



## ICRI Scorecard

**Presented by Marea E. Hatziolos  
The World Bank**

### Background

1. As a follow up to recommendations voiced at ICRI meetings that a scorecard be developed to assess the effectiveness of ICRI and its members' progress against ICRI goals and objectives, this revised Draft ICRI Scorecard has been developed by member of the Working Group (Marea Hatziolos, Leah Bunce, and Francis Staub) for comment. The Scorecard has been designed in response to discussions initiated at the ICRI CPC meeting, in Maputo, December 2001, identifying the need for an evaluation and reporting tool by ICRI members to help assess their performance against ICRI objectives and the overall effectiveness of the ICRI partnership. The Scorecard is based on the ICRI "Call to Action" and will be periodically updated to reflect priorities which may emerge from regional workshops, CPC resolutions, and ITMEMS.

The ICRI Scorecard is intended to evaluate national or sub-national-level coral reef management programs in member countries. The objectives of the Scorecard are as follows:

- To raise international, national and local awareness about coral reefs and promote commitment at the highest levels to improved coral reef management;
- To assess members' progress in achieving ICRI objectives as outlined in the 1995 Framework for Action, and the renewed Call to Action, 1998;
- To demonstrate to governments, authorities, international organizations, NGO's and other stakeholders, the strengths and weakness of the nation's policies and actions governing the use of coral reefs; and
- To serve as a benchmark for monitoring ICRI partners' performance over time.

At a national level, the results will assist countries in determining their progress with respect to the agreed ICRI objectives. At a global scale, the cumulative results from the various ICRI participating nations will be used to assess the effectiveness of the ICRI partnership in promoting coral reef conservation.

2. Filling out the Scorecard: It is recommended that the Scorecard be completed by a national committee consisting of representatives from relevant government agencies, NGOs, civil society, industry and the private sector. The results then may be submitted to the ICRI Secretariat as part of the annual reporting by ICRI members. As part of the review process, an independent assessment of the Scorecard submission may be undertaken by the ICRI Secretariat to ascertain results and supporting documentation. The process is intended to be transparent and to provide a baseline and benchmark against which to measure progress in achieving ICRI objectives over time. If agreed to by members the results will be posted on the ICRI website; country participants will be encouraged to share results with stakeholders and the general public.

### **Action Requested**

ICRI members are invited to review the draft Scorecard attached as annex 1, and to provide feedback on content, application (Is it user friendly? feasible? verifiable?) and end use so that a decision may be made at the General Meeting as to whether or not to adopt this as an ICRI reporting tool. If so, the committee would like feedback on what further revisions need to be made before it can be rolled out for general use.

## DRAFT ICRI Scorecard

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The ICRI Scorecard contains an introductory data sheet followed by a rating table consisting of 5 parts as defined in the ICRI Call to Action: coastal management, governance and capacity building, education and outreach, research and monitoring, and review. Each part of the rating table has its own assessment criteria against which each component is rated. Supporting documents should be included or referenced to justify a rating where relevant and to facilitate external review.

**It is recommended that the evaluation be conducted by a national committee consisting of representatives from relevant government agencies, NGOs, civil society, industry and the private sector. The results then may be submitted to the ICRI Secretariat as part of the annual reporting by ICRI members. As part of the review process, an independent assessment of the Scorecard submission may be undertaken by the ICRI Secretariat to ascertain results and supporting documentation.** The process is intended to be transparent and to provide a baseline and benchmark against which to measure progress in achieving ICRI objectives over time. If agreed to by members the results will be posted on the ICRI website; country participants will be encouraged to share results with stakeholders and the general public.

## **Data Sheet**

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**Country:**

**Contact Name & Title:**

**Contact Organization:**

**Contact E-mail:**

**Date Assessment Conducted:**

**Major Uses of the Coral Reefs:**

**Major Threats to Coral Reef Conservation:**

**Major Management Activities:**

**Date Entered into ICRI Partnership:**

**History of Involvement with ICRI:**

## Rating Table

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### **Part I: Coastal Management**

This part is intended to assess the coastal management strategies and interventions the country's National Coral Reef Initiative (CRI) has undertaken to conserve and manage their coral reefs. The criteria reflect the Coastal Management measures endorsed by the "Call to Action", which are:

- Incorporate integrated coastal management measures into local, national, and regional development plans and projects and support their long-term implementation.
- These measures will serve serve as the framework for achieving the sustainable use of, and maintaining the health of, coral reefs and associated environments.
- Develop coral reef initiatives (regional, national and/or local). These should use an ecosystem-based, integrated approach that encourages participation and includes programs for community-based management or co-management of reef reef resources.

<b>National Coral Reef Action Plans</b>	
<p>4 points: The Plan has been endorsed and is under implementation  3 points: The Plan has been drafted, but has not yet been endorsed and implemented  2 points: A draft Plan is being developed  1 points: Discussions regarding the development of a plan are in progress  0 point: A National Coral Reef Action Plan is not being discussed or planned</p> <p><i>Additional points (add 2 points if the Plan addresses the first item and any others):</i></p> <ul style="list-style-type: none"> <li>- reflects ICRI's four objectives (integrated management; capacity building; research and monitoring; and review) and agreed regional priorities</li> <li>- pro-actively engages industry (e.g. tourism, fisheries)</li> <li>- vertically links international and local stakeholders</li> <li>- identifies actions and improves capacity at the national level that will allow implementation of international treaties and programs (e.g., regional seas)</li> <li>- supports local community management</li> </ul>	<b><u>Your score:</u></b>
<b>Integration into National Development Plans</b>	
<p>4 points: The national coral reef initiative (CRI) is integrated into the national development plans; they are being implemented together  3 points : CRI is integrated into the national development plans, but they are not being implemented together  2 points: Integration of CRI into national plans is pending  1 point: CRI is a stand alone initiative  0 point: Coral reef management is ad hoc and uncoordinated</p> <p><i>Additional points (add 1 point for each):</i></p> <ul style="list-style-type: none"> <li>- CRI is integrated into regional development plans</li> <li>- CRI is integrated local development plans at the site/ municipal level</li> </ul>	<b><u>Your score:</u></b>

### Integrated Coastal Zone Management

- 3 Points: There is a comprehensive, integrated coastal zone management program that addresses the range of impacts on coral reefs with long-term commitment to implementation, research/monitoring, and education aspects
- 2 Points: There is a comprehensive integrated coastal zone management plan that addresses the range of impacts on coral reefs; however, it is not part of a long-term program with implementation, research/monitoring and education components
- 1 Point : There are sector-specific plans, legislation and regulations to minimize threats to coral reefs; however, these plans are not integrated into a cohesive coastal management program

*Negative point (subtract one point):*

there are no mechanisms in place for conflict resolution between economic interests that threaten coral reefs and interests allied with coral reef conservation.

**Your score:**

### Marine Protected Areas

- 3 Points: MPAs have management plans and these are being implemented
- 2 Points: MPAs have management plans, but these are not being implemented
- 1 Points: MPAs are gazetted, but majority have no active management
- 1 Point: There are no MPAs

*Additional Points (add 1 point for each):*

- MPAs form a representative network that reflects biodiversity, biogeographic and scientific importance and socio-economic priorities
- At least 10% of country's coastal area is included in MPAs

**Your score:**

<i>Fisheries Management</i>	
<p>3 points: fisheries restrictions (e.g. quotas on catch or number of boats, limits on types of fishing) are effective in ensuring fishing activities are sustainable</p> <p>2 points: restrictions are moderately effective in ensuring fishing activities are sustainable</p> <p>1 point: restrictions exist, but are largely ineffective in ensuring fishing activities are sustainable</p> <p>0 point: there are no restrictions on fishing activities</p> <p>-1 point: sectoral policies promote destructive fishing practices or overcapacity (e.g. subsidies to the fisheries sector)</p>	<b><u>Your score:</u></b>
<i>Management of Diving and Snorkeling Activities</i>	
<p>3 points: management measures (e.g. talks on boat, ban on taking pieces of coral, moorings in place) are effective in ensuring diving and snorkeling activities have minimal impacts on the reefs</p> <p>2 points: management measures are moderately effective in ensuring diving and snorkeling activities have minimal impacts</p> <p>1 point: management measures exist, but are largely ineffective in minimizing the impacts of snorkeling and diving</p> <p>0 point: there are no management measures to minimize the impacts of diving and snorkeling activities on the coral reefs</p> <p>-1 point: sectoral policies promote tourism over conservation objectives, resulting in additional threats to coral reefs, ( e.g. tourism promotions for tours featuring swimming with dolphins.]</p>	<b><u>Your score:</u></b>
<b>Oil Spill Prevention and Response</b>	
<p>2 points: oil spill prevention and response measures (e.g. requirement for a oil spill response plan, practice oil spill response drills) are effective in preventing and minimizing the impacts of an oil spill</p> <p>1 point: management measures are moderately effective in preventing and minimizing the impacts of an oil spill</p> <p>0 point: management measures exist, but are largely ineffective in preventing and minimizing the impacts of an oil spill</p>	<b><u>Your score:</u></b>

**Management of Port Development and Maritime Traffic**

3 points: restrictions on port development (e.g. requirement of an environmental impact assessment) and maritime traffic (e.g. requirement to use mooring buoys, fines for grounding on reefs) are effective in minimizing impacts  
 2 points: management measures are moderately effective in minimizing impacts  
 1 point: management measures exist, but are largely ineffective in minimizing impacts  
 0 point: there are no management measures to minimize the impacts of port development  
 -1 point: sectoral policies promote destructive practices (e.g. foreign investment incentives undermine environmental due diligence and EIA for large scale port developments)

**Your score:**

**Management of Tourism Development Activities**

3 points: restrictions on tourism development (e.g. sewage disposal requirements, limits on land clearing, environmental impact assessment requirements) are effective in minimizing impacts on the coral reefs  
 2 points: restrictions are moderately effective in minimizing impacts  
 1 point: restrictions exist, but are largely ineffective in minimizing impacts  
 0 point: there are no restrictions to minimize the impacts of tourism development on the coral reefs  
 -1 point: sectoral policies promote destructive tourism practices (e.g. foreign investment incentives undermine environmental due diligence and EIA for large scale infrastructure projects )

**Your score:**

**Management of Upland Activities (e.g. forestry, farming)**

3 points: restrictions on upland activities (e.g. limits on land clearing, restrictions on pesticide use) are effective in minimizing impacts on the coral reefs  
 2 points: restrictions are moderately effective in minimizing impacts  
 1 point: restrictions exist, but are largely ineffective in minimizing impacts  
 0 point: there are no restrictions to minimize the impacts of upland activities on the coral reefs  
 -1 point: sectoral policies promote destructive practices (e.g. subsidies for pesticides)

**Your score:**

<b>Enforcement</b>	
<p>3 points: Law enforcement capacity is excellent for all activities threatening the reefs</p> <p>2 points: Law enforcement capacity is acceptable, but some deficiencies are evident for some of the activities threatening the reefs</p> <p>1 point: There are major deficiencies in law enforcement capacity for most of the activities threatening the reefs (i.e. staff lack skills/equipment, monitoring and surveillance capacity is low, problems with legal processes)</p> <p>-1 point: There is no effective capacity to enforce coral reef legislation and regulations</p>	<b><u>Your score:</u></b>
<b>Legislation</b>	
<p>2 points: Legislation and regulations are effective in achieving coral reef protection and management objectives</p> <p>1 points: Legislation and regulations are somewhat effective in achieving coral reef protection and management objectives</p> <p>0 point: Legislation and regulations are ineffective in achieving coral reef protection and management objectives</p> <p>-1 point: Problems with legislation or regulations represent a major barrier to achieving coral reef protection and management objectives</p>	<b><u>Your score:</u></b>
<b>Incentive Programs</b>	
<p>2 points: Incentive programs are effective in getting people to switch from destructive to non-destructive practices</p> <p>1 points: There are incentives for people to switch practices (e.g. alternative livelihood training, subsidies, tax incentives); however, these measures are not sufficient to achieve coral reef protection and management objectives</p> <p>0 point: There are no incentives for shifting from destructive practices to non-destructive practices</p>	<b><u>Your score:</u></b>
<b>TOTAL Part I</b>	

## Part II: Capacity Building

This part is designed to address the governance aspects of the coral reef initiatives, including the training, resource, tools, and financial aspects. The criteria reflect the Capacity Building measures endorsed by the “Call to Action”, which are:

- Establish regional networks to share knowledge, skills, and information
- Develop and support educational and informational programs aimed at reducing adverse impacts of human activities
- Establish information exchanges with stakeholder communities
- Improve developing nations’ access to bilateral, multilateral, and other forms of financial and technical support for coral reef management

### Training

3 points: There is sufficient staff training  
 2 points: There is moderate staff training, which could be improved  
 1 point: Minimal training is provided and not for everyone  
 0 points: There is no staff training

**Your score:**

### Resources (staff, equipment & infrastructure)

3 points: Resources, including staff, equipment and facilities, are adequate for the CRI needs  
 2 points: There are some resources, which partially address CRI needs  
 1 point: There are limited resources available and they are insufficient to address even critical management needs  
 0 points: There are no management resources to address CRI needs

**Your score:**

<b>Tools (e.g. GIS, remote sensing, modeling and decision support)</b>	
<p>3 points: Tools, such as GIS, remote sensing, modeling, and decision-support, are adequate for CRI needs</p> <p>2 points: There are some tools, which partially address CRI needs</p> <p>1 point: There are limited tools available and they are insufficient to address management needs</p> <p>0 points: There are virtually no management tools available</p>	<b><u>Your score:</u></b>
<b>Financial Sustainability</b>	
<p>3 points: The available budget is sufficient and meets the full management needs of the coral reef initiative</p> <p>2 points: The available budget is acceptable, but could be further improved to fully achieve effective management</p> <p>1 point: The available budget is inadequate for basic management needs</p> <p>0 points: There is no budget for the coral reef initiative</p> <p><i>Additional points (add 1 point for each):</i></p> <ul style="list-style-type: none"> <li>- the budget is allocated for multiple years, rather than depending on annual allocations</li> <li>- financing is based on multiple sources (e.g. government funding, NGO contributions, private sector contributions)</li> <li>- economic instruments are being employed to support the CRI (e.g., user fees, green taxes, trust funds)</li> </ul>	<b><u>Your score:</u></b>

<b>Stakeholder Awareness and Concern</b>	
<p>2 points: Most stakeholders are aware of, and concerned about, declines in coral reef conditions and rising threats  1 point: Some stakeholders are aware of, and concerned regarding, declines in coral reef conditions and rising threats  0 points: Most stakeholders are not aware of, or concerned about, coral reef conditions or threats</p> <p><i>Additional point (add one point):</i></p> <ul style="list-style-type: none"> <li>- Most stakeholders are aware of marine resource management strategies and needs</li> </ul>	<b><u>Your score:</u></b>
<b>Education and Awareness Program</b>	
<p>3 points: There is a planned and effective education and awareness program that is fully linked to the objectives and needs of the CRI  2 points: There is a planned education and awareness program, but there are still substantial gaps  1 point: There is a limited and ad hoc education and awareness program and no overall planning for this component  0 points: There is no education and awareness program</p> <p><i>Additional points (add one point):</i></p> <ul style="list-style-type: none"> <li>- The results from the research and monitoring programs are integrated into the education and awareness program so that stakeholders and the general public have access to the most up to date information regarding resource conditions (1 point), threats (1 point) and socioeconomic context, including value of the reefs goods and services (1 point)</li> </ul>	<b><u>Your score:</u></b>

<b>Stakeholder Participation</b>	
<p>4 points: Stakeholders have direct responsibility for some coral reef management activities (e.g. community rangers, education officers)</p> <p>3 points: Stakeholders contribute to management decisions by participating in an established advisory board , which has representation from the major stakeholder groups</p> <p>2 points: Stakeholders are informally consulted for their input on management decisions on an ad hoc basis</p> <p>1 point: Stakeholders are informed of management decisions, but not involved in making the decisions</p> <p>0 points: Stakeholders have no awareness of, or provide input into, decisions related to coral reef management and conservation</p>	<b><u>Your score:</u></b>
<b>TOTAL Part II</b>	

### Part III: Research & Monitoring

The objectives of this component are to determine the state of coral reef resources, the origin and intensity of anthropogenic and natural pressures, the effects on socioeconomic conditions, and the direction of change over time. The criteria reflect the Research and Monitoring measures endorsed by the “Call to Action”, which are:

- Use regional networks to achieve better coordination and cooperation among national research programs.
- Promote linkages between regional and global research and monitoring networks, such as CARICOMP (Caribbean Coastal Marine Productivity), PACICOMP (Pacific Coastal Marine Productivity), and GOOS (Global Ocean Observing System)
- Support research and monitoring programs, projects, or activities identified as essential to managing coral reef ecosystems for the benefit of humankind.
- Promote the development and maintenance of a global coral reef monitoring network.

#### Coral Reef Conditions

- 2 points: There is a comprehensive, integrated program of monitoring and research of coral reefs, which includes assessments of current and future trends
- 1 point: There is some ad hoc monitoring and research being conducted, but no overall strategy and/or no regular collection of results
- 0 point: There is no monitoring or research being conducted related to coral reefs

*Additional points (add one point for each):*

- Habitat maps are developed from the monitoring and research results
- Results are communicated back to decision-makers
- Results are used in coral reef conservation and management programs
- Results are correlated to threats and socioeconomic results
- Results are incorporated into education and outreach programs
- Monitoring efforts are coordinated with the Global Coral Reef Monitoring Network and/or with ReefCheck

**Your score:**

### Threats

3 points: Threats to the coral reefs and their root causes have been thoroughly assessed, which includes assessments of current and future trends

2 points: Immediate threats have been quantified

1 point: Immediate threats to the coral reefs have been qualitatively identified

0 points: Threats and their root causes have not been identified or assessed

*Additional point (add one point for each):*

- Vulnerability and risk assessment maps are developed from the results
- Results are communicated back to decision-makers
- Results are used in coral reef conservation and management programs
- Results are correlated to coral reef conditions and socioeconomic results
- Results are incorporated into education and outreach programs

**Your score:**

<b>Socioeconomic Context</b>	
<p>3 points: There is a comprehensive, integrated monitoring and research program of the socioeconomic context of coral reefs (i.e. demographics of user groups, types and levels of reef activities, stakeholder perceptions, etc), including studies of the values of the coral reef goods and services, studies of the socioeconomic impacts of management decisions and assessments of current and future trends</p> <p>2 points: There is an agreed and implemented monitoring and research program, but it does not include valuation and socioeconomic impact studies</p> <p>1 point: There is some ad hoc monitoring and research being conducted, but no overall strategy and/or no regular collection of results</p> <p>0 point: There is no monitoring or research being conducted related to the socioeconomic context of the coral reefs</p> <p><i>Additional points (add one point for each):</i></p> <ul style="list-style-type: none"> <li>- Results are communicated back to decision-makers</li> <li>- Results are used in coral reef conservation and management programs</li> <li>- Results are correlated to coral reef conditions and threats</li> <li>- Results are incorporated into education and outreach programs</li> <li>- Monitoring efforts are coordinated with the GCRMN SocMon Initiative</li> </ul>	<p><b><u>Your score:</u></b></p>

<b>TOTAL Part III</b>	
<p><b>IV. <u>Review</u></b></p> <p>The objective of this component is to assess the adequacy of coral reef action plans, to identify gaps or interventions/policies that need strengthening, and to identify those actions which appear to be highly effective and should be replicated and/or taken to scale. The criteria reflect the Review measures endorsed by “Call to Action”, which are:</p> <ul style="list-style-type: none"> <li>▪ Periodically review the extent and success of implementation of actions identified in the initiative.</li> </ul>	
<b>Evaluation</b>	
<p>4 points: Coral reef conservation and management interventions are comprehensively monitored and assessed on a regular basis and the results are incorporated into decision support to improve policies and update action plans</p> <p>3 points: Coral reef conservation and management interventions are comprehensively monitored and assessed on a regular basis, but the results are not incorporated into decision support tools to improve policies and update action plans</p> <p>2 points: Coral reef conservation and management interventions are comprehensively monitored and assessed on a semi-regular basis</p> <p>1 point : Evaluations of specific interventions are ad hoc</p> <p>0 points: Coral reef conservation and management programs are not evaluated</p> <p><i>Additional point (add one point):</i></p> <ul style="list-style-type: none"> <li>- Results are widely accessible to the public</li> </ul>	<b><u>Your score</u></b>

<b>Threat Outcomes</b>	
3 points: Threats have been largely reduced by the coral reef conservation and management program 2 points: Threats have been reduced somewhat 1 point: Threats have stayed at approximately the same levels -1 points: Threats have increased	<b>Your score</b>
<b>Resource Condition Outcomes</b>	
3 points: Resource conditions have improved significantly by the coral reef conservation and management program 2 points: Resource conditions have improved somewhat 0 point : Resource conditions have stayed at approximately the same levels -1 points: Resource conditions have declined	<b><u>Your score</u></b>
<b>Community Welfare Outcomes</b>	
3 points: Benefits from improved coral reef/ coastal management are significant and equitable 2 points: Livelihoods and standards of living in the communities have improved 0 point: Livelihoods and standards of living in the communities have stayed approximately the same -1 points: Livelihoods and standards of living in the communities have declined	<b><u>Your score</u></b>
<b>TOTAL Part IV</b>	

**TOTAL SCORE =**

## ANNEX 2

### Joint UK-Seychelles ICRI Secretariat Action Plan 2003-2005

2003		Secretariat Hand Over	July		
		General Meeting (CPC)	November		
		Small Grants Scheme	September - November	Announcement and	
2004		Small Grants Scheme		Implementation of phase of the projects (approx 12 months long). To report on progress at the General Meeting, Japan 2004	
		General Meetings	June	Okinawa, Japan. Back to back with the ICRS To include, progress on	
			November	Seychelles as potential Location	
2005					
		Process for Secretariat Hand over			