yap	Reey & Nimpal
Pohnpei	Enipein & Dehpek	Palau	Ngiwal & Peleliu
Kosrae	Utwe (BP) & Tafunsak	RMI	Arno & Namdrik

Based on the feedback and the discussions during the measures workshop the score card was again revised. The score card being proposed now (see attached excel file) has questions arranged into tables corresponding to different management categories. All questions must be answered in all the tables. Scores for each management category appear in a separate worksheet once all the questions have been answered. Each of the questions is still associated

with a management level and therefore, it is still possible to get a score for each management level. This function, however, still needs to be developed on a separate worksheet.

The score card, as proposed here, is not intended to be static. It is intended to be additionally tested and refined in each of the jurisdictions and even to each MPA. It is recommended that it be further tested in each of the MC jurisdictions at the MPAs that have been identified.

Resources to conduct these MPA assessments are minimal and may include an appropriate meeting venue, 2 to 3 facilitators, a laptop and projector, and meeting refreshments or meals. Approximate cost for an assessment, including staff time, is about \$500-\$700 per site. It is also recommended that local NGOs and agencies identify specific individuals to facilitate all assessments in each of the jurisdiction. This consistency in facilitation teams is an attempt to minimize the differences in the interpretation of the questions.

Specifically for Palau, it is recommended that this score card, or some future version of it, be internalized within the existing PAN or PANF framework. This either could be written into management plans, as part of the required monitoring and evaluation component or the plan, or directly into the PAN regulations as additional reporting requirement.

Annex A—Useful resources

Day J., Hockings M., and Jones G. 2003. Measuring effectiveness in Marine Protected Areas – Principles and Practice.

Hockings, M. 1998. Evaluating management of protected areas: integrating planning and evaluation. *Environmental Management* 22(3): 337–346.

Hockings, M. 1999. Management effectiveness of protected areas. Theme issue. *Parks* 9(2).

Hockings M. 2000. Evaluating protected Area Management. A review of systems for assessing management effectiveness of protected areas. School of Natural and Rural Systems.

Hockings, M., Stolton, S. and Dudley, N. 2000. Evaluating Effectiveness: A Framework for Assessing the Management of Protected Areas. IUCN, Gland, Switzerland and Cambridge, UK, 121 pages.

Hockings, M., Stolton, S., Dudley, N. and Parrish, J. 2000b. The Enhancing Our Heritage Toolkit – Book 1. A training manual on how to build assessment, monitoring and reporting systems on the management effectiveness of World Heritage Sites. 36pp. www.enhancingheritage.net

Hockings, M., Stolton, S., Dudley, N. and Parrish, J. 2000c. The Enhancing Our Heritage Toolkit – Book 2. A workbook on how to build assessment, monitoring and reporting systems on the management effectiveness of World Heritage Sites. 136pp. www.enhancingheritage.net

Kelleher, G. 1999. Guidelines for Marine Protected Areas. IUCN–The World Conservation Union, Gland, Switzerland.

Pomeroy R., Parks J., and Watson L. 2002. Working Draft Guidebook: How is Your MPA Doing? Guidebook for Evaluation Effectiveness of Marine Protected Areas. A Resource Guide on Biophysical, Socio–Economic and Governance Indicators for Evaluating MPA Management Effectiveness. <http://effectivempa.noaa.gov>

Stolton S. et al. 2003. Reporting Progress at Protected Area Sites. A simple site–level tracking tool developed for the World Bank, Washington, DC and WWF.

WWF. Improving Protected Area Management – WWF’s Rapid Assessment and Prioritisation Methodology. http://www.panda.org/downloads/forests/Summary_final.pdf

Annex B—Workshop participants

List of participants to the February MC measures workshop. Management effectiveness evaluation was one of the sessions during this week long meeting.

	Jurisdiction	Name	Title	Agency /Organization
1	Chuuk	Curtis Graham	Marine Program Manager	CCS
2	Chuuk	Chimres Teresio	Conservation Officer	Chuuk Marine Resources
3	Kosrae	Osamu Nedlic	Marine Program assistant	KCSO
4	Kosrae	Marston Luckymis	Marine Program Manager	KCSO
5	Pohnpei	Eugene Joseph	Director	CSP
6	Pohnpei	Selino Maxin	Marine Program Manager	CSP
7	Pohnpei	Scottie Malakai	Pohnpei Marine Resources	Pohnpei Marine Resources
8	Pohnpei	Liz Terk	Conservation Program Manager	MCT
9	Yap	Thomas Gorong	Community Project Manager	Kaday Village
10	Yap	Jonathan K. Gorong	Community Surveillance & WQ monitoring member	Kaday Village
11	Yap	Vanessa Fread	Environment Program Development Officer	Yap Community Action Program
12	RMI	Henry Muller	Marine Program Manager	MICS
13	RMI	Benedict Yamamura	Intern	MIMRA
14	Guam	Dave Burdick	Biologist/Coastal GIS Specialist	Guam Coastal Resource Management Office
15	CNMI	Steven Johnson	Biologist/Water Quality Specialist	Division of Environmental Quality
16	CNMI	John Ingel	Environmental Specialist	DEQ
17	CNMI	David Benavente	Marine Technician	CRM

Report to The Nature Conservancy, March 2012

18	Palau	Lolita Decherong-Gibblns	Management Planning Coordinator	Palau Conservation Society
19	Palau	Wayne Andrew	Chairman	PAN Committee, OEK
20	Palau	Rosania Victor	Program Manager,	Helen Reef Program Manager
21	Palau	Stella Patris	Education & Awareness Officer,	Helen Reef Program
22	Palau	William Andrew	Palau LMMA (BLMA)	HOPE
23	Palau	King Sam	Rock Island Development Officer	Koror State Department of Conservation and Law Enforcement
24	Palau	Percy Rechelluul	Fisheries Technician	Fin Fish Hatchery, BMR
25	Palau	Lawrence Sumor	Fisheries Technician	PMDC, BMR
26	Palau	Leong Remengesau	Admin Officer II	PMDC, BMR
27	Palau	Harvey Renguul	Fisheries Specialist	BMR, PMDC
28	Palau	Irene Mercader-Guzman	Regional Database Analysts	PALARIS
29	Palau	Steven Victor	Program Officer	TNC
30	Palau	Sandra S. Pierantozzi	CEO	PICRC
31	Palau	Carol Emaurois	Head of Education & Public Relations Department	PICRC
32	Palau	Adelle Lukes Isechal	Researcher	PICRC
33	Palau	Shirley D. Koshiba	Researcher	PICRC
34	Palau	Takashi Anzawa	Counselor	Embassy of Japan
35	Palau	Naoko Hayashi	Researcher	Embassy of Japan
36	Palau	Taiji Usui	Resident Representative	JICA Palau Office
37	Palau	Mark Defley	Research student	
38	Palau	Asap Bukurrow	Consultant	Sustainable Decisions
39	Palau	Mike Aulerio	GIS Specialist	TNC
40	Palau	Irene Guzman	Database Analyst	PALARIS

Annex C—MPAME Tool for Palau

MPA Background	
Name of marine protected area	
Location of marine protected area	
Date MPA was established	
Ownership details	
Management authority	
Contact information	
Size of marine protected area (ha)	
Percent of MPA that is terrestrial (%)	
Number of staff (temp, permanent or volunteer)	
Annual budget	
Designation (PAN, IUCN category, Ramsar, etc.)	
The MPA is part of a larger management zoning plan	
Brief Description of primary habitats represented in the MPA (reef, seagrass, mangrove, lagoon, estuary, etc.)	
Two primary marine protected area objectives	
Two most important threats to the MPA	
Two critical management activities	
Top 4 stakeholder groups	
Resource condition (poor, avg, good)	
Date assessment was carried out	
Assessment group	
Contact information	
Date of previous score card assessment	

Row Labels	Count of ML
1	10
2	14
3	12
4	14
5	13
(blank)	
Grand Total	63

MC	ML	Question	Rating conditions
Biophysical	1	Was the site selected based on biophysical criteria identified through baseline assessment?	(0) There is little or no information available on the biophysical conditions associated with the marine protected area
			(1) Information on the biophysical conditions associated with the MPA is not sufficient to support planning and decision making
			(2) Information on the biophysical conditions associated with the MPA is sufficient for key areas of planning and decision making
Biophysical	3	Has regular biophysical monitoring started?	(0) There is no biophysical surveys or research in the MPA
			(1) There is some ad hoc biophysical survey work in the MPA
			(2) There is considerable biophysical survey and research work in the MPA but is not directed towards the management needs of the site
			(3) There is an integrated biophysical monitoring program which is relevant to management needs
Socio-economic	1	Was the site selected based on socio-economic criteria identified through baseline assessment?	(0) There is little or no information available on the socio-economic conditions associated with the marine protected area
			(1) Information on the socio-economic conditions associated with the MPA is not sufficient to support planning and decision making
			(2) Information on the socio-economic conditions associated with the MPA is sufficient for key areas of planning and decision making
Socio-economic	1	Have there been efforts to gain the support of resource users through providing	(0) No
			(1) Yes
Socio-economic	3	Have alternative livelihood opportunities been explored?	(0) No
			(1) Yes
Socio-economic	3	Has regular socially related monitoring started?	(0) There is no socio-economic surveys or research in the MPA
			(1) There is some ad hoc socio-economic survey work in the MPA
			(2) There is considerable socio-economic survey and research work in the MPA but is not directed towards the management needs of the site
			(3) There is an integrated socio-economic monitoring program which is relevant to management needs
Traditional knowledge	1	Was the site selected based on socio-economic or biophysical criteria identified	(0) No
			(1) Yes
Traditional knowledge	1	Has the proposed MPA site been under some form of structured traditional or community-	(0) No
			(1) Yes

Stakeholder engagement	1	Have public consultations been conducted to share results of the biophysical or socio-	(0) No (1) Yes
Stakeholder engagement	1	Has the MPA boundaries been delineated?	(0) The MPA boundaries are unknown or unclear to the management authority (1) The MPA boundaries are known by the management authority but not by other stakeholder groups (2) The MPA boundaries are known by the management authority and other stakeholder groups
Stakeholder engagement	2	Does the management planning team include representation from key stakeholder	(0) No (1) Yes
Stakeholder engagement	2	Has management planning been a participatory process that allows adequate	(0) No (1) Yes
Stakeholder engagement	2	Has the management plan been endorsed by the community?	(0) No (1) Yes
Stakeholder engagement	3	Have education awareness activities been initiated that is focused on the marine	(0) No (1) Yes
Stakeholder engagement	3	Are there mechanisms available to ensure stakeholder participation?	(0) There are no mechanisms for stakeholder participation in the decision-making or management activities (1) There are some mechanisms for stakeholder participation in decision-making or management activities but are not sufficient (2) There are sufficient mechanisms for stakeholder participation in decision-making or management activities
Stakeholder engagement	3	Are stakeholders aware and concerned about marine resource conditions and threats?	(0) Less than 25% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (1) Approximately 25%--50% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (2) Approximately 50%--75% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (3) Over 75% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts

Stakeholder engagement	3	Has community support for MPA been sustained or has increased?	(0) Less than 25% of stakeholders support the MPA
			(1) Approximately 25%--50% of stakeholders support the MPA
			(2) Approximately 50%--75% of stakeholders support the MPA
			(3) Over 75% of stakeholders support the MPA
Stakeholder engagement	4	Has a formal education and outreach program been established?	(0) There is no education and awareness program
			(1) There is limited and ad hoc education and awareness program but no overall planning for this component
			(2) There is a planned education and awareness program but there are serious gaps
			(3) There is a planned and effective education and awareness program that is linked to the objectives and needs of the MPA
Stakeholder engagement	4	Mechanism for stakeholder and leadership consultations has been internalized into existing management structure?	(0) Stakeholders have no input into decisions relating to the management of the MPA
			(1) Stakeholders have some input into discussions relating to management but no direct involvement in the resulting decisions
			(2) Stakeholders directly contribute to some management decisions
			(3) Stakeholders directly participate in making decisions relating to management
Stakeholder engagement	4	Are all information boards, boundary markers and anchor buoys in place and are	(0) No
			(1) Yes
Planning	2	Has a management planning team with clear roles and responsibilities been established?	(0) A management planning team has not been established
			(1) A management planning team has been established but has no clear roles or responsibilities
			(2) A management planning team has been established but with clear roles and responsibilities
Planning	2	Does the management planning team have access to material and technical guidance for	(0) No
			(1) Yes
Planning	2	Has a management plan for the MPA been produced?	(0) There is no management plan for the MPA
			(1) A management plan for the MPA is being drafted but not complete
			(2) A management plan for the MPA has been produced
Planning	2	Does the management plan state a clear vision for the MPA?	(0) No
			(1) Yes
Planning	2	Does the management plan set objectives consistent with the vision of the MPA?	(0) No
			(1) Yes

Planning	2	Has a management structure been established to implement management strategies and promote accountability?	(0) Management body is not clearly identified
			(1) Management body has been established but has not been organized
			(2) Management body has been organized but is not actively functional
			(3) Management body is fulfilling its intended function of providing centralized leadership in management
Planning	3	Is the management body actively implementing/following the management plan?	(0) There are no activities that are being implemented
			(1) Activities that are implemented are not monitored against the plan's targets
			(2) Management activities are monitored against the plan's targets but many activities are not completed
			(3) Management activities are monitored against the plan's targets and most or all prescribed activities are being actively implemented
Planning	4	Have the results of the regular biophysical monitoring been incorporated into planning and decision-making?	(0) Regular biophysical monitoring is not occurring in the MPA
			(1) Monitoring data have not been appropriately analyzed to extract trends
			(2) Monitoring data have been appropriately analyzed to extract trends
			(3) Trends have been extracted from monitoring data and are being incorporated into planning and decision-making
Planning	4	Have the results of the regular socially-related monitoring been incorporated into planning and decision-making?	(0) Regular socio-economic monitoring is not occurring in the MPA
			(1) Monitoring data have not been appropriately analyzed to extract trends
			(2) Monitoring data have been appropriately analyzed to extract trends
			(3) Trends have been extracted from monitoring data and are being incorporated into planning and decision-making
Planning	5	Has the MPA management plan been regularly reviewed and where relevant updated and refined for adaptive management?	(0) Management has never been evaluated
			(1) Management has been evaluated periodically
			(2) There is an established schedule and process for evaluating management and updating the management plan
			(3) Management has been evaluated and updated
Planning	5	Have strategies or programs to support connectivity with neighboring MPAs and/or	(0) No
			(1) Yes

Planning	5	Is the MPA management and any associated zoning been fully integrated with the various	(0) No (1) Yes
Legal	1	Has the proposed MPA been formally designated through a traditional, community or government decree?	(0) The MPA is not been formally designated (1) The process for formal designation of the site has not been initiated (2) The process for formal designation has been initiated but not complete (3) The MPA has been formally designated
Legal	1	Does the decree clearly state MPA objectives?	(0) No firm objectives have been agreed for the MPA (1) The MPA has objectives that have been informally agreed (2) The MPA has agreed objectives and is explicit in the legislation
Legal	1	Does the decree clearly define closure period?	(1) The MPA closure is temporary, seasonal, or rotational (2) The MPA closure is permanent
Legal	2	Has the management plan been endorsed by government?	(0) No (1) Yes
Legal	2	Have the necessary mechanisms and procedures been established to support operations?	(0) There are no formal mechanisms and procedures for operations (1) There exist some formal mechanisms and procedures but they are lacking for key operations (2) Most mechanisms and procedures are in place and others are being developed for key operations (3) Mechanisms and procedures for operations are sufficient to meet operational needs
Legal	5	Is there a clear legal framework to deal with the prosecution process regarding MPA	(0) No (1) Yes
Staffing	2	Is the staffing level sufficient to effectively manage the site?	(0) There are no staff (1) Staff numbers are inadequate for critical management activities (2) Staff numbers below optimum level for critical management activities (3) Staff numbers are at an optimum level for the management needs of the site
Staffing	3	Has the management body received preliminary training and capacity building to	(0) No (1) Yes
Staffing	4	Are capacity-building opportunities available for management staff?	(0) No (1) Yes

Staffing	5	Are the staff fully trained to meet their required proficiencies and tasks?	(0) Staff are untrained
			(1) Staff training and skills are low relative to the needs of the MPA
			(2) Staff training and skills are adequate but could be further improved to fully achieve management objectives
			(3) Staff training and skills are in tune with management needs of the MPA and with anticipated future needs
Enforcement	3	Is/are an enforcement group(s) in place to enforce MPA regulations (i.e. patrols)?	(0) No
			(1) Yes
Enforcement	3	Have anchor buoys, marker buoys and/or boundary markers been installed?	(0) MPA has not been delineated
			(1) MPA has been delineated but anchor and marker buoys have not been installed
			(2) MPA has been delineated and anchor and marker buoys have been installed
Enforcement	4	Has a formal enforcement program been established?	(0) No
			(1) Yes
Enforcement	4	Is the enforcement program actively enforcing MPA rules and regulations?	(0) There is no capacity to enforce MPA regulations
			(1) There are major deficiencies in capacity to enforce MPA regulations
			(2) There is acceptable capacity to enforce MPA regulations
			(3) There is excellent capacity to enforce MPA regulations
Enforcement	5	Are illegal and destructive activities reduced/halted within the MPA?	(0) No
			(1) Yes
Enforcement	5	Are all extractive activities effectively stopped within the MPAs no-take zone/area?	(0) No
			(1) Yes
Infrastructure/equip	2	Are there basic facilities and equipment to support operations?	(0) There is little or no equipment or facilities
			(1) There is some equipment and facilities but they are inadequate
			(2) Most of the equipment and facilities are adequate
			(3) There is adequate equipment and facilities

Finance	2	Has a budget been allocated and is accessible for MPA management from government or from other sources?	(0) There is no budget for the MPA
			(1) The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage
			(2) The available budget is acceptable, but could be further improved to fully achieve effective management
			(3) The available budget is sufficient and meets the full management needs of the MPA
Finance	3	Have avenues for sustainable financing for the MPA been explored?	(0) No
			(1) Yes
Finance	4	Have components of sustainable financing mechanism/s for the MPA been initiated or	(0) No
			(1) Yes
Finance	5	Has the economic contribution of the MPA been determined in relation to local	(0) No
			(1) Yes
Finance	5	Has the local government committed resources and personnel to ensuring a sustainable future for the MPA?	(0) Staff and resources are non-existent
			(1) Staff and resources are inadequate for basic management needs
			(2) Staff and resources are sufficient for management needs
			(3) Management staff and resources are secure on a multi-year basis (ie taxes, fees, etc)
Finance	5	Is a sustainable financing plan being implemented that covers more than 75% of	(0) No
			(1) Yes
Conservation effect	4	Biophysical priority 1: [_____] - condition is stable and or improved.	(0) The condition has degraded
			(1) The condition has remained stable
			(2) The condition has improved
Conservation effect	4	Biophysical priority 2: [_____] - condition is stable and or improved.	(0) The condition has degraded
			(1) The condition has remained stable
			(2) The condition has improved
Conservation effect	4	Biophysical priority 3: [____invertebrates_____] - condition is stable and or improved.	(0) The condition has degraded
			(1) The condition has remained stable
			(2) The condition has improved
Conservation effect	4	Biophysical priority 4: [____habitat_____] - condition is stable and or improved.	(0) The condition has degraded
			(1) The condition has remained stable
			(2) The condition has improved

Conservation effect	4	Biophysical priority 5: [] - condition is stable and or improved.	(0) The condition has degraded
			(1) The condition has remained stable
			(2) The condition has improved
Conservation effect	5	Are the goal(s) and target(s) identified in the management plan achieving >75% of the	(0) No
			(1) Yes
Conservation effect	5	Have the identified threats to the MPA been abated or reduced significantly (>75%) ?	(0) No
			(1) Yes
Ecosystem services	5	Has analysis been undertaken to determine the extent and impact of ecosystem services	(0) No
			(1) Yes

BIOPHYSICAL

MC	ML	Question	Rating conditions	Rating	Score
Biophysical	1	Was the site selected based on biophysical criteria identified through baseline assessment?	(0) There is little or no information available on the biophysical conditions associated with the marine protected area	2	1
			(1) Information on the biophysical conditions associated with the MPA is not sufficient to support planning and decision making		
			(2) Information on the biophysical conditions associated with the MPA is sufficient for key areas of planning and decision making		
Biophysical	3	Has regular biophysical monitoring started?	(0) There is no biophysical surveys or research in the MPA	3	1
			(1) There is some ad hoc biophysical survey work in the MPA		
			(2) There is considerable biophysical survey and research work in the MPA but is not directed towards the management needs of the site		
			(3) There is an integrated biophysical monitoring program which is relevant to management needs		

SOCIAL					
MC	ML	Question	Rating conditions	Rating	Score
Socio-economic	1	Was the site selected based on socio-economic criteria identified through baseline assessment?	(0) There is little or no information available on the socio-economic conditions associated with the marine protected area	1	0.5
			(1) Information on the socio-economic conditions associated with the MPA is not sufficient to support planning and decision making		
			(2) Information on the socio-economic conditions associated with the MPA is sufficient for key areas of planning and decision making		
Socio-economic	1	Have there been efforts to gain the support of	(0) No	1	1
			(1) Yes		
Socio-economic	3	Have alternative livelihood opportunities been	(0) No	1	1
			(1) Yes		
Socio-economic	3	Has regular socially related monitoring started?	(0) There is no socio-economic surveys or research in the MPA	2	0.6666667
			(1) There is some ad hoc socio-economic survey work in the MPA		
			(2) There is considerable socio-economic survey and research work in the MPA but is not directed towards the management needs of the site		
			(3) There is an integrated socio-economic monitoring program which is relevant to management needs		

TRADITIONAL COMPATIBILITY

MC	ML	Question	Rating conditions	Rating	Score
Traditional knowledge	1	Was the site selected based on socio-	(0) No	0	0
			(1) Yes		
Traditional knowledge	1	Has the proposed MPA site been under some	(0) No	1	1
			(1) Yes		

STAKEHOLDER ENGAGEMENT					
MC	ML	Question	Rating conditions	Rating	Score
Stakeholder engagement	1	Have public consultations been conducted to share results of the biophysical or socio-economic assessments toward site	(0) No (1) Yes	1	1
Stakeholder engagement	1	Has the MPA boundaries been delineated?	(0) The MPA boundaries are unknown or unclear to the management authority (1) The MPA boundaries are known by the management authority but not by other stakeholder groups (2) The MPA boundaries are known by the management authority and other stakeholder groups	2	1
Stakeholder engagement	2	Does the management planning team include representation from key stakeholder groups (leadership, resource users, etc.)?	(0) No (1) Yes	0	0
Stakeholder engagement	2	Has management planning been a participatory process that allows adequate opportunity for key stakeholders to influence	(0) No (1) Yes	0	0
Stakeholder engagement	2	Has the management plan been endorsed by the community?	(0) No (1) Yes	1	1
Stakeholder engagement	3	Have education awareness activities been initiated that is focused on the marine resource condition, threats, and	(0) No (1) Yes	1	1
Stakeholder engagement	3	Are there mechanisms available to ensure stakeholder participation?	(0) There are no mechanisms for stakeholder participation in the decision-making or management activities but are not sufficient (1) There are some mechanisms for stakeholder participation in decision-making or management activities but are not sufficient (2) There are sufficient mechanisms for stakeholder participation in	2	1
Stakeholder engagement	3	Are stakeholders aware and concerned about marine resource conditions and threats?	(0) Less than 25% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (1) Approximately 25%--50% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (2) Approximately 50%--75% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts (3) Over 75% of stakeholders are aware or concerned about the marine resource conditions, threats and management efforts	2	0.666667
Stakeholder engagement	3	Has community support for MPA been sustained or has increased?	(0) Less than 25% of stakeholders support the MPA (1) Approximately 25%--50% of stakeholders support the MPA (2) Approximately 50%--75% of stakeholders support the MPA (3) Over 75% of stakeholders support the MPA	2	0.666667
Stakeholder engagement	4	Has a formal education and outreach program been established?	(0) There is no education and awareness program (1) There is limited and ad hoc education and awareness program but no overall planning for this component (2) There is a planned education and awareness program but there are (3) There is a planned and effective education and awareness program that is linked to the objectives and needs of the MPA	2	0.666667
Stakeholder engagement	4	Mechanism for stakeholder and leadership consultations has been internalized into existing management structure?	(0) Stakeholders have no input into decisions relating to the management of the MPA (1) Stakeholders have some input into discussions relating to management but no direct involvement in the resulting decisions (2) Stakeholders directly contribute to some management decisions (3) Stakeholders directly participate in making decisions relating to management	1	3
Stakeholder engagement	4	Are all information boards, boundary markers and anchor buoys in place and are being maintained?	(0) No (1) Yes	1	1

PLANNING

MC	ML	Question	Rating conditions	Rating	Score
Planning	2	Has a management planning team with clear roles and responsibilities been established?	(0) A management planning team has not been established	2	1
			(1) A management planning team has been established but has no clear roles or responsibilities		
			(2) A management planning team has been established but with clear roles and responsibilities		
Planning	2	Does the management planning team have access to material and technical	(0) No	1	1
			(1) Yes		
Planning	2	Has a management plan for the MPA been produced?	(0) There is no management plan for the MPA	1	0.5
			(1) A management plan for the MPA is being drafted but not complete		
			(2) A management plan for the MPA has been produced		
Planning	2	Does the management plan state a clear vision for the MPA?	(0) No	1	1
			(1) Yes		
Planning	2	Does the management plan set objectives consistent with the vision of the MPA?	(0) No	1	1
			(1) Yes		
Planning	2	Has a management structure been established to implement management strategies and promote accountability?	(0) Management body is not clearly identified	2	0.6667
			(1) Management body has been established but has not been		
			(2) Management body has been organized but is not actively functional		
			(3) Management body is fulfilling its intended function of		
Planning	3	Is the management body actively implementing/following the management plan?	(0) There are no activities that are being implemented	2	0.6667
			(1) Activities that are implemented are not monitored against the plan's targets		
			(2) Management activities are monitored against the plan's targets but many activities are not completed		
			(3) Management activities are monitored against the plan's targets and most or all prescribed activities are being actively implemented		

Planning	4	Have the results of the regular biophysical monitoring been incorporated into planning and decision-making?	(0) Regular biophysical monitoring is not occurring in the MPA	2	0.6667
			(1) Monitoring data have not been appropriately analyzed to extract trends		
			(2) Monitoring data have been appropriately analyzed to extract trends		
			(3) Trends have been extracted from monitoring data and are being incorporated into planning and decision-making		
Planning	4	Have the results of the regular socially-related monitoring been incorporated into planning and decision-making?	(0) Regular socio-economic monitoring is not occurring in the	3	1
			(1) Monitoring data have not been appropriately analyzed to extract trends		
			(2) Monitoring data have been appropriately analyzed to		
			(3) Trends have been extracted from monitoring data and are being incorporated into planning and decision-making		
Planning	5	Has the MPA management plan been regularly reviewed and where relevant updated and refined for adaptive management?	(0) Management has never been evaluated	2	1
			(1) Management has been evaluated periodically		
			(2) There is an established schedule and process for evaluating management and updating the management plan		
Planning	5	Have strategies or programs to support connectivity with neighboring MPAs	(0) No	1	1
			(1) Yes		
Planning	5	Is the MPA management and any associated zoning been fully integrated	(0) No	1	1
			(1) Yes		

LEGAL FRAMEWORK

MC	ML	Question	Rating conditions	Rating	Score
Legal	1	Has the proposed MPA been formally designated through a traditional, community or government decree?	(0) The MPA is not been formally designated	2	0.666667
			(1) The process for formal designation of the site has not been initiated		
			(2) The process for formal designation has been initiated but not complete		
			(3) The MPA has been formally designated	2	
Legal	1	Does the decree clearly state MPA objectives?	(0) No firm objectives have been agreed for the MPA	2	1
			(1) The MPA has objectives that have been informally agreed		
			(2) The MPA has agreed objectives and is explicit in the legislation		
Legal	1	Does the decree clearly define closure period?	(1) The MPA closure is temporary, seasonal, or rotational	2	1
			(2) The MPA closure is permanent		
Legal	2	Has the management plan been endorsed by government?	(0) No	1	1
			(1) Yes		
Legal	2	Have the necessary mechanisms and procedures been established to support operations?	(0) There are no formal mechanisms and procedures for operations	2	0.666667
			(1) There exist some formal mechanisms and procedures but they are lacking for key operations		
			(2) Most mechanisms and procedures are in place and		
			(3) Mechanisms and procedures for operations are sufficient to meet operational needs		
Legal	5	Is there a clear legal framework to deal with the prosecution process regarding MPA	(0) No	1	1
			(1) Yes		

STAFF CAPACITY AND DEVELOPMENT

MC	ML	Question	Rating conditions	Rating	Score
Staffing	2	Is the staffing level sufficient to effectively manage the site?	(0) There are no staff	3	1
			(1) Staff numbers are inadequate for critical management activities		
			(2) Staff numbers below optimum level for critical management activities		
			(3) Staff numbers are at an optimum level for the management needs of the site		
Staffing	3	Has the management body received preliminary training and capacity	(0) No	1	1
			(1) Yes		
Staffing	4	Are capacity-building opportunities available for management staff?	(0) No	1	1
			(1) Yes		
Staffing	5	Are the staff fully trained to meet their required proficiencies and tasks?	(0) Staff are untrained	1	0.333333
			(1) Staff training and skills are low relative to the needs of the MPA		
			(2) Staff training and skills are adequate but could be further improved to fully achieve management objectives		
			(3) Staff training and skills are in tune with management needs of the MPA and with anticipated future needs		

ENFORCEMENT					
MC	ML	Question	Rating conditions	Rating	Score
Enforcement	3	Is/are an enforcement group(s) in place to enforce MPA regulations (i.e. patrols)?	(0) No (1) Yes	1	1
Enforcement	3	Have anchor buoys, marker buoys and/or boundary markers been installed?	(0) MPA has not been delineated (1) MPA has been delineated but anchor and marker buoys have not been installed (2) MPA has been delineated and anchor and marker buoys have been installed	1	0.5
Enforcement	4	Has a formal enforcement program been established?	(0) No (1) Yes	1	1
Enforcement	4	Is the enforcement program actively enforcing MPA rules and regulations?	(0) There is no capacity to enforce MPA regulations (1) There are major deficiencies in capacity to enforce MPA regulations (2) There is acceptable capacity to enforce MPA regulations (3) There is excellent capacity to enforce MPA regulations	1	0.333
Enforcement	5	Are illegal and destructive activities reduced/halted within the MPA?	(0) No (1) Yes	1	1
Enforcement	5	Are all extractive activities effectively stopped within the MPAs no-take zone/area?	(0) No (1) Yes	1	1

INFRASTRUCTURE/EQUIPMENT

MC	ML	Question	Rating conditions	Rating	Score
Infrastructure/ equip	2	Are there basic facilities and equipment to support operations?	(0) There is little or no equipment or facilities	3	1
			(1) There is some equipment and facilities but they are inadequate		
			(2) Most of the equipment and facilities are adequate		
			(3) There is adequate equipment and facilities		

FINANCE					
MC	ML	Question	Rating conditions	Rating	Score
Finance	2	Has a budget been allocated and is accessible for MPA management from government or from other sources?	(0) There is no budget for the MPA	2	0.666667
			(1) The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage		
			(2) The available budget is acceptable, but could be further improved to fully achieve effective management		
			(3) The available budget is sufficient and meets the full management needs of the MPA		
Finance	3	Have avenues for sustainable financing for the MPA been	(0) No	2	2
			(1) Yes		
Finance	4	Have components of sustainable financing mechanism/s for the	(0) No	0	0
			(1) Yes		
Finance	5	Has the economic contribution of the MPA been determined in	(0) No	0	0
			(1) Yes		
Finance	5	Has the local government committed resources and personnel to ensuring a sustainable future for the MPA?	(0) Staff and resources are non-existent	2	0.666667
			(1) Staff and resources are inadequate for basic management needs		
			(2) Staff and resources are sufficient for management needs		
			(3) Management staff and resources are secure on a multi-year		
Finance	5	Is a sustainable financing plan being implemented that covers	(0) No	0	0
			(1) Yes		

CONSERVATION EFFECT

MC	ML	Question	Rating conditions	Rating	Score
Conservation effect	4	Biophysical priority 1: [_____] - condition is stable and or improved.	(0) The condition has degraded	1	0.5
			(1) The condition has remained stable		
			(2) The condition has improved		
Conservation effect	4	Biophysical priority 2: [_____] - condition is stable and or improved.	(0) The condition has degraded	2	1
			(1) The condition has remained stable		
			(2) The condition has improved		
Conservation effect	4	Biophysical priority 3: [____ invertebrates _____] - condition is stable and or improved.	(0) The condition has degraded	1	0.5
			(1) The condition has remained stable		
			(2) The condition has improved		
Conservation effect	4	Biophysical priority 4: [__ habitat _____] - condition is stable and or improved.	(0) The condition has degraded	1	0.5
			(1) The condition has remained stable		
			(2) The condition has improved		
Conservation effect	4	Biophysical priority 5: [_____] - condition is stable and or improved.	(0) The condition has degraded	2	1
			(1) The condition has remained stable		
			(2) The condition has improved		
Conservation effect	5	Are the goal(s) and target(s) identified in the management plan achieving >75% of the planned	(0) No	1	1
			(1) Yes		
Conservation effect	5	Have the identified threats to the MPA been abated or reduced significantly (>75%) ?	(0) No	1	1
			(1) Yes		

ECOSYSTEM BENEFITS

MC	ML	Question	Rating conditions	Rating	Score
Ecosystem services	5	Has analysis been undertaken to determine	(0) No (1) Yes	1	1

Biophysical

Score

Row Labels	Values	
	Count of ML	Sum of Score
1	1	1
3	1	1
(blank)		
Grand Total	2	2

100

Socio-economic

Row Labels	Values	
	Count of ML	Sum of Score
1	2	1.5
3	2	1.666666667
(blank)		
Grand Total	4	3.166666667

79.16667

Traditional compatibility

Row Labels	Values	
	Count of ML	Sum of Score
1	2	1
(blank)		
Grand Total	2	1

50

Stakeholder engagement

Row Labels	Values	
	Count of ML	Sum of Score
1	2	2
2	3	1
3	4	3.333333333
4	3	4.666666667
(blank)		
Grand Total	12	11

91.66667

Planning

Score

Row Labels	Values	
	Count of ML	Sum of Score
2	6	5.166666667
3	1	0.666666667
4	2	1.666666667
5	3	3
(blank)		
Grand Total	12	10.5

87.5

Legal framework

Row Labels	Values	
	Count of ML	Sum of Score
1	3	1.666666667
2	2	1.666666667
5	1	1
(blank)		1
Grand Total	6	5.333333333

88.88889

Staff capacity and development

Row Labels	Values	
	Count of ML	Sum of Score
2	1	1
3	1	1
4	1	1
5	1	0.333333333
(blank)		
Grand Total	4	3.333333333

83.33333

Enforcement

Row Labels	Values	
	Count of ML	Sum of Score
3	2	1.5
4	2	1.333333333
5	2	2
(blank)		
Grand Total	6	4.833333333

80.55556

Infrastructure and equipment

Score

Row Labels	Values	
	Count of ML	Sum of Score
2 (blank)	1	1
Grand Total	1	1

100

Finance

Row Labels	Values	
	Count of ML	Sum of Score
2	1	0.666666667
3	1	2
4	1	0
5 (blank)	3	0.666666667
Grand Total	6	3.333333333

55.55556

Conservation effects

Row Labels	Values	
	Count of ML	Sum of Score
4	5	3.5
5 (blank)	2	2
Grand Total	7	5.5

78.57143

Conservation benefits

Row Labels	Values	
	Count of ML	Sum of Score
5 (blank)	1	1
Grand Total	1	1

1