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CAT NEWS

How to save the cat... Version 2



**Cat conservation compendium – A practical guide for
strategic planning in cat conservation**



SPECIES SURVIVAL COMMISSION

CAT SPECIALIST GROUP



CATnews is the newsletter of the Cat Specialist Group, a component of the Species Survival Commission SSC of the International Union for Conservation of Nature (IUCN). It is published twice a year, and is available to members and the Friends of the Cat Group.

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Original contributions and short notes about wild cats are welcome **Send contributions and observations to ch.breitenmoser@kora.ch.**

Guidelines for authors are available at www.catsg.org/catnews

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Acronyms and Abbreviations

APA	Asses-Plan-Act
Cat SG	IUCN/SSC Cat Specialist Group
CCC	Cat Conservation Compendium
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on the Conservation of Migratory Species of Wild Animals
GSS	Green Status of Species Assessment
IUCN	International Union for Conservation of Nature
ESU	Evolutionary Significant Unit
LFA	Logical Framework Approach
LogFrame	Logical Framework Matrix
NAP	National Action Plan
NGO	Non-governmental Organisation
PA	Protected Area
PGS	Programme Green Status Assessment
RLA	Red List Assessment
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SSC	Species Survival Commission (an IUCN commission)
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund
ZOPP	Zielorientierte Projektplanung (target-oriented project planning)

1 Introduction

To address global biodiversity loss, the IUCN developed the Global Species Action Plan, outlining strategic actions for conserving and sustainably managing species (IUCN 2023). Critical interventions include, among others, to “Assess species conservation status” (Action 4.1) and “Develop and implement recovery plans for all species that require one” (Action 4.2).

The development of recovery plans (i.e. conservation planning), can take many different forms. While the starting point (i.e. the species’ current status: “Where are we now?”), and the desired destination (i.e. the species’ desired status: “Where do we want to go?”) are generally undisputed, the route to reaching that destination (“How do we get there?”) can vary significantly (Fig 1.1). This raises the need for a standardised approach to conservation planning, ensuring clarity and consistency across contexts. Against this background, the IUCN SSC developed the Assess-Plan-Act cycle as a common framework for species conservation planning (IUCN/SSC 2017). The Cat Conservation Compendium is based on this framework and closely follows the principles outlined in the IUCN SSC Guidelines for Species Conservation Planning (IUCN/SSC 2018), adapting them specifically to guide the development of cat conservation programmes. Cat conservation faces a number of specific challenges as a consequence of biological features of felids and their particular relationships with humans. Cats are admired, feared and hated for their beauty, supremacy and ferocity. Some of the cats are great cultural symbols and may even have a ceremonial value, but the

living cats are mere mystic shadows in the forest, and some of the smaller species are nearly unknown even to local people. The high degree of specialisation that the cats have acquired during their evolution makes them vulnerable to environmental changes. About half of all species or subspecies assessed in the IUCN Red List of Threatened Species™ are in the threatened categories of Vulnerable, Endangered or Critically Endangered. Many that are not threatened are nonetheless depleted according to their Green Status of Species assessment, having lost significant parts of their original distribution ranges. Most cats are solitary and live at low densities, requiring extensive areas of suitable habitat with sufficient prey to sustain viable populations. Cat ranges therefore usually spread over multiple countries, requiring transboundary collaboration for effective conservation. All felids are obligate hunters, typically depending on a relatively narrow prey spectrum from one trophic level. Their hunting tactic is adapted to their main prey and habitat. Their predatory lifestyle brings cats into conflict with humans. They not only compete for game, but more problematically, cats also kill livestock ranging from chickens to cattle, and some large cats can be dangerous to humans. All this makes cat conservation a complex endeavour. Seldom is it enough to grant a cat species legal protection to secure its survival. Normally, cat conservation includes habitat preservation, prey management, conflict mitigation and law enforcement over large areas and for many years.

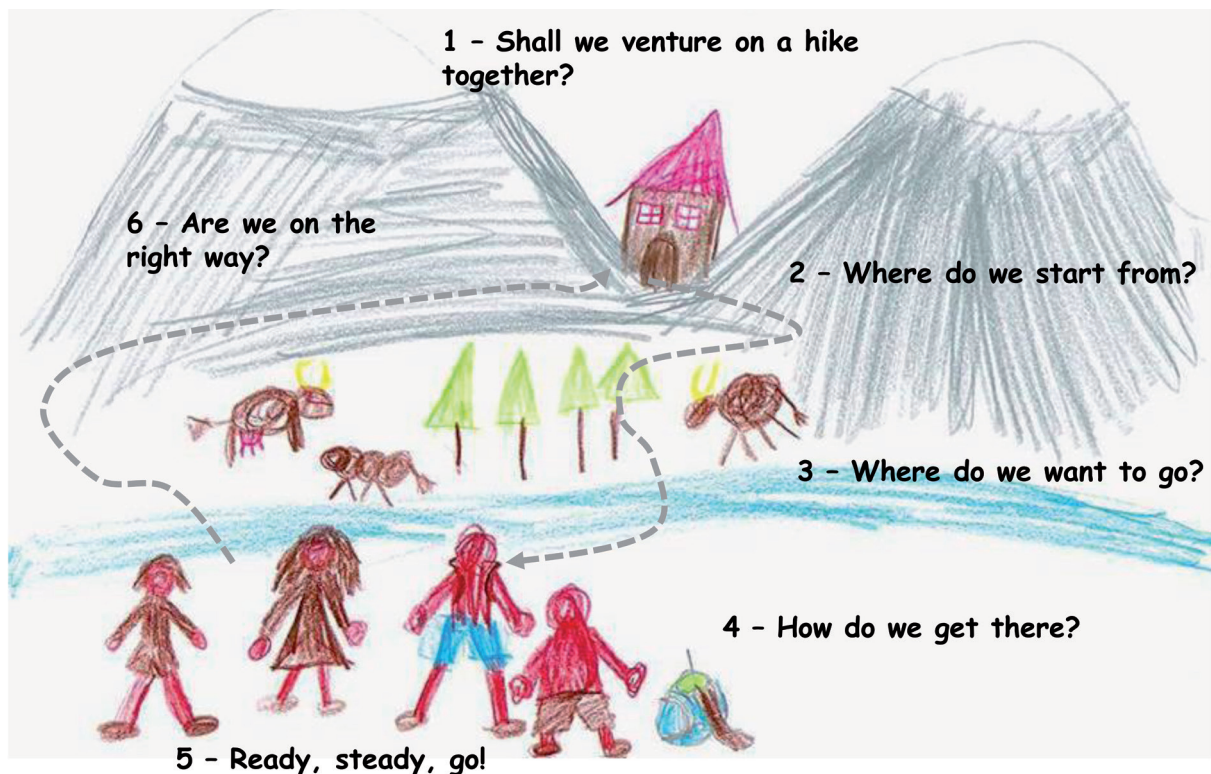


Fig. 1.1. Family going on a mountain hike. As in conservation planning, the starting point and the destination are generally clear, while there are numerous potential routes to reach that destination (Drawing K. Breitenmoser).

In 2015, we published the first edition of the Cat Conservation Compendium. Since then, the field has advanced significantly with the introduction of new standards and tools such as the Green Status of Species Assessment and the growing relevance of web-based applications. In addition, the context in which we must conserve cats has evolved, with threats such as climate change demanding greater consideration in planning processes. These developments, among others, called for an update of the 2015 Compendium, thereby also providing an opportunity to refer to experiences with the first version of the CCC.

Just like the first version, this updated CCC is meant to provide checklist-like step-by-step guidance for the development, implementation and evaluation of a cat conservation programme. It

goes without saying that the approaches and methods presented here must be adapted to the specific context. However, one point holds valid for all situations: a transparent and participatory planning process does not only prevent loss of time and funding but also helps building partnerships and getting the buy-in from stakeholders and local people. The important point valid for all situations is that a transparent and participatory planning process does not only prevent the loss of time and funding, it furthermore helps building partnership and getting the buy-in from stakeholders and local people. In this regard, the planning process is an integral part of conservation itself.

We welcome any feedback on the usefulness of the CCC to improve the next edition of the compendium.

2 Species Conservation Planning

2.1 The SSC APA Approach

As part of its 2017-2020 Species Strategic Plan, the IUCN SSC developed the Species Conservation Cycle (also called Assess–Plan–Act APA Cycle; Fig. 2.1), a conceptual framework to guide effective conservation measures (IUCN SSC 2017a). The cycle consists of three interconnected components:

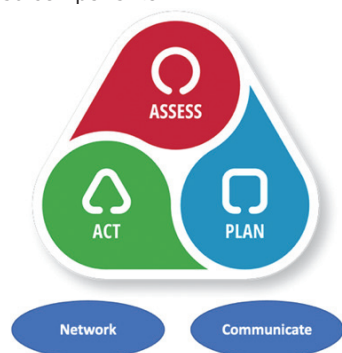


Fig. 2.1. The Species Conservation Cycle as established in the IUCN SSC 2017–2020 Species Strategic Plan.

ASSESS: Understand and inform the world about the status and trends of biodiversity.

PLAN: Develop collaborative, inclusive and science-based conservation strategies, plans and policies.

ACT: Convene and mobilise conservation actions to improve the status of biodiversity.

The APA cycle is an iterative process where each step informs and refines the others. The assessments of the species (ASSESS) facilitate not only the planning, but also the implementation of conservation measures. The outcomes of the conservation measures then feed back into the ASSESS component allowing an improved re-evaluation of the species status. This in turn informs the development or revision of Conservation Strategies (PLAN component), allowing to adapt and optimise conservation measures based on the latest findings (ACT component).

2.2 The Strategic Conservation Planning Cycle

Refining the APA cycle, both the IUCN (IUCN/SSC 2018) and the Conservation Planning Specialist Group (CPSG 2020) have developed Species Conservation Planning Cycles which condense the different phases of a conservation project into distinct steps that should be repeated until the Goal is reached. These cycles served as the basis for the Strategic Conservation Planning Cycle developed by the Cat SG (Fig. 2.2).

Following preparations that lay the necessary logistical groundwork and establish key partnerships (→ Chapter 3), the process enters the Assess phase (→ Chapter 4) which provides a comprehensive overview of the target species' status, its threats and conservation, as well as the political and socio-economic context across its range. These species assessments form the critical information base for planning the overarching Strategy (→ Chapter 5), which is then translated into National Action Plans NAPs that account for the specific needs and legislation

of each range country (→ Chapter 7.1). The NAPs are implemented through a series of projects (→ Chapter 7.2) which must be monitored from the outset (→ Chapter 7.4) and thoroughly evaluated to track progress (→ Chapter 8.1). Monitoring and Evaluation are core to adaptive management, a process by which conservationists 'learn as they go' and, based on their insights gained, continuously refine planning and implementation to improve effectiveness (→ Chapter 8.2). When initially planning the project, there will be uncertainty as to whether the chosen Actions will have the intended conservation impact. Instead of rigidly sticking to a fixed plan, Adaptive Management recognises this uncertainty by ensuring continuous monitoring of conservation progress. Based on the monitoring data, the team can regularly evaluate what is working and what is not, guiding necessary adjustments to the project plan and implementation. This iterative cycle of assessing, planning, implementing and

refining continues until the Objectives are achieved and the Goal is reached. By capturing and sharing the lessons learned (→ Chapter 9), conservation projects can have an impact beyond their immediate scope.

Strategic planning for species conservation should be participative, transparent and informed by the best available science (IUCN/SSC 2018). To be transparent and develop the conservation plan in a participatory process, all partners must understand

the process from the start to the end and know their tasks and responsibilities. Therefore, networking and communication are essential foundations of any planning process.

All steps of the Strategic Conservation Planning Cycle will be thoroughly outlined in the following chapters of the Cat Conservation Compendium, serving as a practical step-by-step guide for the development of a cat conservation programme.

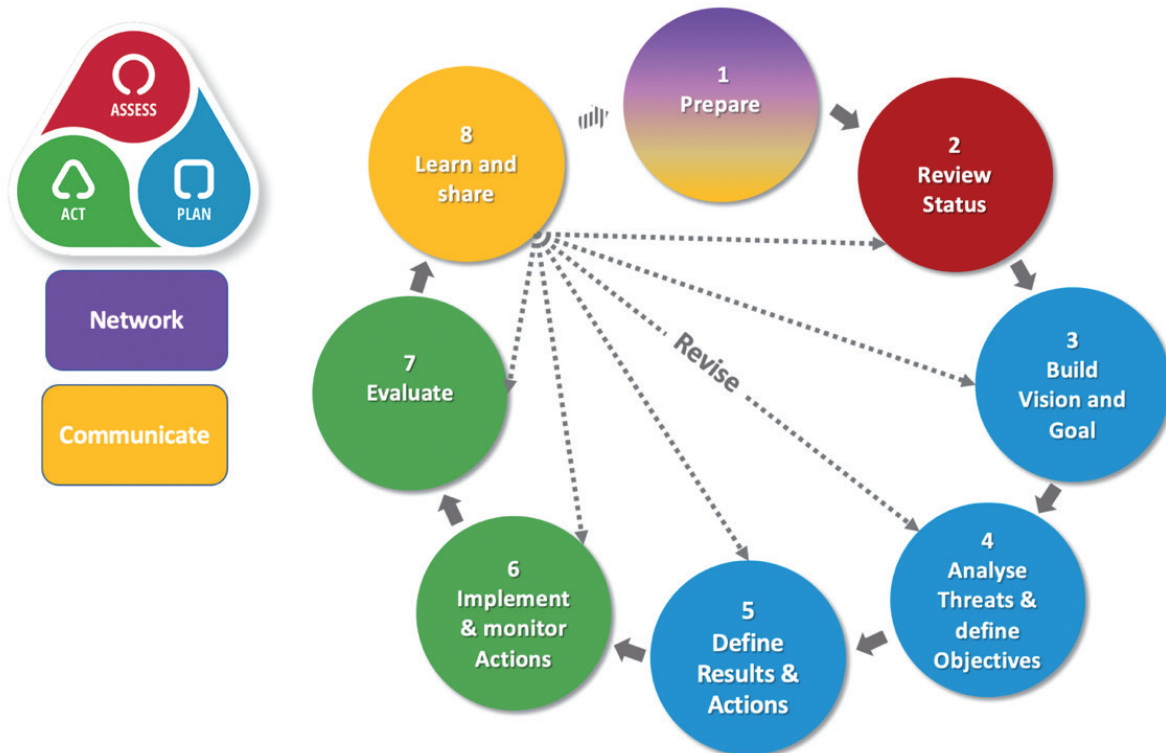


Fig. 2.2. The Strategic Conservation Planning Cycle. Preparations (Step 1) and Status Review (ASSESS, Step 2) build the foundation for subsequent planning (PLAN, Steps 3 to 5). The implementation of the planned conservation measures must be monitored from the start and thoroughly evaluated (ACT, steps 6 and 7). The insights gained should be shared broadly (Step 8) and used to refine Steps 1 to 7, ensuring a continuous improvement in conservation efforts. The components NETWORK and COMMUNICATE are especially fundamental in steps 1 and 8 but are also integral across all steps of the Planning Cycle.

3 Network and Prepare

3.1 Building the Planning Team

The first step is to select the members of the planning team and define their roles and responsibilities. In addition to conservationists with knowledge of the target species, the team should include a mix of different skills, e.g. understanding of the human dimensions and the cultural and political background, as well as aspects like financing, mapping, statistical analysis and communications. The specific skill set required will vary depending on the Strategy's context and if it will be developed in-person or

virtually (→ Chapter 6). If possible, the required skills should be provided by representatives of key stakeholders. Interest groups involved in or affected by the project implementation should be involved from the start. Experienced facilitators should guide the process. The facilitator must be familiar with the topic and planning methods but not be personally involved, i.e. not belong to any of the stakeholder groups (Box 6.2 Workshop facilitation).

3.2 Identification of the Conservation Unit: Taxonomic Entity and Geographic Scale

A *Strategy* – unlike a simple action or project plan – is typically an overarching document bringing together multiple players at a larger scale, e.g. a taxonomic/biological or a geographic/administrative unit. A Cat Conservation Unit (conserved under a common strategic plan) should embrace a significant taxonomic unit, such as a species, a subspecies or, at the very least, an Evolutionary Significant Unit (Box 3.1). In the case of cats, these units will usually span several countries, creating challenges in aligning political boundaries with biologically meaningful entities. Focusing on just one local population or range country might neglect overarching threats (e.g. genetic viability) or important influences from neighbouring areas (e.g. source-sink gradients). On the other hand, if a conservation unit stretches over several countries and cultural areas, it is practically impossible

to allow all local people and stakeholders to participate in the planning process at once. In such cases, the planning process must be split and organised into several stages. First, the *Strategy* defines the general conservation principles, which are then translated into National Action Plans (NAPs) for implementation in collaboration with local stakeholders (Box 3.2; Fig. 3.1). We concentrate on these two levels of planning. However, in countries with strong federal structures, Action Plans may have to be developed for individual states or provinces. In some cases, a specific implementation plan might be required at a very local scale, e.g. for important protected areas. The [UN Convention on Migratory Species](#) CMS serves as a helpful framework for bringing together cat species' range states and lays a legal foundation for internationally coordinated conservation measures.

Box 3.1 Species, subspecies and ESUs

The most important conservation unit is the species. Many felids with a large distribution (sometimes spanning several continents) are subdivided into morphologically, ecologically and genetically distinct subspecies. Many local subspecies have been described in the past; however these do not necessarily represent evolutionary units, but merely a cline (e.g. of morphological features) over large distances. Kit-chener et al. (2017) used modern molecular-genetic research to identify such instances, and their up-to-date list of subspecies is considered by the IUCN SSC Cat Specialist Group as representing the basic conservation units for range-wide strategic conservation planning. The recommendation to consider the subspecies as the primary conservation unit is not a strict rule, however. On the one hand, if a subspecies is no longer considered to be viable (e.g. as a consequence of genetic impoverishment), merging with the geographically, genetically and/or ecologically nearest subspecies is recommended (see also IUCN/SSC 2013). On the other hand, if, within the range of a subspecies, an (isolated) sub-unit is considered an evolutionary significant unit (ESU), this population or metapopulation should be considered the adequate conservation unit. Such an ESU must consist of a viable population and metapopulation and its delineation must be credibly justified, e.g. following the decision tree by Hoelzel (2023).

Box 3.2 Strategy and National Action Plans NAP

As a meaningful Cat Conservation Unit usually stretches over several countries, the strategic planning is done at a minimum of two levels:

- 1) The **Strategy** presents Results and Actions required on the level of the entire Conservation Unit (mainly related to international cooperation);
- 2) **National Action Plans (NAPs)** concentrate on part of the Conservation Unit and outline in detail the Results and Actions needed within a country. They can be understood as subsets of the Strategy, with each range country contributing to its Objectives and Goals. NAPs are implemented through various projects with detailed work plans (Fig. 3.1, → Chapter 6.2).

This spatial and administrative stratification addresses the local context (specific threats, national customs and regulations) and participation of all relevant stakeholders (group size, different languages). As a prerequisite for the development of NAPs, it is important that all range countries are involved in the development of the Strategy and subsequently apply it.

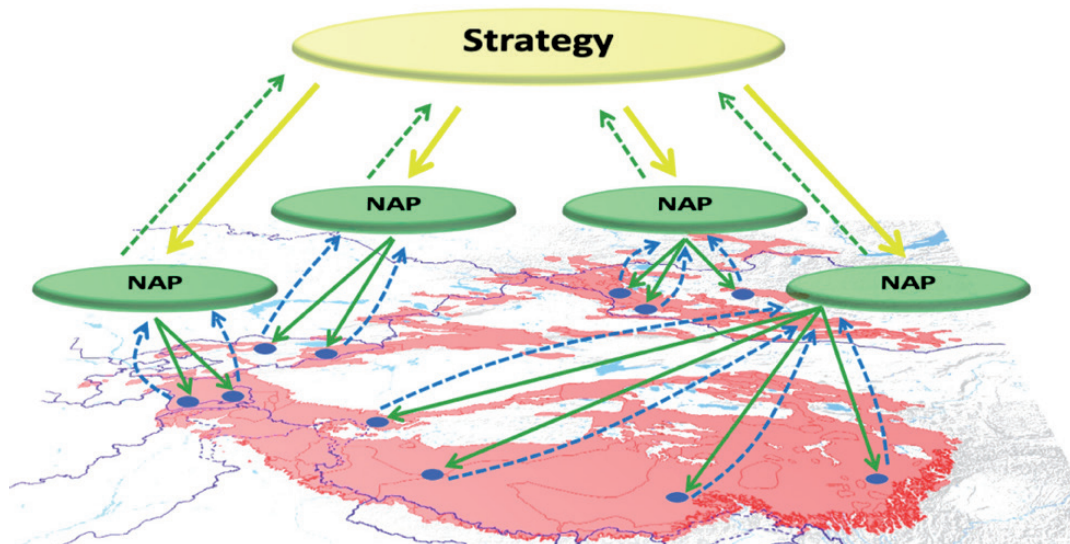


Fig. 3.1. Schematic model for the coordinated conservation of a species through a range wide Strategy, operationalised through several NAPs, which are in turn implemented through projects (blue dots). The information collected through monitoring is used to evaluate and revise the NAPs (blue dashed arrows) and Strategy (green dashed arrow), which then feed back again into the projects.

3.3 Identification of Stakeholders

The successful implementation of a Strategy strongly depends on backing from people living within the range of the relevant species. Effective conservation planning therefore needs to consider human, cultural, socio-economic and political dimensions. All stakeholder groups who can support or will possibly oppose the implementation of the Strategy should be invited to participate in the planning process. Stakeholders are defined as individuals or organisations that have an interest, expertise and/or power in the process. Typical sectors concerned are governmental agencies (environment, agriculture and forestry, civil engineering, mining), scientific institutions, conservation NGOs, hunters, farmers and livestock breeders, tourism organisations, and representatives of local communities and/or local authorities and landowners. A Stakeholder Analysis helps to identify

key interest groups (Box 3.3). Generally, even opposing stakeholders prefer to be involved and to have a voice in the process. Some groups may not be interested in participating because they still lack awareness of the conservation problem or trust in the process. However, they must at least be informed and re-invited later.

The initial list of stakeholders may be large, but for participative planning workshops to remain constructive, group size must be limited. It is therefore important to prioritise stakeholders based on their level of concern and influence. The final participant list should include those who need to be 'in the room' to ensure the plan is both effective and implemented. However, the list of participants involved in the development of a Strategy also depends on the mandate and the procedures (→ Chapter 5.1).

Box 3.3 Stakeholder Analysis

A Stakeholder Analysis supports the process of identifying key interest groups and potential partners. One way to do this is the compilation of a stakeholder table (template below). Such a table can be compiled by the organising team to identify potential workshop participants but should be revisited at the workshop (→ Chapter 5.1).

Stakeholder group	Interest/Motivation	Relation to project	Influence/impact	Potential support	Potential conflicts	Possible involvement	Priority

3.4 Building Partnerships

Conservation partnerships with identified key players (→ Chapter 3.3) must be carefully built up and maintained over time. Neglecting to involve relevant stakeholders early on can result in a lack of support, or at the very least, in a loss of valuable means and time. This may lead to the overall Strategy failing, even if, from an academic point of view, the plan was correct. It is particularly important that we foster sincere collaboration among three levels of key players:

- *Local people* need to coexist with the cats and are likely affected by the conservation programme. Hence, they need to support the implementation of measures. There is no successful implementation of conservation actions without involvement of local people and stakeholders.
- *Governmental institutions* and authorities are responsible for legislation and law enforcement and provide formal support and guidance. There is no effective conservation without political endorsement, leadership and law enforcement.

- *Experts* generate essential information and are responsible for monitoring the processes. There is no meaningful conservation without sound (scientific) understanding.

Building and maintaining trust and relationships among groups often relies on finding common ground through an understanding of different perspectives. It requires implementing processes that are respectful and inclusive of cultural values and norms, ensuring all parties can contribute to meaningful dialogue where their worldviews and experiences are acknowledged and considered. An intercultural and honest approach fosters trust and creates ownership of the Strategy, contributing to its successful implementation later on (Verschuuren et al. 2021).

Before engaging with stakeholders, it is important to determine how best to involve and communicate with each stakeholder group throughout the project's lifetime. There is no 'one size fits all' approach to engagement. Instead, it must be tailored to the social, economic and political context, as well as the specific purpose of engagement (HWCCSG 2023).

3.5 Collaborating with (local) Partners

To secure the necessary logistical support, it is advisable to collaborate with local NGOs and/or relevant government institutions (e.g. the wildlife or conservation department of the national Ministry of Environment). Since no single organisation will be able to adequately cover all required expertise for the project, it is advisable to partner with multiple NGOs that specialise in specific areas, rather than relying on one large organisation. Ideally, one organization should take the lead in overall project management, but roles and responsibilities should be clearly

divided among partners. Wherever possible, efforts should be made to build capacity and empower local organisations and businesses. Partnerships with and among organisations need to be strengthened to guarantee that, even after the project ends, they continue to collaborate effectively, securing the long-term sustainability of the project's outcomes. Competition between NGOs is often a hindering process in conservation. Planning, developing and implementing an inclusive Strategy helps foster cooperation.

3.6 Securing Political Support

No Strategy will be effective without political support. Governmental bodies will not accept, let alone endorse, a strategy without the chance to review it, and they likely want to be involved in the planning. However, it is important to clarify the endorsement process in advance. Strategies are often endorsed at ministerial level, sometimes even by the government or parliament. Formal processes may be very complicated and can easily take years, especially if they include transboundary cooperation. The endorsement process should therefore be organised in a way that does not risk delaying the implementation of the Strategy substantially. Strategies might also be endorsed by international organisations, e.g. by conventions. If a range country is party to

this organisation, the endorsement decision at the Conference of Parties – or other bodies in charge – may replace the one-by-one endorsement process in each or the range countries.

International conventions and treaties such as CMS or CITES can also help in securing political support for the Strategy by demonstrating how it aligns with the country's legal and diplomatic commitments, especially regarding international cooperation. When approaching relevant governmental bodies, the Strategy may be presented as a way of helping the government fulfil its international obligations, essentially supporting them in achieving what they have already committed to.

4 Assess

The Assess phase includes three complementary components: the IUCN Red List of Threatened Species™ Assessment, the IUCN Green Status of Species Assessment, and a general Status Review. The two assessments provide a comprehensive overview of the target species’ current (and potential future) status, threats and conservation at a global scale, while the

Status Review incorporates additional detailed information on the specific target population(s) and the political and social context at the level of the Strategy (local/regional). Together, these components form a crucial foundation for the subsequent planning and implementation of the Strategy and help to monitor progress and evaluate the success of conservation measures.

4.1 Red List Assessment

The [IUCN Red List Assessment](#) RLA estimates the extinction risk of a species using a standardised, comprehensive, objective, and scientifically rigorous approach. Based on five quantitative Criteria, species are classified into one of nine Categories (Box 4.1; IUCN Standards and Petitions Committee 2024). RLAs aim to inform biodiversity conservation by conveying the urgency and scale of conservation problems to the public and policy-makers as well as to international conventions (IUCN Standards and Petitions Committee 2024).

If the latest RLA for the target species was conducted more than five years ago, it should, ideally, be updated as part of the development of the *Strategy*. For more recent RLAs and in cases where reassessments cannot be conducted as part of the planning process, it is essential to evaluate the existing RLA,

and determine which information remains relevant and accurate and where more recent or detailed data is available. The Cat SG provides [training courses](#) on (re-)assessing cat species for the Red List. Most RLAs are conducted at a global scale, but the species’ status and the threats that it faces can vary significantly between regions, which is highly relevant for the development of the Strategy. Depending on the level of detail of the global RLA, it may therefore be necessary to supplement it with information specific to the target population(s) and the range the Strategy applies to. This additional information should be incorporated during the Status Review (→ Chapter 4.4). Some regional information may also be captured in the Green Status of Species Assessment (→ Chapter 4.2).

Box 4.1 RLA and GSS outputs

Red List Assessment	Green Status of Species Assessment
<i>Assessment outputs</i>	
Red List Category and Criteria indicating the extinction risk and justification for the listing.	Species Recovery Score and Category, and Conservation Impact Metrics indicating recovery status, conservation impact, and recovery potential and the justification for the listing (Box 4.2)
<i>Supporting information</i>	
Data and narrative on the species’ geographical range, population status and trends, habitat and ecology, threats, use and trade and ongoing and future conservation actions	Data and narrative on the current, counterfactual, and potential future status of the species in each of the spatial units as well as on the ecological functioning of the species, the historical distribution and the history of human impacts
<i>Maps</i>	
Map of the species’ current <i>Extant</i> and <i>Possibly Extant</i> distribution, sometimes also including <i>Extinct</i> and <i>Possibly Extinct</i> range back to 1500.	Maps of the indigenous range and any expected additional range. Map of spatial units.

4.2 Green Status of Species Assessment

Since the goal of conservation is not only to prevent extinction but also to achieve full recovery, the [Green Status of Species Assessment](#) GSS serves as a standardised measure of species recovery status (Grace et al. 2021). Each species’ GSS is informed by its latest RLA (which is a prerequisite of the GSS). It considers viability, spatial representation and ecological functionality to calculate a Species Recovery Score and Category (from 0% or

Extinct, to 100% or Fully Recovered; Box 4.1; Grace et al. 2021). Additionally, the GSS calculates four conservation impact metrics by considering the past, expected and potential future impact of conservation on the species, allowing it to measure and incentivise conservation action (Box 4.2; Grace et al. 2021). The GSS serves as an important basis for conservation planning by providing comprehensive information on current and potential

future regional threats and highlighting critical knowledge gaps. Additionally, the conservation impact metrics can inform several aspects of Strategy development (→ Chapter 5). As with the RLAs, if the latest GSS for the target species was conducted more than five years ago, it should, ideally, be updated alongside the RLA as part of the development of the Stra-

tegy. If this is not possible or in case of more recent GSSs, it is essential to evaluate the existing GSS and add more recent information, if available. It is also possible to apply the GSS framework to assess the conservation impact of individual programmes (Box 4.3).

Box 4.2 GSS Conservation Impact Metrics

The GSS considers what could happen to the recovery status of a species under hypothetical counterfactual and future scenarios. By comparing the status under these scenarios to the current recovery status, four conservation impact metrics are calculated:

- 1) Conservation Legacy: What is the past impact of conservation on the species?
- 2) Conservation Dependence: How dependent is the species on conservation in the next 10 years?
- 3) Conservation Gain: What is the expected outcome of ongoing and planned conservation actions in the next 10 years?
- 4) Recovery Potential: What could the best-case scenario for the species' recovery be in the next 100 years if all possible conservation efforts are put in place (assuming no financial restrictions but considering factors beyond the control of conservation e.g. biological limitations and climate change)?

Box 4.3 Programme Green Status Assessment

The GSS (→ Chapter 4.2) is generally assessed at the global scale, considering the combined impact of all past conservation actions on a species' status. The GSS was adapted for application at the programme level to help practitioners understand the impact of their specific projects, providing a standardised way to evaluate the contribution of individual conservation programmes to global species recovery.

The [Programme Green Status Assessment](#) PGS calculates two metrics: *Programme Legacy*, which measures the impact of the programme's past conservation actions, and *Projected Programme Impact*, which measures the expected impact of ongoing programme actions in the short term (10 years). Just as in the GSS, these are quantified as the difference between the degree of species recovery under different hypothetical scenarios (Young & Grace 2024).

The GSS forms the basis for the PGS, with outputs from several GSS steps being directly transferred into the PGS. A GSS of the focal species therefore needs to have been completed before conducting a PGS.

4.3 Status Review

In a fourth step, the Status Review complements the RLA (→ Chapter 4.1) and GSS (→ Chapter 4.2) with region-specific information on the species status, current conservation and management as well as on the political and socio-economic situation of its environment (Box 4.4). A group of experts from all the species' range countries compile and critically review all available data, identify gaps of knowledge and prioritise research questions and conservation needs. The Status Review can be further divided into species status chapters at national or regional levels depending on the scope of the Strategy and any differences in species population structure and trend as well as conservation measures and Threats between regions. The Status Reviews on the [Manul](#) and [Persian Leopard](#) serve as good examples of comprehensive Status Reviews structured by region. Wherever

possible, the Status Review should be based on scientifically robust and confirmed data. Unfortunately, as such information is not always available, expert opinion and "best guesses" will often have to do. It is important to explicitly outline the reliability and timeliness of data, and any assumptions that are made. Besides summarising essential information, the Status Review can serve the important initial purpose of bringing people together and developing a common understanding of the situation. If the same individuals are involved in the subsequent workshops to develop the Conservation Strategy (→ Chapter 6), this helps lay the groundwork for effective and constructive planning. In any case, the Status Review, along with the RLA and GSS, should be distributed to all workshop participants in advance, giving them time to review all material beforehand.

Box 4.4 Status Review content

The content of the Status Review depends on the recency and level of detail of the RLA and GSS. In many cases, additional information at regional or national level needs to be collected, covering the following areas:

A. Regional or national Status Assessment

1. Species (sub-species) taxonomic information
2. Distribution (geographic range information, potential and current distribution, occupancy, extent of occurrence and area of occupancy, distribution map, historical distribution).
3. Population information (current and past trends, population size estimates, population structure e.g. fragmentation, fluctuations, number of subpopulations etc., probability of extinction, densities, general information)
4. Habitat (e.g. types, requirements and resource needs) and ecology (life history, behaviour, diet, prey species, domestic prey species)

B. Regional or national Threat Analysis

1. Region- or country-specific direct Threats, and their Drivers and Constraints

C. Regional or national Situation Analysis

1. Human dimension issues (social and economic situation of the people)
2. Conflicts with the species and public awareness about the species
3. Political situation (stability, law enforcement etc.)
4. Policy and legislation (legal status of the species)
5. Ecosystem dimensions (status and health of the ecosystem, prey population status, distribution of prey species, abundance and trend, and distribution and management of domestic prey species)

D. Regional or national Conservation and Management

1. People and institutions important for the species' conservation
2. Species functions and values (ecological, cultural, religious, legal, etc.)
3. Use and trade (end use, harvest trends, consumptive and non-consumptive use, commercial value)
4. Current management
5. Current conservation (projects, status)
6. Recommendations for conservation action

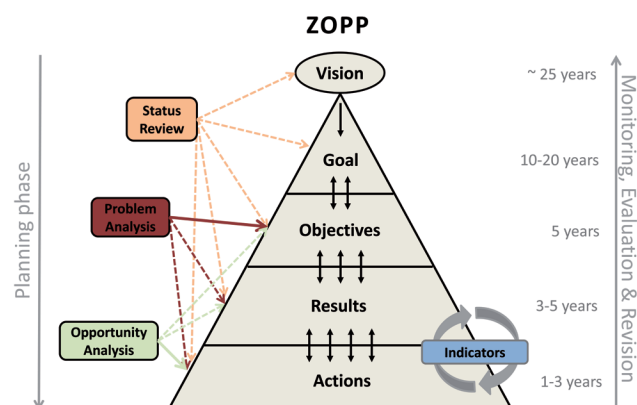
5 Plan

Once the starting point (→ Chapter 4) is established, it is time to develop the Conservation Strategy, tackling the next two questions: “Where do we want to go?” and “How do we get there?” (Fig. 1.1). These two questions are closely related and are answered using the same approach, primarily based on the Logical Framework Approach LFA and the “Zielorientierte Projekt Planung” (ZOPP, goal-oriented project planning). The LFA/ZOPP is a project design methodology widely used for project planning, monitoring and evaluation. It helps in developing strategic elements in a logical hierarchy, summarised in the ZOPP pyramid (Fig. 5.1) and Logical Framework Matrix (LogFrame; Box 5.1). It includes defining a long-term Vision, which is then operationalised as a more realistic mid-term Goal (→ Chapter 5.1.1). The Goal is then split into concrete Objectives by considering the species assessments (→ Chapter 4.1) and the Themes iden-

tified in the Threat Analysis (→ Chapter 5.1.2). For each Objective, associated Results are outlined, with one or more Actions defined for each result (→ Chapter 5.1.3; Box 5.2).

Because Conservation Units often cover large transboundary areas (→ Chapter 3.3), conservation planning is usually done at two levels: range-wide and national (Box 3.2). Both the Strategy and NAPs are developed using the ZOPP/LFA approach in participatory workshops (→ Chapter 6). First the Strategy is developed, which then informs the development of the NAPs, translating the Vision, Goals and Objectives into practical conservation actions at the level of national units (→ Chapter 7.1). While the Strategy covers range-wide conservation needs and international cooperation, an NAP tailors the conservation approach to the national legislation and allows for the integration of stakeholders and local people.

Fig. 5.1. ZOPP (goal-oriented project planning) pyramid as a scheme to explain the planning process in a participatory workshop. First a Vision and a Goal are developed, then Objectives to reach the Goal and Results for each Objective are formulated. Results are then split into several Actions, and Indicators for monitoring and evaluating their effectiveness are defined. The Species Assessments (Red List Assessment, Green Status of species Assessment, and Status Review) as input documents are generally prepared before the workshop, whereas the analyses of Threats, Risks and Opportunities are best done at the workshop together with all participants. The time horizon for each planning step is indicated on the right.



Box 5.1 Elements included in a Logical Framework for cat conservation

Vision	A "futuristic dream" describing the ideal situation (desired future state of the species) very long term (100 years). It should be derived from the range-wide species' assessments and long-term range-wide conservation needs of the species.
Goal	A more concrete intention than the Vision. It should be a feasible, realistic and measurable long-term aim (10 years) for the conservation of the species. The Strategy should contribute to the achievement of the Goal but does not assume full responsibility for it.
Objective	A specific outcome to be achieved by implementing the Strategy to address and overcome groups of Threats (Themes) to achieve the Goal. The timeline is approximately 5 years. Objectives should be impact- and Result-oriented, realistic and achievable within the defined timeframe and budget.
Result	A Result should be formulated as a direct output or outcome of one or several Action(s). It relates to changes in the scope, extent and magnitude of Threats (reduction of pressures). Results must be S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time-bound; → Chapter 5.1.3) and their achievement is controlled through Indicators. Timeline 3–5 years.
Action	Operation with a defined actor, method and schedule to reach a Result, the Objectives and, ultimately, Goal and Vision. Timeline 1-3 years.
Indicator	Parameter used to measure the achievement of a Result by implementing Actions. They are quantitative or qualitative variables allowing the verification of changes produced by an intervention and reflect changes through time. Good Indicators are measurable, precise, consistent and sensitive.
Opportunity	Socio-political, economic, or cultural factor supporting the implementation of the Result. Often present good entry points for conservation Actions.
Risk	Potential obstacle, beyond the control of the Strategy, that can hinder the achievement of the Result(s).

Box 5.2 Example of Strategic Planning elements from the Range-wide Strategy for the Conservation of the Persian Leopard

Vision	Viable populations of Persian Leopards range across transboundary landscapes in healthy ecosystems, coexisting with and valued by people.
Goal	To ensure coordinated action for the conservation of the Persian Leopard, its key wild prey species and habitats across its historic range by strengthening coordination and cross-border cooperation, sustainable use of natural resources and coexistence with people.
Objective 1	To increase the viability of the Persian Leopard and key wild prey populations across their range and ensure their recovery in priority areas.
Result 1.1	Viable and interconnected (sub) populations of Persian Leopard exist in priority areas of at least one region / metapopulation by 2030.
Action 1.1.1.	Promote standardised and methodologically advanced approaches to monitor Persian Leopard population viability and connectivity.
Action 1.1.2.	Conduct an international technical workshop to identify key viable and interconnected subpopulations.
Action 1.1.3.	Develop and implement recommendations to achieve and/or conserve viable and interconnected (sub)populations of Persian Leopards in priority areas for at least one region / metapopulation.

5.1 Building the ZOPP Pyramid in Participatory Workshops

5.1.1 Vision and Goal

The Vision is a wishful dream, describing the ideal state or ultimate outcome the project aims to achieve (Box 5.1). A good Vision statement should be “brief, inspirational and relatively general” (IUCN/SSC 2018). Workshop participants should envision the future 100 years ahead and describe their ideal world in which the species lives. The Vision should ideally be based on the Recovery Potential determined in the GSS (→ Chapter 4.2), representing the maximum possible improvement in the species’ status if all plausible conservation actions were implemented. The Goal is the more concrete, realistic and time-bound expression of the Vision, condensing the overall purpose of the Strategy (Box 5.1). It could, for example, be informed by the GSS Conservation Gain (the expected change in the species’ status in 10 years with ongoing and planned conservation actions, which could highlight any realistic expected improvement in the species’ status) as well as the GSS Conservation Dependence (the expected change in the species’ status in 10 years if all conservation stopped today, which could highlight any realistically

preventable deterioration of the species’ status) (→ Chapter 4.2). The Goal represents the combined output of all Objectives and should therefore be revisited after Objectives have been defined (→ Chapter 5.1.2). When setting the Goal, it is important to ensure it is still achievable given the projected changes in climate as well as potential political and anthropogenic development (Box 5.3).

The Vision and Goal are defined in a plenary discussion, or in several working groups which then present their versions to the plenary where the different propositions are synthesised into the final Vision and Goal. For example, in the Range-wide Conservation Strategy for the Balkan lynx, the Vision was stated as: “The long-term existence of a viable Balkan lynx population in harmony with and supported by local communities.” This was translated into the Goal: “By 2040, the Balkan lynx will be downlisted to at least Endangered on the IUCN Red List, with a growing population and expanding range.”

5.1.2 Threat Analysis and Objectives

After defining the Vision and Goal and before formulating Objectives, a Threat Analysis seeks to identify all factors that hinder the attainment of the Goal. The workshop participants need to understand what factors were or are contributing to the past, present and future decline of the species and how they are interconnected. The outputs of the Threat Analysis, compiled into a number of Themes, facilitate the development of well-targeted Objectives and realistic Results and Actions.

A comprehensive list of Threats is already available from the Species Assessments (→ Chapter 4). These are presented and discussed. We recommend distinguishing between Direct Threats, Drivers of Threats and Constraints (Box 5.4; IUCN/SSC 2018). The IUCN and Conservation Measures Partnership’s [unified classification of Direct Threats](#) can help to identify possible additional Threats and promotes cross-project learning by providing a standardised nomenclature. Factors beyond the control of the Strategy are listed apart (e.g. unstable political situation, human population growth, climate change) but are kept in mind during the whole process. All identified Threats, Drivers and Constraints – compiled on cards on a pin wall or in a virtual environment using online mind map tools – are then used to build a Problem Tree. The participants arrange the cards into a causal tree, positioning each problem statement above or below another depending on whether it is a cause or a consequence of the other statements. After having assembled the Problem Tree, similar Threats, Drivers and Constraints can be grouped into Themes (Fig. 5.2). The development of a Problem Tree is a good opportunity in a physical workshop to get to know each other and build consensus on the Threats to the species. However, if time or technical means

(e.g. in an online workshop) are limited, it may be beneficial to develop the Problem Tree and define the Themes in advance with a smaller group of experts. The full Problem Tree can then be presented in the first workshop session and – if necessary – be refined through discussion with all participants.

The Direct Threats or Themes can be ranked to allow subsequent prioritisation of Results and Actions, recognising that due to restraints in human capacity or other resources, it might be impossible to address every Threat. Threats are commonly ranked according to three criteria: Timing (i.e., past, ongoing or future), Scope (i.e., affected proportion of the target population) and Severity (degree of damage/reduction of the target population size). There are many ways of doing this, but most often, a simple relative or absolute ranking using numbers or categories (“low”, “medium”, “high”, “very high”) will do. It is important to keep in mind that the ranking of Threats may vary across different regions.

The next step is developing Objectives. Each Objective directly addresses a particular obstacle to reaching the Goal. A good starting point is to develop Objectives based on the Themes identified in the Problem Tree (Box 5.5). Each of the major Threats or Themes, respectively, should be addressed by one conservation Objective. The definition of Objectives is a crucial step because the intention as expressed in the Vision and Goal must here be translated into concrete and achievable outcomes to counteract Threats and mitigate Drivers and Constraints. Clear and ambitious but realistic Objectives will considerably facilitate the subsequent planning process and the successful implementation of the plan.

Checklist for the Development of

1 – Preparation

- ☐ Planning Team established
- ☐ Conservation Unit defined
- ☐ Stakeholders identified and informed
- ☐ P...
- ☐ P...
- ☐ F...

8 – Learn and Share

- ☐ Communication strategy developed and implemented
- ☐ Crisis communication plan developed
- ☐ Lessons learned documented and shared

7 – Evaluate and Adapt

- ☐ Evaluation mechanisms organized
- ☐ Monitoring data analyzed and interpreted
- ☐ Necessary revisions identified and completed
- ☐ New version published

6 – Implement and Monitor Actions

- ☐ Funding for Implementation secured
- ☐ *Strategy* or NAPs split into projects
- ☐ Work plan developed
- ☐ Budget developed
- ☐ Monitoring Plan developed
- ☐ Data recording and storage systems defined
- ☐ Standardised Reporting and Progress tracking defined
- ☐ Work plan and Monitoring Plan implemented

3-5 – National

- ☐ Participants for workshops invited
- ☐ Strategy translated and distributed to participants
- ☐ National Status Review available and distributed
- ☐ Infrastructure working, agenda clear, presentations ready
- ☐ Strategy country assessment reviewed and adopted
- ☐ Vision, Goal, Objectives and Results with Indicators defined

of a Cat Conservation Programme

Prepare

- Partnerships with key players established
- Political support secured
- Financial means for planning workshop secured

1
Prepare

2
Review
Status

2 – Review Status

- ☐ IUCN Red List Assessment updated
- ☐ IUCN Green Status of Species Assessment updated
- ☐ Status Review(s) published and distributed

3
Build
Vision and
Goal

4
Analyse
problems
& define
Objectives

5
Refine
results &
actions

3-5 – Strategy Planning

- ☐ Participants for workshops invited
- ☐ Infrastructure working, agenda clear, presentations ready
- ☐ Threat Analysis done, Problem tree built
- ☐ Vision, Goal, Objectives, Results with Indicators, Actions defined
- ☐ All inputs, files saved, all pin walls, flipcharts photographed
- ☐ Structure of *Strategy* agreed, Drafting committee elected
- ☐ Strategy reviewed by workshop participants
- ☐ Strategy reviewed and endorsed by relevant authorities
- ☐ Final version of the Strategy published

Action Planning

- ☐ Actions: actors, means and timelines defined
- ☐ All inputs, files saved, all pin walls, flipcharts photographed
- ☐ Structure NAP agreed, drafting committee elected
- ☐ NAP reviewed by workshop participants
- ☐ NAP reviewed and endorsed by relevant authorities
- ☐ Final version of NAP published and advertised

Box 5.3 Climate-Smart Conservation Planning

Responsible Conservation Planning must account for climate change (IUCN/SSC 2018). Developing climate-smart strategies requires consideration of climate change at several stages in strategic planning. Plans should therefore:

Set forward-looking Goals

In light of a changing climate, using past conditions as the benchmark for setting conservation Goals is increasingly problematic. Climate change adaptation requires orienting Goals and Objectives towards future instead of past climate and ecological conditions. This means considering transformation rather than striving to maintain existing conditions or restoring historical states (Stein et al. 2014).

Identify climate Threats

Changing climatic conditions will likely reduce suitable habitat for many cat species while at the same time increasing fragmentation due to habitat degradation and change (e.g. Eid et al. 2022; Mahdavi et al. 2020). If their dispersal ability and habitat connectivity allow, cats will shift their ranges to higher altitudes and latitudes to track suitable habitat (Zanin et al. 2021). This may trigger additional threats, such as spatial mismatch with key prey species, and shifts in interspecific competition with other carnivore species (Khosravi et al. 2021), potentially leading to conflicts over prey and space and a higher risk of exposure to novel pathogens carried by these species. Furthermore, such range shifts may intensify human-wildlife conflict, particularly when they cause species to move out of protected areas, further complicating conservation and management efforts (Zanin et al. 2021).

Address climate Threats

Protect climate refugia: Prioritise conservation efforts in places that are predicted to remain suitable in the future (Mahdavi et al. 2020).

Enhance habitat connectivity: Build and maintain stepping stones and migration corridors to facilitate dispersal to climatically suitable areas (Zanin et al. 2021).

Mitigate 'conventional' Threats: Decrease vulnerability to climate change by reducing non-climate-related threats that diminish the species' viability and exacerbate climate impacts (GIZ 2020).

Include a climate change vulnerability Assessment

A prerequisite for developing effective conservation strategies in a changing climate is to assess species' vulnerability to climate change. The [Climate Change Vulnerability Assessment](#) evaluates species' exposure, sensitivity and adaptive potential, providing essential information for addressing the above threats through climate-smart conservation planning (Foden et al. 2016). Such an assessment, along with subsequent monitoring of climate change effects on the species' conservation status, is crucial to promoting an adaptive response. Since predicting or modelling all possible consequences of climate change is impossible, an adaptive management process will be necessary.



Workshop for the Red List Assessment and Green Status of Species Assessment for the Iberian lynx, Sevilla, Spain, 2024.

Box 5.4 Threat definitions

Direct Threats: Any factors presently threatening the survival of the species with a direct impact on the population (e.g. poaching, habitat fragmentation, inbreeding).

Drivers of Threats: Causes behind the direct threats (e.g. urbanization or infrastructure development as a driver of habitat fragmentation).

Constratints: Gaps and shortcomings without direct impacts on the population, but that allow Threats to have such impacts (e.g. political priorities, insufficient legal protection, capacity deficiencies, insufficient knowledge and scientific understanding).

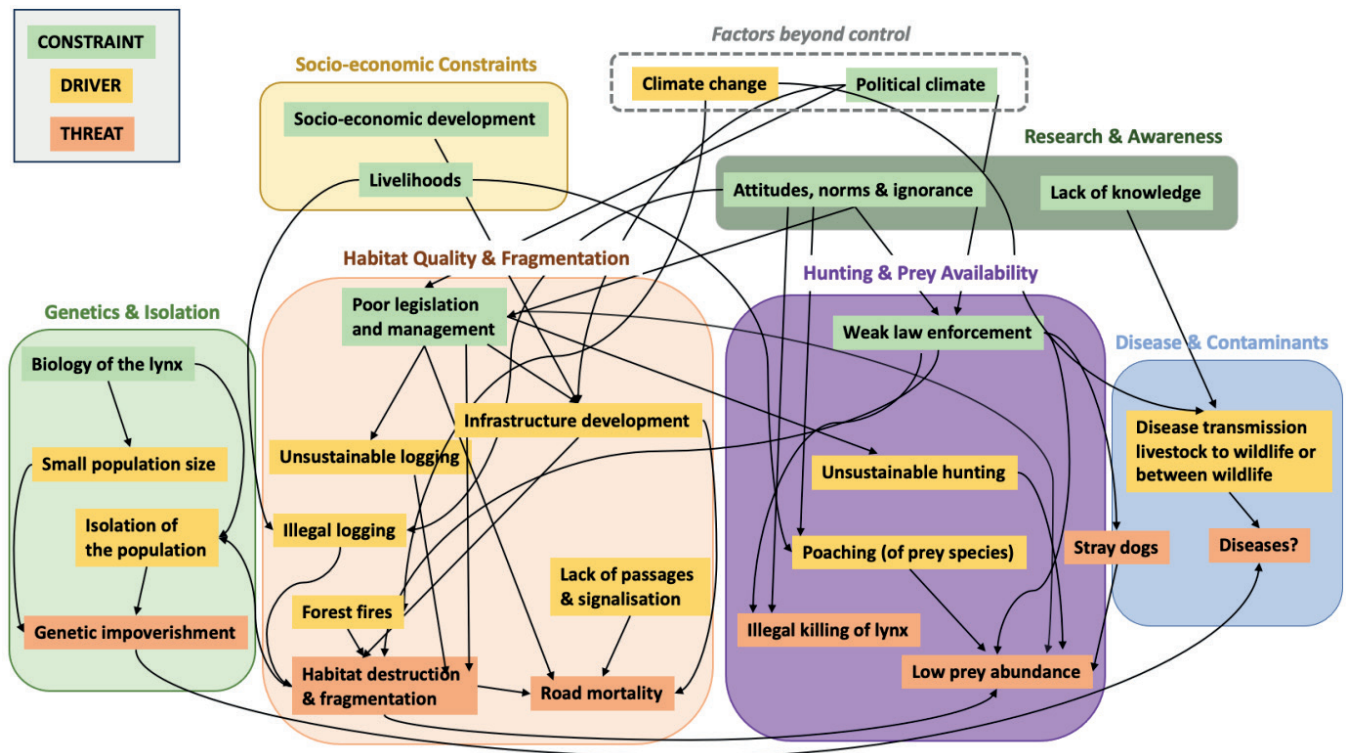


Fig. 5.2. Adapted Problem Tree with Themes developed for the range wide Conservation Strategy for the Balkan lynx.

Box 5.5 Developing Objectives that build on the Themes of the Problem Tree; excerpt from the Balkan Lynx Conservation Strategy.

Theme 1 Socio Economic Constraints

Objective 1 To promote sustainable socio-economic development that considers conservation needs in planning and implementation, mitigating negative impacts on lynx populations and their prey and habitats.

Theme 2 Habitat Quality and Fragmentation

Objective 2 To prevent and mitigate degradation or fragmentation of habitat for the Balkan lynx and take measures to improve habitat quality for the lynx and its prey species.

Theme 3 Disease and Contaminants

Objective 3 To build baseline knowledge on Balkan lynx disease prevalence and prevent disease outbreaks.

Box 5.6 Results per Objective, example from the [Palla's cat Conservation Strategy](#)

Objective/Result	Indicator/Output	Risks and Opportunities
Objective 3 To understand and reduce human-caused mortality of Pallas's cat (free-ranging dogs, poisoning, etc.).		
Result 3.1 By 2021, information on relative importance and causes of Pallas's cat mortality are compiled across the range.	Report	Reluctance to share true drivers of illegal killing, leverage existing networks
Result 3.2 By 2023, Mitigation programmes addressing the main causes of Pallas's cat mortality are initiated.	Number of initiated programmes	Lack of trained people and capacity, lacking political will

5.1.3 Results and Actions

Each Objective is split into one to several Results, which should be “necessary and sufficient to reach the Objective” (IUCN/SSC 2018; Box 5.6). The Result is the most concrete of all outcomes and must be formulated so that it is S.M.A.R.T.:

- **Specific:** Well defined, so that the desired outcome is clear (e.g. in terms of quantity or proportional change).
- **Measurable:** So that it is evident when the Result has been achieved.
- **Achievable:** Appropriate within the political, financial and social context.
- **Relevant:** Directly contributing to the achievement of the Objective.
- **Time-bound:** Has a clear “delivery date”.

Each Result should be realised through one or several Action(s), which must be defined as clear and concrete as possible. An Action statement should include the responsible actor, an Indicator (see below), a timeline and an estimate of associated costs (Box 5.7).

The planning team should think about potential Risks and Opportunities related to the Results. Risks are potential obstacles, beyond the control of the Strategy, that can hinder the achievement of the Result (e.g. an unstable political situation, human population growth). Opportunities are socio-political, economic, or cultural factors supporting the implementation of the Result and often present good entry points for conservation Actions (Box 5.2.). These help the team to approach implementation in

a practical way – considering not only which Actions should be prioritised from an ecological perspective, but also which are most feasible in the current context (e.g. funding availability or the political environment). The identified Risks and Opportunities can be included in a detailed version of the LogFrame.

To track progress, each Result and Action should get an Indicator (Box 5.2). The key question is: what quantifiable or qualitative factors indicate that the Result has been achieved? Ideally, Indicators should demonstrate not just that something was done, but that it had the intended effect as predicted by the Strategy’s logic. Each Indicator needs to specify how much change will have occurred or what will be achieved, where, over what timescale and against what baseline.

A close and precise link between Results and related Actions is essential for an effective Strategy. If Actions are well-defined and effectively implemented, then their Results should directly contribute to achieving their Objective. The relationship between a given Threat and the corresponding Result, Action and Objective will be based on certain assumptions. These describe how a particular Action or Result will lead to a conservation impact. Ideally, assumptions are based on case studies and scientific studies. Such detailed work can generally not be done during the workshop and needs to be completed subsequently by the Drafting Committee (→ Chapter 5.2). Nevertheless, assumptions should be clearly stated when Results, Actions and Indicators are formulated so that they can be verified later.

Box 5.7 Actions per Result, example from the [Palla's cat Conservation Strategy](#)

Result/Action	Actor	Indicator	Timeline
Result 3.1 By 2021, information on relative importance and causes of Pallas's cat mortality are compiled across the range			
Action 3.1.1 Identify a point person per range country to help formulate the survey	Palla's Cat International Conservation Alliance (PICA)	Identified point persons	July 2019
Action 3.1.2 Define questionnaire to compile information about Pallas's cat mortality	Palla's Cat International Conservation Alliance (PICA)	Questionnaire	July 2019
Action 3.1.3 Develop and distribute survey protocol for field specialists and practitioners, collect and compile information	Palla's Cat International Conservation Alliance (PICA)	Number of conducted surveys	May 2020



National Action Plan workshop for the Javan leopard. Bintaro, Jakarta, Indonesia, 2018.



Workshop to update the Regional Conservation Strategy for the leopard in the Caucasus, Tbilisi, Georgia, 2017.

5.2 Drafting and Review of the Strategy

During the workshop, there is likely not enough time to define all details of the *Strategy*. This task could be delegated to a competent, more efficient Drafting Committee. The Drafting Committee will be responsible for producing a first well-formulated draft of the Strategy, which is then shared with all workshop participants for review. The Committee will then incorporate their feedback into the final draft. This document should be considered a draft until all participants are involved, or commissioning institutions have agreed on it.

As a reminder, the full Strategy should contain the following elements:

- **Introduction:** Reason for and scope of the Strategy;
- **Background information:** Short to detailed review of the situation, depending on whether the Status Review (or several regional Status Reviews) was published as a stand-alone document or not;
- **Procedures:** Development of the Strategy and information on the workshop process including a list of participants;

- **Threat Analysis** including ranking table, possibly with country-wise assessment of the individual Threats, Drivers and Constraints;
- **Strategy:** Vision, Goal, Objectives, Results and Actions in text form;
- **Tabulated Strategy (LogFrame):** Short version of the Strategy in the form of a table (or a spreadsheet). Indicators for the Results need to be defined, and actors, methods, timelines, and financial needs should be specified;
- **Implementations and Revision:** further steps and management of the Strategy: Transformation of the Strategy into NAPs, implementation, monitoring and evaluation, and revision e.g. every 10 years.

Full examples of Conservation Strategies, some of which are referenced with excerpts throughout this document, can be found on the website of the [Cat Specialist Group](#).

6 Organization and Planning of Participatory Workshops

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Ideally, the *Strategy* is developed through a participatory approach, engaging all relevant stakeholders (→ Chapter 3.3) to ensure broad acceptance. However, due to the typically wide distribution of cat species across many countries, jurisdictions, cultures and languages, involving local interest groups at a range-wide level meets practical limits (→ Chapter 3.2). Furthermore, depending on the contracting entity, the submission, review and endorsement process may be predefined. As an intergovernmental organisation, IUCN often cooperates with UN Conventions, which requires adherence to their specific rules when developing strategic plans (Box 6.1). Therefore, while some Strategies can be developed in participatory workshops with relevant stakeholders, others – e.g. range-wide Strategies – may be expert-driven or commissioned. In cases where such an overarching Strategy streamlines the range-wide conservation of a cat, it is particularly important to support its implementation through a process tailored to the needs and possibilities of each range country (→ Chapter 7.1).

With many web-based applications and tools continually improving, it is possible to conduct workshops both in-person and virtually. Since funds are often scarce and stakeholders and experts widely dispersed, holding virtual workshops has clear benefits, including saving money, time and carbon emissions associated with travelling. However, social interaction during face-to-face meetings, which builds trust and relationships among participants, is hard to replicate in a virtual environment.

In both a physical workshop or an online meeting, the facilitators guide the participants through the planning process of developing all elements of the ZOPP pyramid and the Log-Frame (Box

5.1). Facilitators should have a solid understanding of the topic and must act neutrally and be perceived as neutral in the case of controversial discussions (Box 6.2).

An in-person workshop for developing a Strategy with participants from several countries will typically take three days (Box 6.3), and it requires a considerable amount of logistic organisation (Box 6.4). Traditional working tools are pin walls and writing cards to capture a participant's opinion, and flip charts for smaller working groups. Combined with digital photography and computer projection, pin wall and flip chart results are easily captured, presented to a large audience and transferred into presentations and text documents. However, for online workshops, a number of digital tools simulating the "good old writing cards and pin walls" are available today and can also be used offline (Box 6.5). Nevertheless, the immediate participation of all participants is easier to achieve with a felt marker and a coloured card.

Online workshops follow roughly the same agenda as physical workshops (Box 6.3) but should be divided into shorter meetings (not more than four hours each) and are ideally spread over 2–3 weeks. This gives participants and facilitators more time to process input and prepare for the next session. To ensure virtual workshops run smoothly and are as engaging as possible, there are certain preparatory tasks and points to consider (Box 6.5). Online tools or styles of workshop will work better or worse depending on the technical prerequisites, but also on group dynamics, culture, experience, which may define the levels of engagement and participation in online workshops. Facilitators should

Box 6.1 Development of a range-wide Conservation Strategy for the Persian Leopard under CMS-CAMI

The leopard *Panthera pardus* is listed under the [Convention on the Conservation of Migratory Species of Wild Animals](#) CMS, and the subspecies *Panthera pardus tulliana*, the Persian leopard, is considered in the [CMS Central Asian Mammals Initiative](#) CAMI. To advance and streamline its range-wide conservation, CMS mandated the Cat SG to develop a range-wide conservation strategy for the Persian Leopard on behalf of the Parties and the range countries. The Cat SG formed a working group of leopard experts from all range countries and produced a comprehensive review of the situation, published as a Special Issues of Cat News: [The Persian leopard](#). This comprehensive review served as input information to the planning process, but also to update the Red List Assessment for the Persian leopard (Ghoddousi & Khorozyan 2023). As it was impossible to organise a physical meeting with participants, let alone stakeholder representatives from all range countries, the expert group developed a draft Strategy in several online workshops following the procedures described in this publication. The draft Strategy was then submitted to the CMS Secretariat and the Parties and Range States for review, and the final version was discussed during a physical meeting with Range State representatives and the experts in Tbilisi, Georgia, in September 2022. The Strategy was presented to and endorsed by the CMS Conference of Parties in February 2024 in Samarkand, Uzbekistan, and published on the CMS website: [Range-wide Strategy for the Conservation of the Persian Leopard](#). One recommendation was to implement the Strategy by means of National Action Plans NAPs. In order to support the Parties and range countries in this task, the expert group was established as the Persian Leopard Working Group (Khorozyan & Farhadinia 2024) affiliated with the Cat SG and recognised by CMS-CAMI. This cooperation of a UN Convention and its Parties with the respective IUCN institutions and an expert group is hopefully a helpful approach to facilitating the conservation of a species or a subspecies across a wide distribution range in many different countries and under various scenarios.

remain flexible and assure that all participants can contribute. Sometimes, it might be more adequate to have shorter meetings, to ask participants for short presentations, or for written input during or between sessions. Online forms and inquiries such as Mentimeter may also improve participation. Ultimately, the workshop style and modes of providing input should be tailored to the specific group and flexible to optimise engagement. In both online and physical workshops, the plenary is repeatedly split up into 3–5 working groups. This allows a more efficient use of time by discussing several questions in parallel or exploring several alternative solutions for the same topic. Further-

more, in a small group, each participant has a higher rate of intervention, and more opinions are captured. Before splitting into groups, facilitators should make sure all participants are aware of the different roles (Box 6.6) and rules (Box 6.7). Outputs from working groups are then presented and discussed in the plenary. After each plenary discussion, the facilitation team integrates the agreed conclusions into the draft Strategy. If no consensus can be reached on a particular issue within a reasonable time of plenary discussion, it is advisable to split-off into smaller groups of participants – e.g. one member of each working group – preparing a compromise proposal for the next plenary session.

Box 6.2 Workshop facilitation

Workshops should have at least two facilitators – one with the main task of guiding the participants through the workshop and the second one of capturing all inputs during the workshop. Facilitators should be perceived as neutral. During online meetings it helps to have one facilitator assigned for keeping an eye on the chat box and monitoring incoming comments.

Tasks of the facilitators:

- **Ensuring all participants can express their views:** making sure no individual dominates the conversation by ensuring that all participants have their say and by actively encouraging quieter participants to contribute. Providing the opportunity to share thoughts in writing allows those who may feel uncomfortable speaking out loud to contribute equally.
- **Managing the schedule:** keeping the workshop on track by limiting both time for plenary discussions and group work.
- **Facilitating open discussions** by guiding who speaks when and ensuring the discussion remains focused. Checking in regularly with working groups.
- **Taking notes** of everything that is being said, potentially also recording it for everyone to see on a flipchart or via computer projection.
- **Mediating differing opinions** by acknowledging the perspectives of all participants and fostering respectful dialogue.

Box 6.3 Example of an agenda for a workshop for the development of a Strategy**In Person****Virtual****Day 1**

- Morning:*
- Introduction, presentation of participants
 - Range country statements
 - Very brief presentation of RLA and GSS
 - Presentations of the Status Review

1st Session

- Afternoon:*
- Plenary: Introduction into the LFA/ZOPP workshop process
 - Group work: Definition of Vision and Goal
 - Plenary: Presentation and discussion of Vision and Goals
 - Group work: Threat Analysis: Identification of Threats, Constraints, Risks and Opportunities

2nd Session**Day 2**

- Morning:*
- Plenary: Threat Analysis: Ranking of Threats and Opportunities (Problem Tree), definition of Themes
 - Group work: Definition of Objectives

- Afternoon:*
- Plenary: Presentation and discussion of Objectives
 - Group work: Definition of Results and Actions (per Objective)

3rd Session**Day 3**

- Morning:*
- Plenary: Presentation and discussion of Results and Actions
 - Group work: Definition of Indicators, Methods, Actors and Timeline (Actions)

- Afternoon:*
- Country working groups: Review of the Threat Analysis per country; recommendations for National Action Plans based on draft *Strategy*
 - Plenary: Strategy drafting team, review and revision, post-workshop agenda (endorsement and implementation of the Strategy, development of NAPs), final discussion.

4th Session**Box 6.4 Checklist for the organisation of a physical workshop**

1. Build an organisation team with experienced people and local partners.
2. Identify the facilitation team of at least two people (not necessarily identical to organisers).
3. Identify dates (3–5 days): consider local holidays, cultural events, elections, climatic conditions, high prices season and special events e.g. football and cricket tournaments, etc.
4. Identify participants: consider representatives of national authorities and stakeholder groups
5. Identify locality: accommodation for a given number of people, big meeting room and possibilities for 3–5 working groups.
6. Write proposals, make budget and submit to potential funders.
7. Send invitation letters allowing ample time for people in need of a visa.
8. Develop workshop agenda: 3–5 days depending on whether a mapping exercise and Status Review are included or not. The agenda needs to give the facilitation team enough time to prepare the next steps between the plenary sessions.
9. Define introductory talks for the species and the process and the respective presenters based on the Status Review.
10. Develop facilitator's agenda including backstage work: who needs to do what and when?
11. Prepare handouts for workshop participants explaining all steps in the process and the working group rules.
12. Assure the necessary infrastructure and material for the workshop: computer(s), projector(s), screen, printer, USB sticks, flip charts, pens, paper, writing cards, pin wall or sticky wall, tape, maps, etc.

Box 6.5 Online workshop tips (CPSG 2020)

Before the workshop:

- Choose the right applications both for live sessions and offline work and try out all tools before the workshop. Note that certain applications cannot be accessed from all countries.
- Set up a back-stage chat platform for communication between facilitators.
- Ask participants to access the online tools in advance to ensure it is working with their systems and get familiar with them. Encourage them to join the workshop using a computer with a large screen rather than a phone or tablet.
- When arranging meetings across multiple time zones, remind participants to double-check the meeting times.
- Moderators need to have a back-up of all presentations and documents needed in case of technical problems with participants.
- Organise break out rooms/groups beforehand – if possible.

During the workshop:

- Ask for participants' permissions to record live sessions, enabling the facilitators to better capture all inputs.
- Encourage participants to keep their webcams on (if network capacity allows) to foster interaction and engagement.
- Remind participants to speak slowly and clearly.
- Keep presentations and interventions brief and integrate all participants.
- Design for maximum engagement.
- Check in regularly with participants to ensure they are connected and engaged.
- Check the chat regularly and read out loud any inputs which are important for all.
- Close sessions by summarising key achievements so far and outlining the next steps.

Box 6.6 Working group roles

Working groups are organised in a way that ensures all experience needed, all points of view and, if possible, all range countries are represented in each group. While it is practical to predefine the groups before the workshop (especially for online discussions), adjustments may be needed during the workshop based on actual participation. Facilitators should regularly check in with all groups to answer any emerging questions and ensure they are on track and in time.

Working group organisation:

- **Convener:** Guides the discussion, assures that each group member can express his/her opinion and watches time. The convener's opinion is however not superior to other opinions.
- **Recorder:** Takes notes of the discussion and outlines the group's ideas on a flip chart or computer. If flipcharts or any other hand-written device is used, photos should be made as a backup. Writes clearly and uses drawings, diagrams and pictures wherever possible. Brings group results to the facilitators after each session (via memory stick or e-mail).
- **Reporter:** Presents group findings and conclusion to the plenary. Prepares (computer) presentations with the Recorder and Convener.

Box 6.7 Working group rules

- Participants are present to provide their experience and knowledge, not to defend their personal or institutional position.
- All ideas are valid – the only bad ideas are those not expressed.
- Everyone participates, no one dominates. Listen to each other and treat each other with respect.
- Seek common ground (where do we agree?) rather than insisting on differences.
- Observe time frame. All interventions and discussions should be concise and to the point.
- Make sure all ideas are recorded and hand in group reports after each group session.

7 Act: Implement and Monitor the Strategy

7.1 Develop National Action Plans

For the practical implementation of a range-wide (often trans-boundary) Strategy, Regional or National Action Plans should be developed. These concretise the conservation measures according to national needs, legislation and traditions, in collaboration with all relevant local stakeholders. The preparation of a NAP workshop follows the steps outlined for a Strategy workshop (→ Chapter 6). Representatives of the following institutions or groups should be at a NAP planning workshop:

1. The ministry or governmental agency that commissions the NAP and is accountable for the political and legal frame of the NAP;
2. Other ministries or governmental agencies affected by the NAP (e.g. mining, forestry, tourism);
3. Conservation organisations (NGOs are often initiators and important players);
4. Interest groups (stakeholders) also representing the potential conflict groups;
5. Representatives of the land users and local people;
6. Researchers and technical staff able to provide the scientific and practical background;
7. Managers who will be involved in the implementation of the NAP (e.g. PA administration, wildlife management units).

The NAP planning workshop should be held in the national or local language(s), so that all are able to participate with equal conditions. The entire Strategy, or at least all relevant parts, should be translated into the national language(s) and made available to all participants prior to the workshop. The Strategy provides a framework for an NAP, but the workshop participants have the freedom to define their own Vision, Goal, Objectives, Results and Actions at the national level. Components defined in the Log-Frame of the Strategy may have to be adapted or may even be irrelevant. It is possible that local (economic, social or political) interests collide more directly with the conservation aims and that differences or even conflicts between stakeholders are more prominent than at the international level. To overcome such differences and reach consensus, discussions and negotiations may need more time. To reach consensus on controversial topics, a NAP may need to be developed in several workshops, allowing for additional consultations between the sessions. At the national level, the participatory process is often more important than the actual outcome, so physical workshops need to be carefully planned and competently facilitated.

7.2 Developing Projects

For effective implementation, the NAPs (as well as the Strategy) must be split into manageable chunks, i.e. projects. The identified Results and planned Actions can be grouped into projects, if they are functionally related, will be implemented by the same actor, in the same region or are supported by a single donor. A project could also comprise a set of Actions that need to be carried out at a specific time to ensure proper coordination at the right moment (IUCN/SSC 2018). A designated person or committee should oversee all projects, ensuring effective coordination, communication and reporting (→ Chapter 9). Holding regional workshops with project representatives or organising exchange visits fosters collaboration and promotes learning across the different projects.

Once projects have been defined, the next step is to develop specific Work Plans that give detailed instructions for implementing Actions and keeping track of their performance and resources. The Work Plan specifies what will be done by whom, when and how in a clear and simple way. Most of this information should already have been defined in the Action statements and can be taken from there (→ Chapter 5.1.3). Wherever possible, local communities and stakeholders should be involved in the implementation of Actions. Gantt charts are a good way to visualise Work Plans with rows as tasks and columns as time periods

(weeks or months). Work Plans should be monitored, revisited and updated frequently.

The next step is to develop the project budget by estimating the costs for each task both financially and in terms of other resources and adding them in an additional column within the Work Plan. In addition to direct costs (e.g. project staff, equipment, travel), it is important to also account for general operating costs (overheads) which are not tied to a specific activity (e.g. rent, insurance). Contingencies (money set aside for unforeseen costs) should also be included, and their allocation needs to be agreed upon with the funder. Although budgeting is done at the project level, it is advisable to have a common overview budget for the implementation of the entire Strategy to try to use synergies wherever possible, reducing overall costs.

It is important to track progress by clearly indicating the team's advancement on the project Actions during implementation. Tracking progress can be incorporated into the Work Plan by adding a "Progress" column with color-coded status updates such as "completed", "on track" or "delayed." Additional details can be provided in a separate column. Creating brief, concise and regular progress reports against the monitoring protocol allows for more in-depth reflection, and aids in reporting to project partners (→ Chapter 9).

7.3 Funding

Funds are rarely promised before Actions are defined, so the Strategy is also an instrument for fundraising. Involving potential donors, who are identified early in the planning process, in the development of the Strategy (→ Chapter 5) helps to secure their commitment and possibly to generate financial support for the planning process. Fundraising can be done at the level of the Strategy, the NAPs, or, more realistically, for the implementation of certain Actions. Potential donors are international or national institutions, conservation organisations, high net worth individuals and occasionally commercial sponsors. Regardless of the type of donor, it is fundamental that their funding criteria and mission align with the Strategy or NAP. As most donors prefer supporting conservation activities, it is important to highlight that careful planning – and hence the planning process – will consid-

erably contribute to the success of any conservation project and will make in situ actions more effective and efficient.

When writing the funding proposal for the implementation (Act) phase, much information can be directly taken from the Log-Frame (→ Chapter 5). The key to success is selling a vision of how the Strategy will address the identified issues, while demonstrating how it aligns with the mission of the donor (BirdLife International 2012). To do this effectively, it is important to consider who the application is addressed to. A funding proposal to a small family foundation, for example, should be tailored differently to one sent to an international convention. Many donors have their own application requirements, and institutional donors, in particular, require confirmation that the Strategy's purpose is legally and politically supported (e.g. by decisions or resolutions).

7.4 Monitoring

Reliable monitoring is crucial to evaluating the performance of the Strategy. It provides the data necessary to assess whether the implemented Actions are on track and achieving the desired Results and, at the higher hierarchical level of the LogFrame, whether the combined effect of a group of Results meets the respective Objective(s) and the overall Goal. The evaluation of the collected monitoring data (→ Chapter 8.1) helps to clarify what is working and what is not, allowing for targeted adjustments of the

Strategy or NAP through the process of Adaptive Management (→ Chapter 8.2). Effective Monitoring requires a well-designed Monitoring Plan (Box 7.1). Once the Monitoring Plan is developed, the costs associated with monitoring each Indicator need to be included in the project budget (→ Chapter 7.2). Additionally, the team needs to agree on where and in what form the collected data will be stored and managed. Ideally, the raw data should be cleaned and processed as they are collected.

Box 7.1 Monitoring Plan

The Monitoring plan should address the following questions (Foundations of Success 2018):

1. What must be monitored?

Check the LogFrame (→ Chapter 5) and make sure all elements are adequately addressed. While the fulfilment of a SMART Result should be straightforward to assess using the defined Indicators (→ Chapter 5.1.3), monitoring the Results at the Objective and ultimately Goal level can reveal correlations (e.g. population trends) or shortcomings. Since monitoring should help not only in assessing whether Actions are working, but also in understanding why they might not be, we also recommend monitoring key assumptions and Risks (→ Chapter 5.1.3).

2. How will the Indicator be measured?

Choose the most cost-effective method for obtaining data accurate enough to meet your information needs. Check whether primary data collection is necessary, or if the required data is available from existing sources.

3. When and how often should the Indicator be measured?

Determine when and how often data should be collected, stored and processed for each Indicator.

4. Who is responsible for measuring the Indicator?

Name the individual(s) and/or organisation(s) responsible for the monitoring.

Goal, Objective, Result, Risk or Assumption addressed by the Monitoring	WHAT?	HOW?	WHEN?	WHO
	Indicator	Method	Time and Frequency	Responsible person(s)

Box 7.2 Key Question for an effective evaluation

Question	Purpose	Basis
1. Have the Actions been implemented adequately, on time and within the allocated budget?	Checking whether the Actions were implemented as planned, according to schedule, and within the allocated budget.	Progress tracking, team member reports, budget
2. Have the impacts of Actions contributed to meeting the Results, Objectives and ultimately the Goal?	Checking whether the assumed cause-and-effect relationships between Actions, Results and Objectives hold true and if the Results are sufficient to meet the Objectives, which in turn must be sufficient to meet the Goal.	Indicators of Results, Objectives, the Goal and potentially key assumptions
3. Why and how have some outcomes been different to those expected?	Identifying reasons behind unexpected outcomes such as inadequate implementation of Actions, faulty project theory, or unforeseen external factors.	Answers to questions 1 and 2, Indicators of critical Risks and assumptions
4. What changes need to be made?	Determining how the NAP or <i>Strategy</i> needs to be adapted to address the identified reasons behind unsatisfying or unintended outcomes.	Answers to question 3

8 Revisit

8.1 Evaluate

Monitoring is only useful if the collected data is properly analysed and interpreted. Based on a quantitative and/or qualitative assessment of the Indicators, the evaluation assesses the progress towards stated Objectives and Goals, whether these were relevant in the first place, how effectively and efficiently they are being achieved, if the intervention has provoked unanticipated effects and whether the Strategy is the most cost-effective and sustainable one for addressing the defined problems. Furthermore, evaluation reveals the “lessons learnt” that inform other and future conservation projects on the efficacy of the interventions (→ Chapter 9). The continuous cycle of monitoring, evaluation and revision (→ Chapter 8.2) of the Strategy – known as adaptive management – considers uncertainty by allowing adaptation to unforeseen consequences of Actions or changing conditions and ensures that the Strategy is continuously optimised based on available knowledge.

Evaluation goes beyond data analysis to include the interpretation of findings, which is sometimes subject to controversy and therefore requires thorough elaboration and discussion. Project partners, stakeholders and external experts can provide valuable insights and contribute to a balanced interpretation of the monitoring results. Therefore, evaluation should occur both through internal team discussions and involvement with outside

people, e.g. through in-depth interviews or focus groups, or even through a peer review process. Certain key questions should be addressed (Box 7.2; IUCN/SSC 2018). Additionally, the Programme Green Status Assessment (Box 4.3) offers a common framework to measure past conservation impact of the Strategy or NAP by estimating its contribution to the global recovery of the target species.

While the progress towards Results can usually be assessed within the Strategy’s lifetime, the impact on the Objectives and especially the Goal may take many more years to become apparent. If, for instance, a project has a major capacity development component, or if one Objective is to improve local livelihoods, the lasting impact cannot be judged immediately after the project comes to an end. In many situations, it is necessary to revisit the project after a certain period for a final evaluation. This final evaluation, conducted on completion of the project, should review the effectiveness, efficiency, sustainability and long-term impact of the Strategy in relation to the Objectives and Goal originally laid out. It provides the ultimate “lessons learnt”, not only guiding the ongoing management of the species but also assisting future conservation planning. This evaluation should be planned, scheduled and budgeted already during the planning phase.

8.2 Revise

Based on the outcomes of the evaluation (→ Chapter 8.1), adaptations will have to be made. Each Strategy and NAP needs to have an explicit lifetime, after which it is reviewed and revised. This should also be done in a participatory workshop, usually with the same stakeholders and partner institutions as in the original planning process (→ Chapter 5). Minor corrections at the Activity level, such as changes to methods or Indicators, do not require a full evaluation process and can be made during the lifetime of the Strategy or NAP. A revised plan is often more practical and operational than the earlier version. The implementation of Actions along with a proper monitoring and evaluation process will provide a better understanding of the problem, and the partners involved in the planning process likely have a better and more realistic understanding of the entire process – assuming that they

were properly informed during the implementation process. We therefore recommend that the lifetime of a Strategy or a NAP, at least in its early stages, should not be too long, e.g. not more than 5–7 years. Depending on the significance of the revisions, it is important to communicate them to key project partners, particularly if they concern the budget or timelines.

It is important to document the rationale and/or evidence behind any revisions, so that others will be able to understand the reasons and lessons learned (→ Chapter 9). After the revision, the new version of the Strategy or NAP is published again, and the Work Plan and Monitoring Plan adjusted. The loop of revision, implementation, monitoring and evaluation is repeated (Fig. 2.2) until the Objectives are fulfilled and/or the Goal is reached.

9 Communicate: Learn and Share

Learning and communicating are crucial, not only for the performance of the project itself, but also for advancing conservation in general. It facilitates smooth coordination within the team and helps with securing long-term support of donors as well as public acceptance. Sharing lessons learned will also help other practitioners avoid the same pitfalls, identify shortcuts, and ultimately make their planning processes more effective, and less costly. A standardised reporting protocol is an important tool for communication and outreach. We therefore recommend developing a communications strategy that outlines guidelines for both written and verbal communication with the different audiences (Box 9.1). Certain situations, such as human-wildlife conflict inci-

dents, may require a rapid response to de-escalate and mitigate any reputational risks to the programme or involved organisations. Therefore, a clear crisis communication plan should also be established (Box 9.2).

Effective conservation planning requires a working environment that fosters evidence-based conservation and adaptive management. This involves continuous learning, reflection and the exchange of feedback both within the team and via external mechanisms. Team members should feel confident in challenging assumptions, remain open to new perspectives and be committed to ongoing learning.



Workshop for the revision of the Regional Conservation Strategy for the Arabian leopard in Sharjah, U.A.E., 2024.



Workshop to develop a National Action Plan for cheetah and African wild dogs in Zakouma National Park, Tchad, 2015.

Box 9.1 Communication strategy

A communications strategy should clarify what will be communicated with whom and how. While the presented interpretation of the results and conclusions should always be the same regardless of the audience, the form and presentation may differ considerably. The frequency of communication depends on the specific context and should be agreed upon with programme partners and stakeholders.

To Whom?	What?	How?
Project team members	New developments and data	Simple, but detailed progress reports
Programme partners	General performance and progress of the programme according to the log frame, monitoring results, financial aspects	Reports
Local/national public	General performance and progress without technical details	Through a medium and in a language accessible to them e.g. local newspaper, community radio or town meetings with opportunity for discussions, word of mouth
Conservation community	Principle results and experience	Scientific, peer-reviewed publications

Key principles for effective communication:

- All reporting should be as short as possible and as comprehensive as needed.
- The language used must be clear, concise, impartial and unemotional.
- To build productive and long-term engagement with the media, it is beneficial to identify key individuals of local media platforms – with whom to communicate and create relationships.
- When engaging with the press, questions should be pre-agreed on, particularly with potentially sensationalist outlets.
- Each Strategy and NAP with a certain outreach should have a website where progress and monitoring reports are made available.
- Social media can be a powerful tool for outreach. The appropriate platform depends on the audience and region.
- Compliance with local laws for communicating about and with people needs to be ensured.

Box 9.2 Crisis communication

Acute conflicts such as direct confrontations between cats and humans can attract significant media attention. To prevent media coverage from becoming sensationalist and inflammatory, it is important to engage with journalists and stakeholders quickly, to provide an accurate and objective representation of the events and the broader context (HWCCSG 2023). A well-prepared crisis communication plan is essential to facilitating immediate response and ensuring clear and consistent messaging with the right words and tone. It anticipates potential conflicts and outlines actions to take, including details about the following:

- Key individuals who will serve as spokespersons during the crisis and are responsible for ensuring coordinated communication.
- Stakeholders who need to be informed about the crisis, their specific information needs and appropriate communication channels.
- Messaging templates for different crisis scenarios, which can be quickly adapted to the specifics of the situation.

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Glossary

Action	LogFrame-element: Operation with a defined actor, method, and timeline to reach a Result, the Objectives and, ultimately, Goal and Vision.
Adaptive Management	The continuous monitoring, evaluation and revision of conservation progress to reduce uncertainty and enhance the effectiveness of planning and implementation.
Act-Plan-Assess-Cycle	Conceptual framework, developed by IUCN SSC as part of its 2017–2020 Species Strategic Plan to guide effective conservation measures.
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora , an international agreement that aims to ensure that international trade in specimen of endangered species does not threaten their survival.
Climate Change Vulnerability Assessment	Assessments of a species' vulnerability to climate change based on three key factors (exposure, sensitivity and adaptive capacity) using a range of different methods.
CMS	The Convention on the Conservation of Migratory Species of Wild Animals , an international agreement that aims to conserve migratory species throughout their ranges.
Conservation Unit	Largest possible (phylogenetic) unit identified for targeted conservation efforts.

Constraint	Part of the Threat Analysis: Gap or shortcoming without direct impacts on the population but allows Threats to have such impacts (e.g. insufficient legal protection).
Direct Threat	Part of the Threat Analysis: Any factor presently threatening the survival of the species with a direct impact on the population (e.g. poaching, habitat fragmentation, inbreeding).
Driver	Part of the Threat Analysis: Cause of Direct Threat (e.g. infrastructure development as a driver of habitat fragmentation)
Evolutionary Significant Unit	Population(s) considered reproductively isolated and genetically distinct from other populations of the same species.
Goal	LogFrame element: A feasible, realistic and measurable long-term aim (10 years) for the conservation of the species. A more concrete intention than the Vision.
Green Status of Species Assessment	The IUCN Green Status of Species Assessment complements the Red List by assessing the recovery of species' populations and measuring their conservation success.
Indicator	LogFrame element: Parameter used to measure the achievement of a Result by implementing Actions. They are quantitative or qualitative variables allowing the verification of changes produced by an intervention and reflect changes through time.
Logical Framework approach	Project design methodology, widely used for project planning, monitoring and evaluation. It helps developing strategic elements in a logical hierarchy, summarised in the ZOPP pyramid and logical framework matrix.
Logical Framework (LogFrame) Matrix	Table summarizing all elements of the ZOPP pyramid, developed using the Logical Framework approach. Tabulated Overview of the entire <i>Strategy</i> .
Monitoring Plan	Plan to outline in detail what Indicators need to be monitored, including methods, timing and responsibilities.
National Action Plan	Strategic document, concentrating on part of the Conservation Unit, outlining in detail the Results and Actions needed within a country or management unit. Operationalises the overarching <i>Strategy</i> according to national needs and prerequisites.
Objective	LogFrame element: A specific outcome to be achieved to address and overcome the Threats to achieve the Goal. Should be impact- and Result-oriented, realistic and achievable within the defined timeframe and budget.
Opportunity	LogFrame element: Socio-political, economic, or cultural factors that favour the implementation of the Result and often present good entry points for conservation Actions.
Programme Green Status Assessment	The Programme Green Status Assessment provides a standardised way to evaluate the contribution of individual conservation programmes to global species recovery.
Project	A set of Actions undertaken by a defined group of actors to achieve defined Results, Goals and Objectives.
Red List Assessment	The IUCN Red List Assessment estimates the extinction risk of a species. Based on five quantitative Criteria, species are classified into one of nine Threat Categories.
Result	LogFrame element: Measurable step that describes what needs to be accomplished to meet the Goal or Objective. Relates to changes in the scope, extent and magnitude of Threats. Results must be SMART, and their achievement is controlled through Indicators.
Risk	LogFrame element: Negative factor, beyond the control of the Strategy, that can hinder the achievement of a Result
SMART	Criteria for the formulation of Results: <i>Specific, Measurable, Achievable, Relevant</i> and <i>Time-bound</i>
Stakeholder	Any individual, group, or institution that is concerned, has expertise and/or power in the process of conserving the target species.
Strategy	Strategic document developed using the Logical Framework approach, outlining the Vision, Goal, and Objectives, and defining the Results and Actions required at the level of the entire Conservation Unit.
Vision	LogFrame element: A "futuristic dream" describing the ideal situation (desired future state of the species) on a very long term (100 years).
Work Plan	Usually a Gantt-chart, outlining in detail the methods, responsibilities and timelines for implementing a project's Actions.
Zielorientierte Projektplanung (ZOPP)	Project design methodology, widely used for project planning, monitoring and evaluation. It helps developing strategic elements in a logical hierarchy, summarised in the ZOPP pyramid.

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