
2017 Annual Report



PUP's Founding Members



ABOVE: Ruinas, Mineral de Pozos, Guanajuato, Mexico
Credit: Jon Kohl

COVER: Colombia Country Representative
Carlos Rosero in Tayrona Ecohabs,
Tayrona National Park, Colombia
Credit: Jon Kohl

Contents

04	Introduction	04	Foreword by Chair
		05	Foreword by Executive Director
		06	Mission
		07	Vision
08	Projects in 2017	08	Fire Island National Seashore
		08	Spanish interpretation webinar series
		08	Training for service providers around Five National Parks in Colombia
		09	Interpretive frameworking for Tayrona National Park with US National Park Service
		09	PUP Think Implementation Laboratory (PUP TIL)
		09	First Spanish university textbook on heritage interpretation
10	Membership	10	Membership
		10	Statistics
12	Organizational Development	12	501(c)3 status earned
		12	First non-voting board member
		12	First elected board director
		12	Wild Apricot membership management software
		12-13	Membership to UNWTO 10YFP STP
14	PUP Outreach and Media	14-19	Matrix of projects begins here
		19	Website statistics
20	Financials	20-21	Financial position
21	Priorities for 2018	22	Priorities for 2018
22	Lessons Learned	23	Moving focus
		23	Increasing PUP's resilience



Foreword from the Chair of the Board of Directors

Greetings PUP Colleagues around the World!

The Winter Olympic Games in PyeongChang have been an exciting reminder that a totally diverse group of inhabitants from Planet Earth can gather, compete, and celebrate together in Peace. Yeah! The Games also remind us of the political struggles on the Korean peninsula, the ethical issues triggered by athletes doping, and the pressure of Climate Change requiring manufactured snow. In the midst of these dynamic tensions, we engage our talents and continue to pursue the Mission and Vision of the PUP Global Heritage Consortium. My deepest thanks to each of you for your work and for your connections and contributions to our common task.

During the past year we have engaged in a Strategy Dialogue with many of our members and partners. Even as this online dialogue continues, we offer the following draft of the PUP Mission and Vision (for the full text, see the end of this greeting.) In the spirit of our dialogue, I invite you to share your thoughts with your PUP colleagues on the future of our consortium.

What do you envision our engagement to be as a Global Heritage Consortium?

Following the framework of our Shared Vision...here are a few examples:

- A new global consensus to use holistic planning approaches in heritage sites
- Attending relevant conferences and workshops worldwide
- Engaging practitioners and policy makers in webinars and in-person dialogues

A set of demonstrated projects worldwide in natural and cultural heritage areas

- Expanding partnerships for designing and delivering interactive interpretation
- Holistic planning demonstrations in three new heritage sites

A Global Heritage Learning Community

- Publishing project breakthroughs and challenges on the PUP website
- Launching an online blog where partners can share their insights on current issues

A rapid expansion of PUP Consortium memberships and partnerships

- Six major grant proposals submitted to foundations and government agencies
- 100 new PUP members from universities and non-profits worldwide

2018 will be a turning point year in the life of PUP. We have formalized our incorporation as a non-profit organization and the Board of Directors has joined our Founder and Coordinator, Jon Kohl in monthly online meetings to create organizational policies and program priorities. With our tax-exempt status in the USA, we are ready to engage in significant funding efforts through grants, donations, and membership fees.

We also want to extend our warmest PUP regards and thanks to co-founder Steve McCool as we journey along the road ahead.

Best regards,

Sherwood Shankland, Chair



Foreword from the Executive Director

PUP's Two Decades of Growth Toward Greater Resilience and Impact

PUP has gone through a long journey of changing forms and it may be worth reflecting as 2018 marks PUP's 20th anniversary. It was born in Honduras as a project of RARE Center for Tropical Conservation in 1998, then in 2006 became a project of the UNESCO World Heritage Center, and later become in 2013 an unincorporated NGO. In 2016 it incorporated as a non-profit corporation in Colorado, and in 2017 earned its federal 501(C)3 status as a tax-exempt, non-profit.

Over these 20 years we have invested in the philosophy, network, our niche, and now the administrative basis to take the next step which would become a more global player (see strategic dialogue above by Sherwood Shankland). I remember many years ago when I worked at RARE, my then Mexican colleague and friend Fernando García told me that organizations that end up being the strongest are often those that start with little or no money. This is so because they must have a compelling vision and idea to attract support and they must develop a culture that can resist and navigate difficulties of low-resource availability. Alternatively, organizations that begin with money quickly structure themselves around moving money and if that money dries up, they do not have the social capital to fall back on and may fail.

Over these 20 years we have invested in the philosophy, network, our niche, and now the administrative basis to take the next step which would become a more global player.

PUP is largely a volunteer membership organization with a volunteer board, general members, staff, and other members. While some of us do benefit financially from projects, our overall motivation does not come from that alone. We have 20 years of history, a growing culture, and a horizontally dispersed and increasingly resilient model that will ensure our survival and hopefully growth as we embark on our third decade.

John Kohl, Executive Director

Our Mission and Vision (February 2018)

Preamble

In a complex world of profound uncertainty and constant change we dare face many daunting challenges including climate change, population pressure, wasteful consumption, mass migrations, and unplanned growth. We embrace the possibility of fostering resilient and adaptive institutions and communities dedicated to sustaining our natural and cultural heritage for future generations.

Our Mission

The Mission of the PUP Global Consortium is to build a diverse global network of colleagues which integrates wisdom from many fields in a holistic form of planning and management to sustain our natural and cultural heritage. We partner with individuals and organizations in public use planning, heritage interpretation training, dispute resolution and shared research to support sustainable heritage sites.

Our Shared Vision

To accomplish our Mission, we envision:

- A new global consensus to use holistic planning approaches among heritage conservationists, planners, managers, organizations, communities, and policymakers, who promote policy and practice in heritage management. This paradigm shift will transform traditional expert-based approaches into resilient site-based planning, implementation and heritage management, leading to sustainable biodiversity and cultural heritage. PUP action-research on innovative models, training, publications, and field guides tools and techniques will continue to transform the heritage management field.
- A set of demonstration projects worldwide in natural and cultural heritage areas which accelerate awareness of the effective use of holistic, locally managed planning and implementation approaches, where communities conserve and enjoy their biodiversity and cultural heritage. These innovative demonstrations will transform heritage sites into cornerstones of sustainable and resilient communities inspiring local leaders as well as global practitioners to launch their own similar initiatives worldwide.
- A Global Heritage Learning Community where professionals from many disciplines will share innovations and lessons learned from field experiences and academic research online and in person. This transdisciplinary learning community will validate, store, disseminate edge-thinking and practical breakthroughs, and encourage their use around the world. This effort will complement the formal policy functions of the world's three principal heritage organizations: UNESCO, IUCN, and ICOMOS.
- A rapid expansion of PUP Consortium memberships and partnerships to become a self-sustaining network of people across the planet who collaborate and care for our natural and cultural heritage. Our passion for heritage, diverse experience and professional expertise focused on information sharing, training in holistic planning and management, and facilitation of prototype initiatives. These efforts will change of how people cherish cultural and natural heritage sites by revealing the vital importance of biodiversity and cultural sites in our daily lives.

Engaging in a worthy task...To pursue our Mission and to realize our Shared Vision we need your experience, expertise, and passion to conserve natural and cultural heritage. We can't do it alone in a world still oriented to utilitarian and purely technical ways of using natural and cultural resources.

- *This task is bigger than we can do alone, so we must collaborate effectively.*
- *This task is the challenge of a lifetime, so we must enlist new members and partners.*
- *This task is an historic necessity, so we must share our resolve to inspire global change.*

Join us and become a PUP Global Heritage Consortium member today!

Projects in 2017

Fire Island National Seashore

Although the project began in 2016, it concluded successfully in 2017 with the publication of version 1.0 of the visitor experience plan. PUP staff keep in contact with National Park Service, having published an article on the Overflight tool developed for that plan in *Legacy* article and scheduled to co-write an article by PUP director Jon Kohl and park Chief of Interpretation for 2018. PUP and its member the Consensus Building Institute also are discussing ways to reenvision interpretive planning with the Northeast region of the National Park Service.



Spanish Interpretation Webinar Series

PUP in association with the National Association for Interpretation (NAI) and the Centro Agronómico Tropical para Investigación y Enseñanza (CATIE) launched its Spanish interpretation webinar series to fill a niche in the Spanish-speaking world: there are no regular webinars or courses for the region. Since NAI already has a model, PUP has allied to use its Adobe Connect platform and experience, modified to fit the Latin American market. In 2017, PUP/NAI/CATIE offered three webinars: holistic design of visitor experience opportunities (Jon Kohl, Costa Rica), graphic design and interpretation (Jonathan Mariño, Costa Rica), and interpretation during physically demanding expeditions (Carlos Rosero, Colombia). PUP advisor Sam Ham narrated its promotional video.



PUP also fundraised to admit a dozen students and a professor from the University of Zulia, Maracaibo, Venezuela in the second webinar. Given the conditions in Venezuela, they could not pay for the webinar so PUP raised the money and significantly more to sponsor students in webinars in 2018.

Training for Tourism Service Providers around Five National Parks in Colombia

PUP and its country office partner, the Organization for Education and Environmental Protection (OpEPA), along with the Colombian National Natural Parks and with funding from the European Union are carrying out (into 2018) a training to integrate interpretive design into services provided by local businessfolk around five national parks in Colombia. This training also constitutes a new component in PUP's growing list of interpretation trainings in Latin America.



Jon Kohl, PUP; Julia Miranda, director of national parks in Colombia; and Carlos Rosero, PUP and OpEPA



Interpretive Frameworking for Tayrona National Park with US National Park Service

PUP and OpEPA joined Colombian National Parks, the US National Park Service, and ICCF Foundation in Colombia to work on interpretive planning for Tayrona National

Park. PUP/OpEPA was in charge of facilitating an interpretive framework which showcased our methodology in the country. It was the first complete application of the newest version of our methodology which included not only interpretive themes, but also universal processes, heritage elements, and essence as key components for an audience to more fully and deeply appreciate the heritage of a place. It was also the first time that the framework and timeline components of the workshop have been rendered in creative graphics by a graphic reporter.



PUP Think Implementation Laboratory (PUP TIL)

Through collaboration between PUP, its advisor Jeremy Radachowsky of the Wildlife Conservation Society

and its advisor Bernal Herrera of Fundecor in Costa Rica, PUP finished a concept paper which is now ready to be funded in 2018. The PUP TIL is a sort of think tank with a strong do component that aims to cover issues often ignored or left out by the conventional conservation community. The knowledge it generates will be turned into proposals and actions by the PUP TIL's partners. The PUP TIL would integrate into Fundecor's [Breathing Lab](#) concept.



The Breathing Lab is a platform that promotes and provides solutions to key problems in rural development in the tropics, through the generation and transfer of knowledge to be applied in other areas, both domestically and internationally.



The Breathing Lab focuses on priority issues related to the management and resilience of tropical forest ecosystems, ecosystem services and protected area systems. Both biological and socioeconomic issues are addressed.



The First Spanish University Textbook on Heritage Interpretation

For many years, the Spanish version of Sam Ham's Environmental Interpretation has been the cornerstone of interpretation in the Spanish-speaking world. The book however is now out of print and outdated, precipitating a new book by Ham, who is also a PUP advisor. It however was not written specifically for the region and is not specifically a collegiate textbook although another important contribution. For the past four years PUP's Marisol Mayorga and Jon Kohl have been developing such a textbook to be published by Costa Rica's [Distance Learning University](#), a prestigious academic publisher in Central America. The book will be field tested in 2018 and released in print in early 2019.

Membership

While we only started to keep detailed records of members in 2017, this year saw significant growth especially with technical service members growing from around 5 to 11 individual members and two to five institutional members. Our new Technical Service Members for 2017 include Institutional: Community Nature Connection (CNC-California); OpEPA (Colombia); individual: Mauricio Castilblanco (OpEPA), Manuel Gándara (Mexico), Brian Mullis (USA), Stanley Arguedas (Costa Rica), César Ángel (Colombia), Luis Camargo (OpEPA), Toya Jervay (CNC), Amy Lethbridge (CNC), Marissa Llanes (CNC), Michelle Lewis (USA), Pham Anh (Viet Nam), and Carlos Rivero-Blanco (Venezuela).

Also in 2017 we did a soft launch for general members so that we could test out the system but would reserve the hard launch for 2018 when the new mission and vision became official. In 2017, then, we reached eight general members plus one institutional general member with the University of Zulia in Maracaibo, Venezuela. Other highlights include our first new elected board director since the initial board of five: Dr. Antonieta Jiménez of Mexico.

We also changed corporate secretary to Nahar Muhammed from India; changed one country representative in Viet Nam to Tran Thuy who works for the UNESCO office. We added the Colombian NGO, OpEPA as our second national office partner for that country. We added two new staff members: Mariela García who is the webinars coordinator and Marina Rothberg, our *PUP Notes* newsletter editor.

The membership statistics as of December 31 are the following.

Member list (Summary Keyword search Advanced search Saved searches)									
Level	Total (bundles)	Active	Renewal overdue	Lapsed	Pending			New in last	
					New	Renewal	Level change	7 days	30 days
Advisor	6	6	-	-	-	-	-	-	-
Consortium Staff	8	8	-	-	-	-	-	-	-
Country Representatives	4	2	2	1	-	1	-	-	-
Director	6	6	-	-	-	-	-	-	-
General Member (Individual)	8	8	-	-	-	-	-	-	-
General Member (Organization)	1 (1)	1	-	-	-	-	-	-	-
Technical Service Member (Individual)	11	11	-	-	-	-	-	-	-
Technical Service Member (Organization)	12 (5)	10	2	2	-	-	-	1	2
Total	56 (6)	52	4	3	-	1	-	1	2

Two PUP Members Earn PhDs in Spain at Same Time

What are the odds? Two of PUP’s general members, Marianela Camacho of Venezuela (left, with her certificate of having defended her thesis) and Clara Osorio (below, with her thesis advisor and evaluation committee) of neighboring Colombia both got on planes in September and headed to Spain to defend their dissertations. Marianela defended her thesis, entitled “Participatory Cartography and Proposals for Local Sustainable Development of Indigenous Communities in the Kamarata Valle of Canaima National Park, Venezuela” on September 20 at the University Rovira i Virgili in Tarragona, while Clara defended her thesis, entitled “Evaluating Satisfaction, Work Effort, and Destination Image of Tourism Guides” on September 27 at the Universidad de las Palmas de Gran Canaria. We are very happy to report that both passed the defense with flying colors and PUP now has two more doctors among its ranks this year.

Both women are on the PUP committee to determine how to distribute webinar scholarships.



Marianela Camacho



Clara Osorio, center

Organizational Development

501(c)3

After having incorporated as a non-profit corporation in the State of Colorado in 2016, under the guidance of PUP Treasurer Clark Hancock, PUP earned its 501(c)3 non-profit tax-exempt status with the US Internal Revenue Service. This allows us to accept tax-deductible contributions.

Board of directors, non-voting member, first elected board director

The initial board chosen in 2016 at the time of PUP's incorporation passed through its first change in 2017. Founding director, Dr. Steve McCool (one of two who actually signed the original Articles of Incorporation), has transitioned to the board's first non-voting member. At PUP's incorporation, he indicated his intention to help PUP start up and then relax with his retirement already underway. As a result, the board created a non-voting member category and elected its newest member, the first person elected since the organization's incorporation, Dr. Antonieta Jiménez of the Colegio de Michoacán, México.

Wild Apricot Membership Management Software

In 2017 we elected and began use of Wild Apricot membership management software, designed especially for small NGOs such as PUP. The software has allowed us to streamline operations in a variety of ways including management of membership categories, automatic payments (through integration with our Paypal account), blast emails to our contacts list, operates a membership directory, acceptance and processing of donations, and events management, which so far only includes our webinar series. So far it has helped PUP manage itself especially in light of not having a paid staff.

Membership in UNWTO 10YFP STP

26 December 2017. The 10YFP Sustainable Tourism Programme admitted the PUP Global Heritage Consortium as an official partner of the program. This admission follows PUP's recent co-sponsoring of a [webinar along with the IUCN's Tourism and Protected Areas Specialist Group and Ecoturismo Genuino about overtourism.](#)

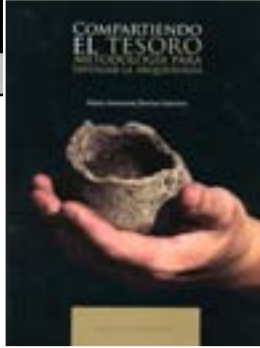


What is the 10YFP STP?

The [10-Year Framework of Programmes on Sustainable Consumption and Production Patterns \(10YFP\)](#) is a global framework of action designed to enhance international cooperation to accelerate the shift towards SCP in both developed and developing countries.


For more information, see PUPdate: <http://pupconsortium.net/pupdates/1-4-pup-joins-10yfp-sustainable-tourism-programme/>


PUP Outreach and Media

Books, Articles, Chapters	Author	Publisher/Date	URL
Compartiendo el Tesoro. Guía para divulgar la arqueología (Book)	Antonieta Jiménez	Zamora: Colegio de Michoacán	
Dissertation: Evaluating Satisfaction, Work Effort, and Destination Image of Tourism Guides	Clara Osorio	Universidad de las Palmas de Gran Canaria, Spain	
Dissertation: Cartografía participativa y propuestas para el desarrollo local sostenible de las comunidades indígenas del Valle de Kamarata. Parque Nacional Canaima - Venezuela	Marianela Camacho	Departamento de Geografía Universitat Rovira i Virgili Catalunya, Spain, 2017	
The Cultural Politics of Sacred Groves: A Case Study of Devithans in Sikkim, India.	Acharya, A. and Alison Ormsby	<i>Conservation and Society</i> 15(2):232-242.	
Urban Sacred Natural Sites – A Call for Research.	Jackson, W. and Alison Ormsby	<i>Urban Ecosystems</i> 20(3): 675-681.	
Book Chapter: Accepting the Invitation...And Respecting the Sacred.	Alison Ormsby	P. 284-291 in T. and S. Torkildson (eds.) <i>The Pilgrimage Chronicles: Embrace the Quest</i> . Alaska: Sacred World Explorations.	
Bridging the Boundaries between Museum and Heritage Studies	Darko Babic	Museum International, 68(1-2): 15-28	http://onlinelibrary.wiley.com/doi/10.1111/muse.12100/full

Book review: The future has other plans: planning holistically to conserve natural and cultural heritage	Betty Weiler	<i>Journal of Policy Research in Tourism, Leisure and Events</i> 10 Jun 17	http://dx.doi.org/10.1080/19407963.2017.1338517
Book review: The future has other plans: planning holistically to conserve natural and cultural heritage	Francisco Valenzuela	LinkedIn 10 July 2017	www.linkedin.com/pulse/future-has-other-plans-planning-holistically-conserve-valenzuela/
Evaluation of Interpretive Media Use and Effectiveness at a Nature Center.	Marisol Mayorga, Ted Cable, Chris Mullins	<i>Journal of Interpretation Research</i> . 22 (1), 75-82.	
How Do Rainforests Talk? Moving Science from Journals to Communities.	Marisol Mayorga and Mariela Garcia	<i>Legacy</i> 28 (4), 15-17.	
Escuela Municipal del Agua y del Ambiente del cantón de La Unión, Cartago, Costa Rica: una experiencia piloto.	Marisol Mayorga and Ted Cable	<i>Biocenosis</i> . 31 (1-2), 31-38.	
Effective Interpretive Planning: More than Just Answering Technical Questions	Jon Kohl	<i>Legacy</i> March/April 2017	www.researchgate.net/publication/318281576_Effective_Interpretive_Planning_More_than_Just_Answering_Technical_Questions?_iepl%5BviewId%5D=f7K90PcVeFizV9ZNUX91i68W&_iepl%5BprofilePublicationItemVariant%5D=default&_iepl%5Bcontexts%5D%5B0%5D=prfpi&_iepl%5BtargetEntityId%5D=PB%3A318281576&_iepl%5BinteractionType%5D=publicationTitle
La planificación interpretativa efectiva: Más que solo contestar preguntas técnicas	Jon Kohl	<i>Boletín de Interpretación</i> September 2017	www.researchgate.net/publication/320195837_La_planificacion_interpretativa_efectiva_Mas_que_solo_contestar_preguntas_tecnicas
Nature and cultural heritage are one and the same	Jon Kohl	<i>Interpret Europe Newsletter</i> March 2017	www.interpret-europe.net/de/top/news/singlepage-news/news/nature-and-cultural-heritage-are-one-and-the-same.html?tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=0545354031e4da236694e2cd5dc7e9cb


PUP Outreach and Media (continued)

Beyond the Interpreter's Words: Experiences Erupt from the Visitor's Entire Context	Jon Kohl	<i>Legacy</i> January 2017 (cover story)	www.researchgate.net/publication/315009377_Beyond_the_Interpreter%27s_Words_Experiences_Erupt_from_the_Visitor%27s_Entire_Context	
Talks				
The Future Has Other Plans: How to Avoid Barriers to Interpretive Plan Implementation	Jon Kohl	NAI International Conference, Los Cabos, Mexico		
Interpreting Cultural Values as a way to awake curiosity for ancient people	Antonieta Jimenez	NAI International Conference, Los Cabos, Mexico		
Interpretative curatorship, a teaching strategy for the dissemination of heritage.	Alejandra Mosco	NAI International Conference, Los Cabos, Mexico		
Speaking tour: Overcoming Barriers to Natural and Cultural Resource Management Plans (the title changed according to the audience)	Jon Kohl	Stony Brook University (New York), Bronx Zoo, Yale University, Dartmouth College, National Park Service (Boston), University of New Hampshire	Dartmouth College https://www.youtube.com/watch?v=CroE8K9xFA0&list=PLdc6WzgDwR8YZPJJKPrY4KC9fHCpmZC0m&index=1	
Taboos at Sacred Groves in India, Ghana, and Sierra Leone.	Ormsby, A. March 2017.	American Academy of Religion Southeastern Regional Meeting. Raleigh, NC.		

Conservation Benefits and Challenges of Urban Sacred Natural Sites.	Alison Ormsby, and Wendy Jackson. July 2017.	Paper Presentation and organizer of the knowledge café, <i>World Heritage sites: helping or hindering conservation?</i> Cartagena, Colombia.	Society for Conservation Biology conference.
<i>Does Domestic Grazing Belong on Public Land?</i>	M. Kruse and Ormsby, A. September 2017.	Integrating Human Dimensions into Fisheries and Wildlife Management Conference. Estes Park, CO.	
Curators and Communities: Training for Collaboration	Dark Babic Windhoek, Namibia 2017	ICOM-ICTOP Conference	
Developing Interpretation for Developing Countries: Challenges and Opportunities for Interpreters in Mesoamerica	Marisol Mayorga and Mariela Garcia	NAI International Conference, Los Cabos, Mexico	
Overcoming Barriers to Implementing World Heritage Management Plans	Jon Kohl	UNESCO International Conference on Urban Heritage Conservation and Development. June, Hoi An Ancient City	Photos: International Conference on Urban Heritage Conservation and Development.

PUP Outreach and Media (continued)

Public Use Planning Process Methodology: An Approach for Adaptive Planning and Management in Heritage Tourism Destinations	Pham Anh, Pham Huong	December 9th Engaging with Vietnam: an interdisciplinary dialogue conference Touring Vietnam: exploring development, tourism and sustainability in Vietnam from multi-disciplinary and multi-directional perspectives Hochiminh City	
Provisión de servicios ecosistémicos se fundamenta en la implementación de sus planes	Jon Kohl	Mesoamerican Congress on Biology and Conservation December	https://www.youtube.com/watch?v=aa_P0yQaX14
Webinars			
What Is Overtourism in Protected Areas and What Can We Do about It?	Steve McCool and Jon Kohl	Co-sponsored by IUCN Protected Area Specialist Group, UNWTO 10YFP Sustainable Tourism Program, Ecoturismo Genuino	https://www.youtube.com/watch?v=3BPw-pwNM7Y&t=1895s
Interpretación en áreas naturales durante expediciones de alta exigencia física	Carlos Rosero	PUP/NAI/CATIE webinar series	November (not publicly available)
Diseño gráfico para proyectos de interpretación	Jonathan Mariño		July (not publicly available)
Más allá de las palabras de los intérpretes	Jon Kohl		May (not publicly available)

Otros			
Introducción a los webinaros de PUP/NAI/CATIE narrated by Sam Ham	PUP	PUP	https://www.youtube.com/watch?v=--ZirYvm0ck
PUP Notes, newsletter by PUP Consortium	Edited by Marina Rothberg	3 editions: February, June November	http://pupconsortium.net/pupconsortium/guiding-documents/pup-notes-newsletters/ 

Website traffic for 2017

Summary					
Reported period	Year 2017				
First visit	01 Jan 2017 - 00:17				
Last visit	31 Dec 2017 - 23:59				
	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Viewed traffic *	43,199 <small>Exact value not available in 'Year' view</small>	43,199 <small>[1.34 visits/visitor]</small>	359,636 <small>(8.32 Pages/Visit)</small>	733,415 <small>(16.97 Hits/Visit)</small>	24.34 GB <small>(590.87 KB/Visit)</small>
Not viewed traffic *			230,738	329,721	16.78 GB

* Not viewed traffic includes traffic generated by robots, worms, or spiders with special HTTP status codes.

Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2017	1,713	2,133	10,854	56,552	2.24 GB
Feb 2017	1,490	1,869	10,297	42,701	2.02 GB
Mar 2017	1,909	2,648	11,862	37,732	1.50 GB
Apr 2017	1,993	2,675	15,635	43,952	1.73 GB
May 2017	2,171	3,216	13,721	59,635	2.67 GB
Jun 2017	2,067	2,842	15,022	39,766	1.55 GB
Jul 2017	2,594	3,559	12,666	46,364	2.01 GB
Aug 2017	3,456	4,570	39,088	78,072	2.52 GB
Sep 2017	3,522	4,757	37,499	66,847	2.28 GB
Oct 2017	3,672	4,823	55,158	81,992	2.02 GB
Nov 2017	3,697	5,196	65,820	90,555	2.23 GB
Dec 2017	3,740	4,911	72,014	89,247	1.59 GB
Total	32,024	43,199	359,636	733,415	24.34 GB

Financial Position

PUP Consortium Financial Position

Revenues	2017	%	2016	%	2015	%
Overhead	1,288.60	30%	837.27	53%	858.00	59%
Membership	1,960.00	46%	700.00	44%	600.00	41%
Donations, unrestricted		0%	50.00	3%		
Scholarship Fund	474.13	11%				
Program	512.89	12%				
Total	\$4,235.62		\$1,587.27		\$1,458.00	
Expenses	2017	%	2016	%	2015	%
Website	148.16	7%	190.80	18%	1,795.00	78%
Publicity	21.77	1%	590.58	56%	301.00	13%
PayPal & Bank fees	176.83	8%	135.71	13%	109.00	5%
Administration	750.45	34%	82.49	8%		
Travel & Hospitality	337.78	15%	50.66	5%		
Professional Memberships & fees	60.00	3%			100.00	4%
Project Expenses	726.93	33%				
Total	2,221.92		1,050.24		2,305.00	
Difference	\$2,013.70		\$537.03		-\$847.00	
Pass-Through	2017					
Project	Funds in	Funds out				
Fire Island National Seashore	\$13,021.00	\$13,021.00				

Financial Position

Gross Revenues Received by Partners for PUP Projects

Project	2017	2016	2015	2014	Client
Participatory Integrated Situation Analysis	2,500		3,300		MetaIntegral Fnd., time by PUP/CBI, cont 2018
Local Tourism Provider Training Colombia	9,310				European Union via OpEPA, continues 2018
Tayrona National Park, interp framework	1,792				ICCF Colombia via OpEPA
Fire Island National Seashore	74,071				US National Park Service via CBI
Membership	1,960	700	600	1,700	Directly enters PUP accounts
Scholarship	474				Latin American College Student Webinar Fund
Misc program	513				Webinars, book sales via Amazon
Donations, unrestricted		50			Individual
Mexico exploratory trip		10,165			Funds and time donated by PUP/HESNAC
PUP Chagres National Park		65,000			IDB ECOTUR via CATIE-Panama
Interpretive training Colombia		2,700			Marviva via OpEPA
Interpretive Training Honduras		16,700	13,421		USAID/ProParque
Interpretation Webinars		272	976		National Association for Interpretation
Zoning Research			630		CATIE-Costa Rica
International Protected Area Course			100		CATIE-Costa Rica
Valle de Oro NWR			4,944	15,830	USFWS Service via Great Outdoors Consultants
Phong Nha Ke Bang NP Exploratory Trip				8,810	KfW-Germany via ETE
Total	\$88,120	\$95,315	\$20,671	\$26,340	\$230,446.02

These items include monies both directly managed by PUP and that brought in and managed by PUP partners in PUP projects.

Priorities for 2018

How did we do for priorities for 2017?

First PUP Monograph in Spanish. We did not make progress on publishing our monographs.

White Paper on Implementation. This paper is still awaiting funding.

Country Offices. We established the Colombian country office.

Launch Webinar Series. We launched the webinar series with 4 webinars and hired a webinar coordinator.

General Membership Program. We did a soft launch and will formally launch in 2018 when the new mission and vision are finalized.

Non-Profit Status. PUP earned its 501(C)3 non-profit tax-exempt status.

Latin American Conservation Think Tank. Our team produced a final concept paper.

Develop Board. We added the first elected board member, created a non-voting board member status, as well as new participation rules.

Upcoming Priorities

Diversify funding. PUP needs to secure more funding and will seek to diversify and increase funding streams.

Fee policy. The board will create a fee policy so that PUP knows how to charge under different circumstances.

General membership formal launch. As soon as the mission and vision are approved, PUP will launch a formal general membership launch for its 20th anniversary.

PUP Think Implementation Lab (PUP TIL). PUP will seek funding and establish the Lab.

Interpretation Certification System in Latin America. PUP will formalize its battery of certifications in Latin America.

Complex of Monuments at Hue, Viet Nam. A concept paper was developed in 2017 and funding will be secured in 2018.

Integrated Situation Analysis. PUP has funding and a site and will carry out project in 2018 in Mineral de Pozos.

Interpretation associations in Mexico and Colombia. PUP will facilitate conversations to advance these associations.

Interpretation textbook in Spanish and Interpretive Theme-Writing Field Guide. PUP has sponsored the development of two more books which should be published in 2018.

Latin America Conference on Heritage Interpretation, 2018. Latin America is growing in heritage interpretation. Experience of Latin American interpreters has been based on a framework, mostly taken from English literature and coming mainly from USA, Europe, and Australia. Because of this, after receiving so many benefits from the outside, it's time to think about the way we have adapted foreign experiences and methods to our contexts. For that reason, PUP and the Colegio de Michoacán and the National School of Conservation, Restoration and Museum (ENCRyM) are planning the 1st Latin American Conference on Heritage Interpretation to be held virtually via videoconference from 19–12 October 2018.

Lessons Learned

Not Programs, but Focus Areas

For a while PUP identified three programs that encompassed its work, but we have come to realize that a more holistic focus would demand not that we have programs but focus areas that integrate together throughout all of our work. So have taken down those artificial walls that programs imply and continue to invest in its focus areas.

Increase PUP's Resilience by Reducing Founder's Power

PUP advocates resilience and has chosen a structure that emphasizes horizontality and dispersed power through its country offices. Nevertheless, the founder of PUP, Jon Kohl, is still very actively leading the organization as its director. Jon realizes that the concentration of power in his hands is detrimental to the long-term survival of the organization. He realizes that to overcome that, he and the board need to create structures to which he can cede power. This happens by facilitating that members work together without his involvement, thus increasing social capital and communication channels that do not all pass through him. The strengthening of the board is one major avenue to distribute power in the organization.

