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**USAID REGIONAL PROGRAM FOR THE MANAGEMENT
OF AQUATIC RESOURCES AND ECONOMIC ALTERNATIVES**

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**DELIVERABLE: ANNUAL WORK PLAN 1 FY 2010-11 (March 2010 –
March 2011)**

September 2010

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**Contract No. EPP-I-00-04-00020-00
Task Order No.5**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

CATHALAC	Water Center for the Humid Tropics of Latin America and the Caribbean (Spanish acronym)
CCAD	Central American Commission for Environment and Development (Spanish acronym)
CCAW	Conservation of Central American Watersheds Program
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COP	Chief of party
COTR	Contracting Officer's Technical Representative
DCOP	Deputy Chief of party
ICBP	Institutional Capacity Building Plan
KRA	Key Result Area
OSPESCA	Organization of the Fisheries and Aquaculture Sector of Central America (Spanish acronym)
PMP	Performance Monitoring Plan
PRETOMA	Marine Turtle Restoration Program (Spanish acronym)
KRA	Key Result Area
KSA	Knowledge, Skills, and Abilities
MOU	Memorandum of Understanding
PES	Payment for Environmental Services
PPP	Public-Private Partnership
RFTOP	Request for Task Order Proposals
SAF	Strategic Activities Fund
STTA	Short-term Technical Assistance
STRI	Smithsonian Tropical Research Institute
TNC	The Nature Conservancy
USAID	United States Agency for International Development
WIDECAST	Wider Caribbean Sea Turtle Network
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The USAID-financed activity under WATER II IQC, task order contract number EPP-I-00-04-00020-00, Number 5, Management of Aquatic Resources and Economic Alternatives Program (MAREA), was awarded to Chemonics International Inc in March 2010. Chemonics is implementing this 4.5 year project, scheduled to conclude September 30, 2014, in collaboration with its partners and regional and national counter parts: CCAD, OSPESCA and USAID El Salvador.

The Project is aimed at reducing threats posed by unsustainable fishing practices and coastal development by laying the foundation for access - rights mechanisms to achieve strengthened coastal and marine resources management, conserve and protect critical marine biodiversity and improve the economic well being of marine resource users in Central America.

During the first year of project implementation there will be many activities that are described in this document that will be carried out by the MAREA core staff and sub-contractors, the following are selected examples of high leverage activities to be implemented. For example during the first quarter the core team will establish and define scopes of work for subcontractors and long term specialists, develop and finalize MOUs with our counterpart institutions in order to gain their political institutional support for the implementation of the project. During the second quarter MAREA subcontractors: Caribbean Conservation Corporation (CCC), Solimar International, The Nature Conservancy (TNC), Wildlife Conservation Society (WCS), and World Wildlife Fund (WWF) will begin implementing activities. These activities will be focused on accomplishing specific tasks in three of the Transboundary project sites: Gulf of Honduras, Bocas del Toro and Miskito Coast working together with the MAREA core team. During the third quarter presence in the Gulf of Fonseca will be established as well as a detailed work plan for the Gulf will be developed. As the project progresses and activities and gaps are defined MAREA will employ through the use of the SAF local, regional and international entities to carry out specific activities. Institutions such as CATHALAC, WIDECAST, PRETOMA, ICAPO, and the Smithsonian Tropical Research Institute have been identified as possible collaborators.

By the end of the first year (March 2010) activities on the enforcement and compliance in policy and legislation for coastal and marine resources will be accomplished as well as pilot activities will be carried out, a draft Action plan for Gulf of Honduras developed, regulations on lobster management drafted, and critical public private alliances will be initiated among others. The project's achievements will fundamentally support and comply with regional and national institutions' mandates to support the sustainable management of economically important and endangered marine species and their corresponding ecosystems.

SECTION I. IMPLEMENTATION AND MANAGEMENT APPROACH

A. Goals, Objectives, and Expected Results

The goal of MAREA is to reduce threats from unsustainable fishing practices and coastal development by laying the foundation for access-rights mechanisms to strengthen coastal and marine resource management, conserve critical marine and coastal biodiversity, and improve livelihoods in Central America.

The two specific objectives of this program are:

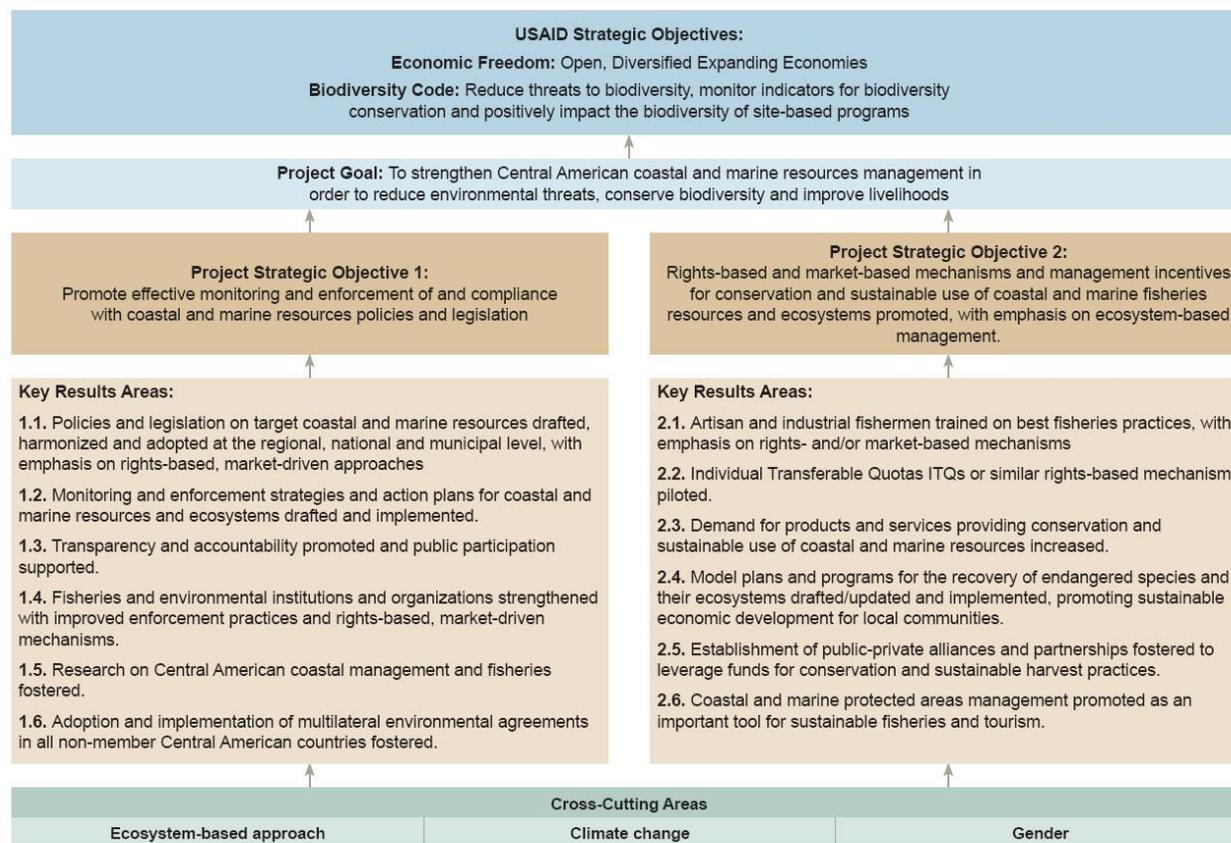
- Promote effective monitoring and enforcement of coastal and marine resources policies and legislation
- Foster rights-based and market-based mechanisms and management incentives for the conservation and sustainable use of coastal and marine resources and ecosystems, with an emphasis on ecosystem-based approaches to management

The focus of the program is to target both economically important fisheries such as lobster, queen conch, mangrove cockles and grouper and protect endangered marine species such as turtles and shark, which represent viable opportunities for piloting the use of rights-based mechanisms and best management practices. The expected results for MAREA by program's end include:

- All Central American countries adopt and implement harmonized best management practices for sustainable use of target coastal and marine resources.
- From a 2009 baseline value in US\$, at least 25% of product sold of combined target species is harvested under rights-based management regimes and best fisheries practices.
- At least 250,000 sea turtle nests are protected using public-private alliances and best management practices in select areas throughout Central America
- All Central American countries adopt and implement harmonized policies on sustainable shark fisheries.
- Lobster population increase by at least 20% in at least two select marine sites of regional importance.

All Central American countries adopt and implement harmonized policies for coral reef and mangrove management as critical ecosystems to adapt and build resilience to climate change.

Exhibit 1: RESULTS FRAMEWORK



B. Approach

The MAREA team recognizes that success depends on fully engaging stakeholders at multiple levels. In essence, our approach emphasizes working through stakeholders, rather than on their behalf. Recognizing that sustainable conservation and economic opportunities must without exception be achieved by local actors, we construct all activities on a foundation of participation and regional ownership. With our partners we have put the highest priority on working simultaneously at regional, national, and local levels to strengthen and improve the regional policy framework, implement integrated ecosystem-based management, minimize threats to coastal and marine species and ecosystems, and provide regulated access, rights, and economic alternatives to natural resources users.

As reflected in the following pillars to our approach, MAREA's accomplishments will be made sustainable after the program ends by:

- Enabling national- and regional-level sustainability through institutional strengthening and policy changes that promote and reinforce good management practices.
- Enhancing stakeholders' knowledge, skills, and capabilities to apply best practices for coastal and marine resource management even after MAREA ends.
- Making more durable governance structures for using fishing resources sustainably and protecting biodiversity, because they will be created and owned by the stakeholders who implement them.
- Motivating stakeholders to continue sustainable practices through market-based incentives, lasting value-chain linkages, and expanded, stabilized, and improved livelihoods.

C. Resources

C.1 Staff

This section describes the management and division of roles and responsibilities of our long-term team that will enable us to successfully implement the activities described in our technical approach. In sum, the MAREA project requires strong personnel able to maneuver the delicate and complicated issues of national and regional policy development and coordination, while managing and providing guidance at the local and trans-boundary level. This entails both technical and field-level skills. For this reason, our team not only has the capacity to work at higher, political levels but also is experienced with on-the-ground realities and project management. Roles and responsibilities of our long-term team are provided in Annex H.

To ensure programming flexibility and adaptive management, as well as timely decision making, frequent client communication, and delivery of results, we entrust overall project leadership to Chief of Party Gina Green. As indicated in the staffing chart presented below, she will oversee the management and administration of the team composed of DCOP/Institutional Development Specialist Zulma Mendoza, Strategic Activities Coordinator/Livelihoods Specialist and Operations Manager Evelyn Escobar, as well as the core technical team, which includes Fisheries Specialist Sergio Martinez, and Endangered Species Specialist Juan Carlos Villagran. Given the central role of monitoring and evaluation (M&E) to setting and maintaining strategic

direction for the project, M&E specialist Mario Jolón will also report directly to the COP. The COP will also be in charge of KRA 2.5 to foster the establishment of public and private alliances and partnerships to leverage for conservation and sustainable harvest practices.

The DCOP and Institutional Development Specialist, Zulma Mendoza is responsible for maintaining constant communication with regional and national institutions, and has authority to manage the technical team in the COP's absence. More specifically, Ms. Mendoza will be responsible for overseeing the technical activities associated with KRA 1.1, 1.3, and 1.6.

Each component leader will have three areas of responsibility: regional and national policy development, supervision of field activities by subcontractors and field personnel, and promotion of research and training. These technical and supervisory activities are complementary to each other; oversight of activities in the field will provide useful insights and information for their regional policy, research, and training activities. For example, Sergio Martinez, Fisheries Specialist will work at the regional, national, and local level on the promotion of fishery policies with an emphasis on implementation of rights-based and market-driven approaches. He will also design fishery plans at the national level for target species and provide technical assistance for the development of policies, norms, and regulations related to fisheries. In particular, Mr. Martinez will be directly responsible for the execution of technical activities associated with KRA 1.2, 1.4 and 2.2 Juan Carlos Villagran, Endangered Species Specialist, will oversee and guide the development site based marine protected area plans and assist in the development of endangered species plans and campaigns, as well as provide technical direction to research and activities on climate change and species vulnerability. He will also work closely with the site based technicians and partners to guide field activities. He will be directly responsible for the implementation of KRA 2.4 and 2.6

The M&E specialist Mario Jolón, will promote research and knowledge sharing at the local, national, and regional levels. In particular, he will work closely with the fisheries specialist to foster research and to develop an appropriate strategy for Coastal and Management Research for Central American countries. Monitoring and Evaluations Specialist, Mario Jolón is responsible for developing and managing the monitoring and evaluation system of the project. Working together with each component leader, Mr. Jolón will coordinate the collection of the project data and results, and maintain a cohesive database for each key result area. Additionally, the M&E Specialist will draft reports on results achieved and supervise the performance management plan (PMP). In collaboration with each component leader, Mr. Jolón will provide technical direction for the activities associated with KRA 1.5.

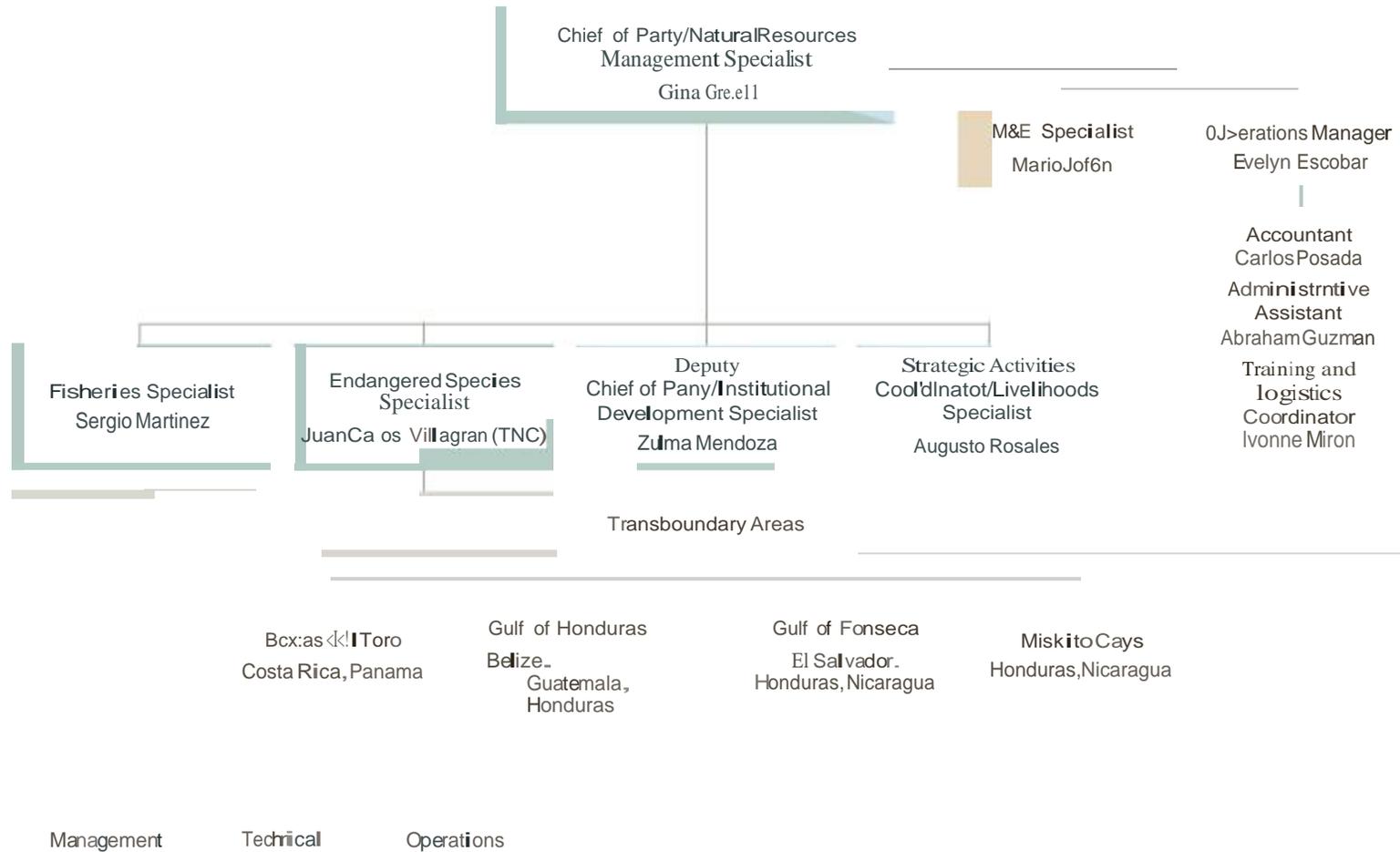
Strategic Activities Coordinator/Alternative Livelihoods Specialist, Augusto Rosales is responsible for supervising the subcontract implementation and training components of the Strategic Activities Fund (SAF). The SAF/Alternative Livelihoods Specialist will directly oversee the technical activities associated with KRA 2.1 and 2.3. Mr. Rosales will monitor market opportunities and promote alternate livelihoods for fishermen, and coordinate with local communities. He will seek opportunities to integrate the private sector into the project and leverage resources for conservation. Moreover, Mr. Rosales will also support the COP with the development of reports, media campaigns, success stories, and other program communications.

Our on-the-ground work on the coasts will be conducted through technical staff located in each of the four trans-boundary zones, which include Gulf of Honduras (Belize, Guatemala, Honduras), Miskito Coast (Nicaragua, Honduras), Cahuita-Bocas del Toro (Costa Rica, Panama), and Jiquilisco/Golfo de Fonseca/Padre Ramos Complex (El Salvador, Honduras, Nicaragua). Field-based activities will be guided by the component leaders in the central office, who will supervise our subcontracting partners and technical staff working in the trans-boundary sites, both remotely and through field visits.

There will be one trans-boundary site based technician per site, they will represent the MAREA project as marine and coastal technical experts, each technician will have the responsibility to liaise with our partner organizations specifically TNC, WWF, WCS, CCC and Solimar as well as the national country representatives of OSPECA and CCAD and their relevant working groups. They will help coordinate partner activities and training events, they will also be the voice of MAREA communicating to significant stakeholders, community groups and local NGOs that work and live in the trans-boundary sites. They will also help to oversee and facilitate scientific, community development and private sector work of our partners. Our core MAREA staff will supervise the work of our technician. Reporting and communication mechanisms will be set up from the onset to ensure constant communication between the field and home office.

Operations Manager Evelyn Escobar will manage the administrative staff --including an accountant, one administrative assistant, and a training and logistics coordinator. She will also be responsible for managing compliance with the branding and marking plan and assisting Mr. Rosales with the management of local subcontracts associated with the SAF. Supported by the home-office project management unit (PMU), the operations manager and accountant will establish MAREA administrative systems, accounting and financial management procedures and train all project staff in program budget and cost control mechanisms. Their work will be supported on a continuous basis, at no direct cost to the project by the PMU. The PMU will manage the prime contract with USAID, monitor the program budget, track expenditures against projections, and ensure that funds are well spent in achieving program goals.

Exhibit2: STAFFING CHART



C.2 International Subcontractors

Chemonics is prepared to successfully achieve the goals and targets outlined in Section II for Project Year 1 with the assistance of Solimar International, the Caribbean Conservation Corporation (CCC), the Wildlife Conservation Society (WCS), the World Wildlife Fund (WWF), and The Nature Conservancy (TNC). We recognize the MAREA Program is an intricate multi-layered effort that requires balancing a full list of interrelated objectives. These objectives --- ranging from harmonizing policies to equitably distributing assistance among partner countries--- must be considered simultaneously and managed concurrently. Given these objectives and the need to execute this Program in a flexible and adaptive manner, we plan to develop scopes of work and subcontracts for each of our international subcontractors on a yearly basis. As such, each of our subcontractors have been incorporated into the year 1 work plan in a clearly defined manner which relies on their technical strengths, site experience, and comparative advantages.

The discussion that follows presents a brief summary of the technical involvement of each of the above mentioned subcontractors during project Year 1. For a more detailed illustration of the relationship of each international subcontractor to each key result area, please see Section II.

Solimar International is an experienced Central American tourism development consulting firm. Given their experience in the region promoting sustainable tourism using a market-driven approach, Solimar will focus its efforts on developing sustainable tourism programs and activities as a tool for marine conservation on MAREA. More specifically, during Year 1, Solimar will set up trans-boundary sustainable tourism routes and packages in the Gulf of Honduras and Bocas del Toro. Solimar will concentrate on developing sea turtle conservation through a centralized Central American Tourism Initiative. Additionally, Solimar will use its tested market-driven approach to develop sustainable tourism clustering and destination management in the Gulf of Honduras and Bocas del Toro which includes --implementing proven business solutions and providing targeted technical assistance aimed at stimulating increased visitor spending, improved industry cooperation, and more effective destination marketing and promotion in these two trans-boundary areas.

To this end, the technical activities that will be carried out by the Caribbean Conservation Corporation will directly complement the work established by Solimar in Bocas del Toro. As the oldest sea turtle protection organization in the world, CCC is best positioned to help MAREA focus on protecting nesting sea turtles (hawksbills and leatherbacks), eggs and hatchlings in the Bocas del Toro Province of Panama. Drawing on tools such as research, habitat protection, public education, and community outreach, CCC will provide this technical assistance through site based monitoring, protection and sustainable ecotourism activities. In addition, CCC will develop, plan and carryout workshops on turtle monitoring and protection in the Tortuguero Protected Area in Costa Rica. With the support of the MAREA core staff and in collaboration with the Wildlife Conservation Society, CCC will also focus on revising the Tripartite Agreement so that it conforms to the language of the IAC.

While CCC and Solimar focus on sea turtle conservation and promotion in Bocas del Toro and the Gulf of Honduras, WCS will work on sea turtle conservation in the Miskito Coast. In particular, WCS will help MAREA achieve international cooperation for the long-term

sustainability of populations for Caribbean sea turtles – which includes the facilitation of a stakeholder-based plan to reduce the take of green turtles to a more sustainable level, and eliminate the killing of other sea turtles captured in the fishery industry. WCS will also monitor green turtle fishery landings, in-water green turtle aggregation, conduct in-water habitat studies, and provide alternative livelihoods for three turtle fishers by working as research assistants to the project. Also related to turtle work, WCS will conduct a local campaign in the Miskito Cays to improve the awareness and knowledge of community members about the need to improve management and conservation of marine turtles.

Aside from sea turtle technical assistance in the Miskito Coast, WCS will also provide assistance in fisheries management best practices, pilot individual transfer quotas, and provide national policy development in Belize. More specifically, WCS will aim to significantly increase stakeholder engagement in and support for a revised governance framework for ecosystem-based fisheries management in Belize. WCS will aim to increase legal, technical, and institutional capacity within the Government of Belize and other key stakeholders in ecosystem-based fisheries management. As a component of their fisheries management work, WCS will revise the Fisheries Act to fully incorporate ecosystem-based fisheries management (EBFM) principles and allow for additional innovations aimed at sustainable fisheries. In order to build governance capacity of local communities to collectively manage natural resource use, WCS will implement an impact study of the June 2010 Special License System, and June 2011 Limited Access and Quota System.

The World Wildlife Fund will also provide technical assistance in the fisheries sector, particularly in lobster. WWF has a wealth of experience working with local fishing communities, governments, and industrial fleets in Central America and throughout the world. In fact, WWF has made significant progress in promoting better fishing practices and rights-based and market-based mechanisms for sustainable lobster fishing on the Caribbean side of Central America. Building on the work of WCS, WWF will work at the local, national and international levels to continue engaging the fisheries sector in adopting BMPs selected sites, in partnership with major seafood retailers and then move into regional policy harmonization in coordination with OSPESCA. While WCS will focus a majority of their technical activities in Miskito Coast, WWF will promote better lobster fishing practices along Central America's Caribbean coast working with local fishing communities and governments. More specifically, WWF will work with the lobster private sector in Honduras and Nicaragua and assist in developing regional regulations and guidelines for lobster management and a registry for fisheries and aquaculture activities. WWF will also develop research initiatives and work with OSPESCA to cooperate on fisheries and coastal resources data collection and analysis.

The Nature Conservancy will focus on endangered species and ecosystem recovery plans, coastal and marine protected areas management; special tools including conservation action planning; climate change resilience principles, and management effectiveness. TNC will work to develop a network of conservation areas and management plans for the Gulf of Honduras; create permanent finance mechanisms that cover the basic management costs of MPAs; establish a network of no-take zones-sanctuaries for fish stocking/repopulation-and fisheries management systems to sustain artisanal fisheries and healthy ecosystems; incorporate climate change strategies for marine ecosystems, protected areas and endangered and economically important

species; assist in the improvement of surveillance of marine; and develop regulations, incentives and land-use zoning mechanisms to address coastal development.

D. Counterparts

OSPESCA: The Central American Organization for Fishing and Aquaculture (OSPESCA) is the regional fishing and aquaculture entity of the Central American Integration System (SICA). Its membership includes the Ministers, Vice-ministers and Directors of the fishing and aquaculture in Central America who approve the laws, regulations, programs and activities related to this productive sector. The main objective of OSPESCA is to foster the coordinated and sustainable development of fishing and aquaculture in the framework of the Central American integration process, defining, approving and setting on motion the regional policies, strategies, programs and projects related to fishing and the aquaculture. OSPESCA works very closely with the International Regional Organization for Plant and Animal Health (OIRSA), which administers project funds and has national offices in all Central American countries. A representative of OIRSA supports the national and regional activities of OSPESCA. This symbiosis is productive for both partners and provides the logistic support for the projects and for the activities of the fishing and aquaculture offices in the region.

Fisheries Department (Belize), UNIPESCA (Guatemala), DIGEPESCA (Honduras), CENDEPESCA (El Salvador), INPESCA (Nicaragua), INCOPESCA (Costa Rica), and ARAP (Panama).

CCAD: The Central American Commission for the Environment and Development (CCAD) is responsible for the environmental agenda of SICA and is composed of Environment and Natural Resources Ministers from Central America countries: MNREI (Belize), MINAE (Costa Rica), MARN (El Salvador), MARN (Guatemala), SERNA (Honduras), MARENA (Nicaragua), and ANAM (Panama). The main mission of CCAD is to contribute to the sustainable development of the region, strengthening the cooperation and integration for the environment management. To guide its efforts, the CCAD has the Regional Environmental Plan (PARCA), a medium-and long-term plan for the period 2005-2010, which focuses on three strategic areas: 1) pollution prevention and control; 2) conservation and sustainable use of natural heritage; 3) institutional strengthening of CCAD.

E. Start-Up

The first six months of the project is a critical time period in all aspects of the MAREA program. Under the leadership of our chief of party, home office project management unit (PMU) and with the assistance of operations manager Ms. Evelyn Escobar, we will establish our main project office in San Salvador which includes developing our operational infrastructure and logistics. As part of this process we will hire our long-term key personnel, recruit the marine ecosystem and species conservation specialist, define scopes of work and budgets for our primary international partners, hire administration and support staff, set up the local accounting system and bank account, set up a SharePoint site, and procure office equipment and furniture.

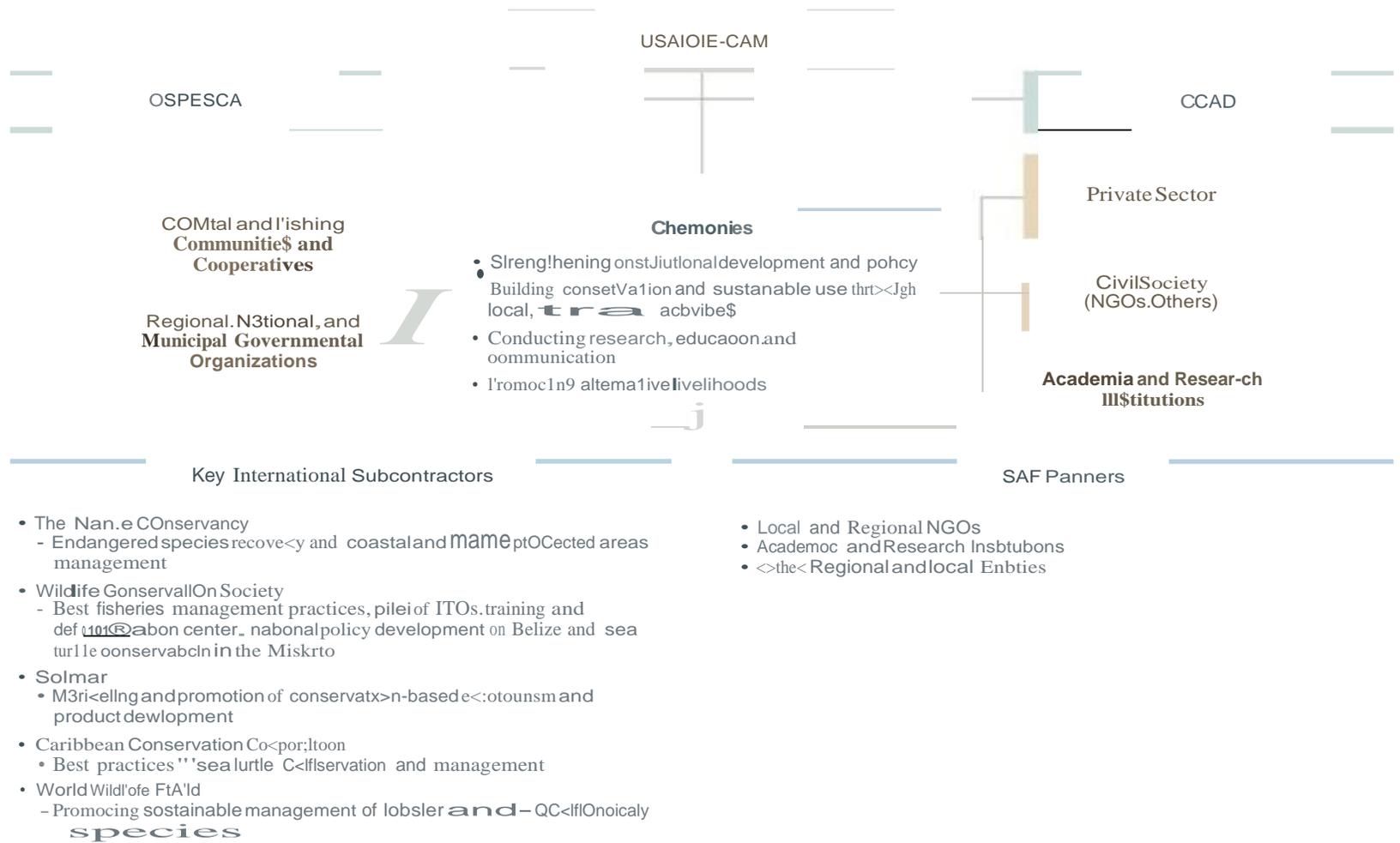
Technical activities during the first six months of the project will include various orientation visits to country capitals and trans-boundary locations by Chief of Party, Dr. Gina Green and MAREA USAID Cognizant Technical Officer (COTR) Dr. Carlos Roberto Hasbun supported by various members of the core technical team. The purpose of these visits will be to ensure political buy-in from key counterparts in order to establish legitimacy for the MAREA activities throughout the region. Each country visit will aim to establish relationships with key local organizations and the appropriate government institutions in each operating country as well as the CCAD and OSPESCA representative of each country.

By invitation of SICA the MAREA project will present its structure and program to the Central American Environmental Ministers in July. Chemonics will also host a start-up workshop with our long-term team, USAID, and local counterparts in August. The start-up workshop will aim to be a participatory process that incorporates input from program staff, partners and key stakeholders. This will be an important step to encourage alignment of Program objectives with the national strategies of each country, thereby permitting the Program to be more responsive to the priorities identified by USAID in the region and assist with the integration of SICA, compliance of CBD decisions and other marine biodiversity and environmental protocols.

The set of project deliverables expected to be submitted and finalized during the start-up phase of the Program is ambitious. These deliverables include: first year work plan, MAREA management decision tool, state of the resource profiles, performance management plan (PMP), results framework, branding and marking plan, and the quarterly activity schedule/travel plan.

Project Presence, Structure and Relations						
Target(s): Four transboundary offices established by the end of first year (March 15 th 2010 – March 2011), MOUs signed with OSPECA/CCAD,						
Approach: Integrate regional efforts in coordination with National Fisheries, Environmental and Tourism Authorities, OSPESCA, CCAD and local NGOs and stakeholders						
Rationale: will provide the project intergration with counterparts, establish working relations with Subs and on the ground presence in transboundary sites and provide structure for day to day management and links to field and key counterparts						
Activity	Quarterly				Responsible and resources from the project	Counterparts
	1	2	3	4		
OSPECA / CCAD MOU Signed					Gina Green Zulma Mendoza Sergio Martínez, Juan Carlos Villagrán	OSPECA, CCAD, Government Authorities (National Fisheries and Environmental Institutions).
Contract local transboundary technicians for :						
1. Gulf of Honduras					MAREA JCV, GG	Local NGOS Stakeholders
2. Miskito Cost					MAREA JCV, GG, SM	Local NGOS Stakeholders
3. Gulf of Cahuita- Bocas del Toro					MAREA JCV, GG, ZM	Local NGOS Stakeholders
4. Gulf of Fonseca					MAREA JCV, ZM	Local NGOS Stakeholders
OSPECA and CCAD technical reference points established at the National Level					MAREA ZM, SM	OSPECA and CCAD
Sub contracts with WCS, TNC, CCC, Solimar and WWF signed					MAREA GG PMU Chemonics	Subs

Exhibit 3: MAREA Organizational Chart



F. Process and Logistics

F.1 KRA Points of Entry

KRA 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches (OSPESCA, CCAD, Chemonics)

This activity involves a compilation and review of coastal and marine fisheries laws and policies throughout Central America. Establishment of rights-based fisheries management and access will be based on the health of targeted marine species (lobster, turtle and spawning aggregations) and their habitat. This analysis and the development of a set of proposed reforms will be jointly carried out by consultative and participatory working groups through a series of workshops. The final objective is for these high-level international and national working groups to advocate and to reach agreement on adopting these reforms.

In the first month of operation MAREA has reached out to gain the support and collaboration of our counterparts OSPESCA and CCAD, the two Central American institutions that have the mandate of marine resource and habitat management. OSPESCA and CCAD have compiled the laws and regulations for the sustainable management of Central American fisheries, marine and coastal resources; however, they have not developed a rights-based, market-driven approach. OSPESCA's Fishing and Aquaculture Integration Policy for Central American Countries has been adopted by all countries of the region and is currently under review, which represents a unique opportunity for MAREA to gain the agreement and support to incorporate rights-based, market-driven legislation through the work of OSPESCA. OSPESCA also has a Legislation Working Group (GANP) that is responsible for the review and drafting of regional regulations, which can be of principal support for this activity. CCAD has compiled the laws and regulations for the management of the natural resources, ecosystems and protected areas. MAREA will work together with these counterparts and conduct a review of the gaps, as well as the strengths and weaknesses of the policies and legislation.

KRA 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystems (OSPESCA, CCAD, Chemonics)

Through this activity, a summary review and evaluation of the legal frameworks for monitoring and enforcement at the national and regional level will be prepared, assessing transparency, credibility and public participation, with the aim of preparing an action plan for the marine resources and ecosystem.

In coordination with KRA 1.1, it is anticipated that OSPESCA and CCAD, with the help of the legislation working group GANP, can support this activity by providing critical information and data to the MAREA core team in order to identify gaps and weaknesses

of the existing fishery and marine legislative strategies. The end result will be to collectively suggest improved fishery legislation for the region.

MAREA will further take advantage of a new opportunity in which OSPESCA will begin to work with NOAA on the monitoring and enforcement of the national fisheries and the processing plants. We will collaborate and work with these institutions to develop a local, national and regional strategy for the monitoring and enforcement of natural resources and their ecosystem.

KRA 1.3 Promote transparency and accountability and support public participation (OSPESCA, TNC, WCS, WWF, CCC, Chemonics)

In each of the targeted trans-boundary areas, reports by fishermen of violations and illegal fishing are part of everyday life. The project will review the violation tendencies, reporting community monitoring mechanisms, transparency/effectiveness mechanisms, especially marketing and public information activity. OSPESCA is the best point of entry because it collects fisheries data on an ongoing basis. The establishment of a Regional Fisheries Information Network (RFIN) will be a priority, with the support of TNC, WCS, WWF and CCC. This system will be piloted initially in the Gulf of Honduras and Cahuita-Bocas del Toro.

KRA 1.4 Strengthen fisheries and environmental institutions and organizations with improved enforcement practices and rights-based, market-driven mechanisms (OSPESCA, CCAD, WWF, Chemonics)

A capacity needs assessment will be carried out to develop institutional capacity building plans and the establishment of a training program for key government institutions.

As part of the Integration Policy for the Fishing and Aquaculture, OSPESCA is promoting institutional capacity strengthening of the Central American countries. This precedent enhances MAREA's work on this activity because it means there is political will to improve enforcement practices in the region.

KRA 1.5 Foster research on Central American coastal management and fisheries (OSPESCA, CCAD, University of Florida, STRI, Chemonics)

The project will prepare a draft Coastal Marine Research Strategy (CMRS), to foster coastal management and marine research in Central America. We will conduct consultations with potential partners and stakeholders in the pursuit of consensus on the main issues of the strategy.

MAREAS' counterparts are aware of many of the research needs the region. They have developed mechanisms to compensate for the lack of governmental funds and the scarcity of the proper personnel to conduct research in Central America. For example, OSPESCA has a Regional Working Group on Fisheries that leads the identification of the needs for research and drafts the proposals according to those needs. This mechanism could be the

point of entry for a major synergy with University of Florida and/or the Smithsonian Tropical Research Institution, to draft and implement a Coastal Marine Research Strategy.

KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non-member Central American countries (CCAD, WCS, CCC, Chemonics)

The main focus of this activity for the first year is to work together with the Caribbean Conservation Corporation (CCC) and the Wildlife Conservation Society (WCS) to achieve the adoption of key environmental agreements (the Inter-American Convention for the Protection and Conservation of Sea Turtles (IAC) and the Tripartite Agreement) to protect and conserve the sea turtles in all Central American countries.

At the moment, only El Salvador has not signed the IAC for turtles, even though the country has a strict permanent ban on the consumption of turtle meat and eggs and is developing a number of activities for the protection and conservation of turtles, such as, use of turtle excluder devices (TEDs) in shrimp nets, use of circular hooks in long-line fisheries, nests care and support for -tortugueros. The related work of the CCAD – Environment and Natural Resources Ministries – in combination with MAREA’s work via WCS and CCC can provide the scientific, technical and logistical basis for improving the prospects for the adoption of the IAC by the government of El Salvador.

KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis on rights and/or market-driven approaches (OSPESCA, WWF, TNC, Chemonics)

MAREA’s efforts in the first year will involve activities by WCS, TNC and WWF in the trans-boundary areas. Their work will be carried out in Gulf of Honduras and Miskito Cays of Nicaragua. The MAREA core staff will leverage the work of our partners through OSPESCA at a regional and national basis. OSPESCA is the best point of entry for this activity, which involves small-scale and industrial fishing, since it requires substantial familiarity with fishermen’s concerns and needs. We will work with OSPESCA to draw upon the experience of WCS, WWF and TNC and their expertise in best fisheries practices and rights-based/market-driven programs through training workshops at a local, national and regional level.

KRA 2.2 Pilot the use of ITQs or similar rights-based mechanisms (WWF, WCS, Chemonics)

Unrestricted access to fisheries is a common problem in Central America. Prior efforts with Individual Transferable Quotas (ITQ) did not produce results but a few, analogous precedents to rights-based mechanisms (such as co-management) do exist for fixed species, such as oysters. Taking the experience to date into account, the MAREA team will conduct a scoping study of the potential for rights-based mechanisms for targeted species in at least two of the trans-boundary zones - Gulf of Honduras (specifically Glovers Reef in Belize) and the Miskito Coast, Nicaragua. The industrial and artisanal

fishermen's associations in each of the selected sites of the project will be the point of entry for this activity, combined with the expertise and support of TNC, WCS and WWF for the pilot use of fishing rights. By the end of the year we will examine the feasibility of different management approaches and will engage small-scale fishing communities in each trans-boundary zone in participatory diagnoses of fisheries resource conditions.

KRA 2.3 Increase the demand for products and services which provide conservation and sustainable use of coastal and marine resources (CCT, WWF, Solimar, Chemonics)

WWF will identify market opportunities for more sustainably produced seafood in order to increase certifications, voluntary standards, and buyer-producer agreements to generate price premiums and/or larger and more reliable market access for producers using sustainable practices. The expected result will be a stronger demand for sustainably harvested lobster.

The use of tourism to increase the sustainable use of coastal and marine resources is an effective way to create a better market and prices for sustainably harvested food. Solimar will be implementing its programs and experience in developing an increased demand for products and services through tourism projects in Bocas de Toro, Gulf de Honduras and the Nicaraguan Caribbean Coast. The work that Solimar carries out on site will be leveraged through the Central American Tourism Council (CCT), which represents tourism authorities in Central America and has good access to the services network – hotels, restaurants, and other hospitality organizations – in the region.

KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems, promoting sustainable economic development for local communities (CCAD, TNC, WCS, WWF, Chemonics)

Through partners TNC, WCS and WWF, MAREA will conduct an assessment of the current state of ecosystem health, target species (such as turtles and lobster), and the economic-social conditions of the communities that depend on these ecosystems and species for their livelihood in the Gulf of Honduras and Miskito Coast trans-boundary zones. Our partners, who are well-versed on the status of the endangered species and their ecosystem needs, will develop appropriate management plans and programs for the management and recovery of targeted species. Taking into account the fact that the CCAD is the regional organization that brings together relevant Ministries, it will be the primary point of contact for TNC to work with, and draft/update and implement those plans.

KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices (TNC, Solimar, Chemonics)

The identification of opportunities to increase revenues through marine protected area concessions and co-management arrangements is a way to involve the private sector in specific alliances with public sector entities, which typically are the managers of the

natural resources. Private sector interest in alliances will be cultivated by highlighting the economic benefits that the private sector enjoys from marine and coastal resources. With our partners (TNC and Solimar), a process for working with multilateral/bilateral donors in leveraging opportunities will be developed.

KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism (TNC, WCS, WWF, Chemonics)

During the first year TNC and MAREA's core staff will conduct assessments of areas of biological significance in the Gulf of Honduras; assess the socioeconomic conditions of user groups; and identify critical ecosystem links between these areas of biological significance. In the Gulf of Honduras, Bocas and Miskito Coast our partners will work with consultative groups and stakeholders committees, to gain their support for draft site management plans (existing and new) and pilot activities for these critical areas of biological significance. Together, TNC, WCS and WWF will work together to review and propose new protected areas for sustainable fisheries, with emphasis on target species and ecosystems, spawning areas, nursery areas and connectivity between systems.

F.2. Mobilization and Establishing Project Presence in Four Zones

The MAREA project will be implemented in four key sites, and seven countries, which presents an ideal opportunity to respond to the complex threats and opportunities in coastal and marine resource management in Central America.

Primary project management, core technical, and administrative staff will be located in the MAREA project office in San Salvador, supported provided by a project management unit in Chemonics home office in Washington, DC. The office will be located in close proximity to USAID's Regional Program for Central America and Mexico, CCAD, and other USAID environmental and economic development activities. This arrangement provides a critical mass of technical expertise, centralizes decision making for start-up activities, and establishes the foundation for project management coordination. A series of visits by MAREA's Contracting Officer's Technical Representative (COTR), the COP, and other MAREA staff with OSPESCA, CCAD, the Central American Integration System (SICA) and other USAID projects have been underway since the start-up of the project. A start-up work shop will be held in San Salvador for the launching of the project, framed by the SICA-CCAD and USAID authorities around the end of first quarter of the project (June).

In coordination with OSPESCA and CCAD, the core technical team will travel to the other Central American countries in order to develop relations with the national fisheries, environment and tourism authorities and to establish local contacts at the trans-boundary sites, during the end of the first quarter and beginning of the second quarter.

The project will have a full-time technical representative in each of the four trans-boundary sites (Gulf of Honduras, Miskito Coast, Cahuita-Bocas del Toro and Gulf of Fonseca). On behalf of the MAREA project, these individuals will conduct local

outreach to stakeholders (fishing cooperatives, commercial, industrial, retail, and other fishing interests, local communities, tour operators, civil society organizations, and other private sector entities), in coordination with the project's technical experts and project counterparts. The technical representatives will also be responsible for liaising with our partner organizations working in their respective areas (TNC, WWF, WCS, CCC and Solimar). They will help coordinate partner activities and training events and help oversee and facilitate the scientific, community development and private sector work of our partners. The core MAREA technical staff will supervise the work of the technical representatives. Reporting and communication mechanisms will be set up from the outset to ensure constant communication between the field and main project office. Since the establishment of field offices are not envisioned at this stage of the project, each technical representative will be equipped to operate on his/her own from a base in each site. As needed and where feasible, sharing office space with an existing organization on site will be explored.

Having site-based staff in the trans-boundary areas will provide the project with day-to-day management on site, offers a continuous point of contact for local actors, and provides a means to monitor the activities established by the project. Short-term advisors will work with MAREA core team and counterparts such as OSPESCA to provide technical assistance in areas such as rights-based access and individual transferable quotas, competitiveness and private sector development, tourism, payments for environmental services, public-private partnerships, policy development, legislation, capacity development and training.

The COP and DCOP, as well as the fisheries specialists and the endangered species specialist will make monthly trips to the field sites to provide technical direction, supervision of field activities and to regional capitals to advance regionally-implemented activities. Where possible, certain project-wide activities will be held on location in a trans-boundary site. For example, a retreat for work planning for the second project year will be located in one of the four trans-boundary zones. Otherwise, regular contact and communication will be maintained by conference calls between field technical representatives and the central office on a monthly basis.

The project anticipates beginning its monitoring and enforcement activity in the Gulf of Honduras trans-boundary zone. The reasons for starting in the Gulf of Honduras are several. The Gulf of Honduras hosts a vast portion of the Mesoamerican Barrier Reef, the world's second largest reef system, which has important areas of biological diversity and a variety of ecosystems, including sea grass beds, atolls, and mangroves, among others. Also for more than 15 years USAID/E-CAM and other donors have supported initiatives to strengthen coastal and marine management and conserve biodiversity in the Gulf, including, for example, the Conservation of Central American Watersheds Program (CCAW) and the Central American Regional Program for Environment (PROARCA). Finally, in this trans-boundary site, three MAREA partners (WCS, WWF, and TNC) have an established record of working with species such as conch, lobster and groupers and with protected areas.

We envision that MAREA's Gulf of Honduras field activities will be coordinated by a technical representative to be located in Puerto Barrios, Guatemala, starting in the second quarter of the project. It is anticipated that our technical representative will also work closely with OSPESCA technicians, partners, and a technician from the Fisheries Authorities. In addition to work from coordinated from Puerto Barrios, the MAREA project will launch activities in Belize through partner WCS. The Belize Department of Fisheries invited WCS to assist in the revision of the Belizean Fisheries Act, last amended in 1989. Modernizing the Act can serve as a model to apply in the rest of the region. During execution of the Belize activities, early lessons learned will be drawn that can be applied to analogous components in Guatemala and Honduras or in other three trans-boundary zones.

The Miskito Coast of Nicaragua will be the second starting point for MAREA trans-boundary activities. This region is characterized by isolation and scarce economic opportunities, leading coastal communities – including five discrete ethnic groups – to rely heavily on fishing, which places a heavy burden on lobsters and sea turtles. The Miskito area hosts a rich array of habitats including mangroves, wetlands, lagoons, coral reefs, and cays. In the second quarter of the project, we will establish a project presence in Puerto Cabezas, Nicaragua, where MAREA partner WCS has been working, placing a technical representative in that location.

By the last quarter of the first year (October 2010 – February 2011), project presence will be established in the other two trans-boundary sites with technical representatives located in the Cahuita-Bocas del Toro region and the Gulf of Fonseca. Near the southern end of the corridor, the protected areas in the Cahuita - Bocas del Toro region and La Amistad National Park contain the highest levels of terrestrial biodiversity in Central America. The extensive coastal wetlands are home to threatened species such as the manatee, and the watershed is home to a large indigenous population. Isla Bastimentos in Bocas del Toro and the Wetland San San Pond Sak, are part of this trans-boundary site recognized as a Biosphere Reserve. Start-up in this trans-boundary area will take advantage of Chemonics' prior knowledge and experience from work done in the area under the CCAW project. The Gulf of Fonseca is the only MAREA site located on the Pacific Coast. This site represents one of the areas with important ecological functions and significant biological diversity as well as highly organized social communities. With estuaries, mangroves, lagoons, and salt flats, the Gulf of Fonseca has historically supported one of the most productive artisanal fisheries in the region, and accounts for a significant proportion of Central America's farmed shrimp and salt production and also functions as vital nursery habitat for marine species. The Gulf of Honduras and Gulf of Fonseca are the only tri-national marine bodies in Central America and, as a result, require strong international coordination and cooperation.

F.3 Establishing Means of Influence

The holistic approach of MAREA involves working simultaneously at regional, national, and local levels. The principal focus of project activities at the national level will be to tackle the following major challenges, taking advantage of associated opportunities:

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- a) weak governance
- b) decision making constrained by limited research and lack of information, and
- c) coastal development habitat transformation and loss.

To address these challenges, MAREA will seek to change the relationship between government authorities and policy makers and coastal communities. For example, establishing rights-based access mechanisms provides one means for making this change, converting users of natural resources into stewards of those resources. For each of the countries in the region, it is necessary to create government support to these mechanisms in the form of monitoring, data collection, enforcement, laws, policies and regulations. MAREA counterparts OSPESCA and CCAD provide an immediate means of beginning to influence national governments. At the national level, working with environment and fisheries authorities, national coast guards and disasters preparedness unit, interagency coordination will be crucial to developing an integrated strategy for coastal and marine management. Also, MAREA will work with national governments in the context of their commitments under international treaties and agreements, such as the Convention of Biological Diversity, the Convention on Climate Change, the Ramsar Convention, Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Biosphere Reserves, among the most relevant conservation tools, and will contribute to the Central American Integration System SICA – CCAD.

G. Potential Problems and Solutions

The following table presents a list of potential problems and solutions by KRA.

In addition, to anticipate future problems, MAREA will employ a management decision tool customized for MAREA’s activities and to guide priorities in implementation. This tool enables the COP and technical team to gauge the strategic value of opportunities that arise at any point during implementation. The management decision tool will include activity sheets for all planned activities, which will rank efforts according to a comprehensive set of criteria.

Exhibit 4: Potential Problems and Solutions by Key Result Area

Project Goal: To strengthen Central American coastal and marine resources management in order to reduce environmental threats, conserve biodiversity and improve livelihoods		
Project Strategic Objective 1: Promote effective monitoring and enforcement of and compliance with coastal and marine resources policies and legislation		
KRAs	Activities	Problems and solutions
1.1. Draft, harmonize and adopt at the regional, national and municipal level	<ul style="list-style-type: none"> • Prepare summary policy analysis of each country, complementing existing studies 	The lack of political-will to ensure that the analyses and modifications to the

<p>policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches</p>	<ul style="list-style-type: none"> • Prepare findings and recommendations • Conduct spotlight analysis. Review and update annually. • Create and consult Fisheries Consultative Group • Create and consult Trans-boundary Stakeholder committees • Draft set of potential policy and legislative reforms and alternatives • Conduct regional/local consultations on draft reforms and alternatives • Revise selected draft reforms and alternatives based on consultations • Share revised set of potential policies and reforms for feedback from stakeholders • Propose and submit legislation 	<p>existing laws and regulations are accepted in principal.</p> <p>Networking at the highest political and technical levels will be critical for this activity to be successful.</p>
<p>1.2. Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystem</p>	<ul style="list-style-type: none"> • Consult institutions doing similar/related work • Strengthening the policy and legal framework • Regional fisheries information and violations reporting system • Conduct review of monitoring, enforcement , compliance • Assess institutional capacity: receiving/acting on violations; fisheries statistics and information • Produce report with findings and recommendations • Create and consult Enforcement Consultative Group • Create and consult Trans-boundary Stakeholder committees • Design proposed enforcement action plans • Conduct regional/local consultations on proposed plans • Finalize initial enforcement action plans • Conduct pilot implementation of action plans. Evaluate. • Conduct advocacy with plan implementers. Facilitate interagency cooperation • Revise enforcement action plans. Go to full implementation 	<p>The nature of trans-boundary zones are volatile and delicate due to the illegal activities that take place, National enforcement authorities do not have the capacity to overcome all these obstacles therefore MAREA will coordinate between the appropriate authorities. Reinforce the military alliances between Central American countries. Need to ensure that the Fishermen who support new regulations are protected.</p>

<p>1.3. Promote transparency and accountability and support public participation</p>	<ul style="list-style-type: none"> • Social marketing and public information program • Prepare trans-boundary zone profiles of local perceptions of violations • Diagnose violations tendencies: targeted species in zones • Construct tailored approaches to reporting: community monitoring, reporting mechanisms, other transparency/effectiveness mechanisms • Execute approaches on pilot basis. Evaluate. • Refine approaches and transition to full implementation. • Identify long-term institutional strengthening opportunities 	<p>Very similar to KRA 1.2</p>
<p>1.4. Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms.</p>	<ul style="list-style-type: none"> • Conduct national/trans-boundary zone institutional capacity needs assessment • Develop institutional capacity building plans with recommendations • Consult key decision makers and stakeholders • Finalize institutional capacity-building plans. • Get government concurrence on plans and confirm staff to be trained • Prepare training manuals, courses and materials; update periodically • Implement plans: conduct trainings • Evaluate training: measure institutional capacity changes 	<p>We anticipate no issues with this activity This has been carried out by (OSPESCA and CCAD both having the mandate to strengthen Fisheries and Environmental institutions);</p>
<p>1.5. Foster research on Central American coastal management and fisheries</p>	<ul style="list-style-type: none"> • Prepare draft Coastal Marine Research Strategy (CMRS), including potential use of open-access coastal-marine resources databases. Review annually/revise. • Consult potential partners/stakeholders to reach consensus. • Finalize CMRS • Conduct outreach, develop communications plan and promote strategy. • Implement collaboration plan (e.g., MOUs with universities) • Leverage matching funding through engagement with MDBs, others • Conduct annual research-sharing workshop • Support targeted placement of MAREA-supported research • 	<p>There is not a clear national or regional strategy for the coastal marine research; yet, OSPESCA include this in its Integration Policy for the Fishing and Aquaculture.</p> <p>MAREA will include National Fisheries and Environment Department from each Central American countries, as well as the main universities in the region</p>
<p>1.6. Foster the adoption and</p>	<ul style="list-style-type: none"> • Prepare IAC-oriented description of MAREA work program 	<p>There must be a strong link between IAC and</p>

<p>implementation of multilateral environmental agreements in all non-member Central American countries (turtles)</p>	<ul style="list-style-type: none"> • Coordinate with IAC Secretariat on proposed MAREA activities • Prepare engagement strategy for discussions with El Salvador • Engage Government of El Salvador on IAC to advocate signing • Prepare draft Tripartite Agreement engagement and advocacy strategy • Consult stakeholders to identify shared interests • Conduct legal review of Agreement • Draft proposed revisions to Agreement • Advocate on behalf of draft Agreement: Nicaragua/indigenous • Advocate on behalf of draft Agreement: Nicaragua/government • Make concerted effort to achieve signing, ratification and implementation of Agreement • Conduct analysis of lessons learned from IAC and Tripartite Agreement efforts 	<p>the countries; MAREA's mandate is to create these alliances.</p> <p>El Salvador has advanced in the last years, and the signing of the Convention seems to be probable with the support of MAREA</p> <p>In the case of Nicaragua, more detailed work must be done.</p>
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Project Strategic Objective 2:
Rights-based and market-based mechanisms and management incentives for conservation and sustainable use of coastal and marine fisheries resources and ecosystems promoted, with emphasis on ecosystem-based management.

KRAs	Activities	Problems and solutions
<p>2.1. Train artisan and industrial fishermen on best fisheries practices, with emphasis on rights- and/or market-based approaches.</p>	<ul style="list-style-type: none"> • Conduct training needs assessment, focusing on trans-boundary sites • Develop training strategy and individual training plans for each trans-boundary zone; update periodically • Prepare training manuals, course outlines and materials; update periodically • Recruit training participants • Implement training plan for Gulf of Honduras trans-boundary zone • Implement training plan for Bocas del Toro - Cahuita trans-boundary zone • Implement training plan for Gulf of Fonseca trans-boundary zone • Implement training plan for Mosquito Coast trans-boundary zone • Evaluate training effectiveness and measure results 	<p>The point of entry for this activity will be planned in great detail artisanal fishermen are very reticent to the change and right-based market-driven mechanism are an unknown to them.</p> <p>MAREA will leverage the existing leadership and organizations to support the necessary and appropriate training programs.</p>
<p>2.2. Pilot the use of Individual Transfer Quotas (ITQs) or similar rights-based mechanisms.</p>	<ul style="list-style-type: none"> • Prepare scoping study of rights-based mechanisms for targeted species in trans-boundary zones • Engage small-scale fishing communities in each trans-boundary zone in participatory diagnosis of fisheries 	<p>Very similar to KRA 2.1</p> <p>The inclusion of the industrial fisheries in this item is a must, because they have more valuable</p>

	<p>resource conditions</p> <ul style="list-style-type: none"> • Draft fisheries management plans. • Consult local trans-boundary and regional stakeholders on proposed plans • Finalize plans for multiple fisheries • Implement plans for multiple fisheries on pilot basis • Implement license/quota system: Glover's Reef lobster fishery • Monitor progress and results. Capture lessons learned. • 	<p>fisheries from the inversion point of view.</p> <p>ITQs are a different way to look for the rights access and can be discussed with the industrial and artisanal fishermen.</p>
<p>2.3. Increase the demand for products and services which provide conservation and sustainable use of coastal and marine resources.</p>	<ul style="list-style-type: none"> • Conduct market research on target audiences and multiple "markets" in Central America • Identify and engage candidate strategic partners • Design integrated public awareness campaign and implementation plan • Test key components of the public awareness campaign • Leverage campaign through strategic partnerships • Launch individual campaigns of the campaign according to plan • Build on complementary MAREA activities for programmatic synergy 	<p>There are a lot of illegal markets for fisheries products; lots of them are conducted by the same fishermen.</p> <p>The campaign must be conducted with the institutional authorities of fishing to have a more visible support</p>
<p>2.4. Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems which promotes sustainable economic development of local communities.</p>	<ul style="list-style-type: none"> • Conduct assessment of current state of ecosystems and target species in trans-boundary zones • Conduct assessment of current economic-social conditions • Identify critical links (fisheries and protected areas, predator-prey relationships, target species and areas of biological significance) • Evaluate existing plans and strategies • Identify lessons learned from prior experiences • Create and engage consultative group and stakeholder committees to frame problems and solutions • Develop alternative livelihoods to promote conservation of endangered species and ecosystems • Evaluate candidate measures for model plans • Prepare draft model plans and revision of existing plans. Make recommendations. • Consult consultative group and stakeholder committees to finalize plans and get commitment • Execute pilot projects and activities to 	<p>From the fisheries point of view, only Queen Conch is included under the II Appendix of CITES, but other target species are overexploited, which means that the work must include all of them.</p> <p>A way to deal with this problem is to assign to a different partner different species, so they can use their expertise for the biological and socioeconomic assessments of such species.</p> <p>The integrated work is needed to assess the ecosystem approach for the draft of management plans.</p>

	<p>support management plans</p> <ul style="list-style-type: none"> • Monitor and evaluate results • Adapt and revise plans • Execute full-fledged plans 	
<p>2.5. Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices.</p>	<ul style="list-style-type: none"> • Conduct PPP and alliances opportunity assessment • Cultivate relationships with potential partner businesses • Initiate discussions with multilateral/bilateral donors about leveraging opportunities. Continue through life of project. • Identify opportunities to increase revenues through marine protected area concessions and co-management arrangements • Screen environmental services to identify candidates for payment-for-environmental services arrangements. Implement pilots. • Draft and pilot proposed concessions and co-management arrangements 	<p>Very often communication is hampered due to the a distrust between Private Sector and the governments of Central American countries MAREA will work through OSPESCA's two working groups" private sector" and "local fishermen" in order to identify opportunities to reduce costs and to increase supply of resource. .</p>
<p>2.6. Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism.</p>	<ul style="list-style-type: none"> • Conduct assessment of current state of areas of biological significance • Conduct assessment of current economic-social conditions (in tandem with Activity 2.4) • Assess climate change vulnerability and adaptation potential • Identify critical ecosystem links (in tandem with Activity 2.4) • Evaluate existing marine protected area management plans • Identify lessons learned from prior experiences • Create and engage consultative group and stakeholder committees to frame problems and solutions • Evaluate candidate measures for existing and new plans • Prepare draft new plans and revision of existing plans. Make recommendations. • Consult consultative group and stakeholder committees to finalize plans and get commitment • Execute pilot projects and activities to support new and existing management plans • Monitor and evaluate results • Adapt and revise plans • Execute full-fledged plans 	<p>Majority CA countries know their MPA areas, laws and regulations for these sites, the issue is a lack of enforcement since there is no ongoing dialogue and communication mechanism to seek consensus with the stakeholders. The assessment of the MPAs in the Gulf of Honduras will identify the significant issues facing marine biodiversity for the Gulf of Honduras. Draft and revised management plans will be developed to overcome the threats to these areas.</p> <p>CCAD will be the regional point of entry for this activity (we will provide technical advice in order for CCAD, to understand the threats and proposed solutions.</p>

SECTION II. WORK PLAN NARRATIVE

MARCH 2010 – MARCH 2011

A. Key Result Areas

Key Result Area 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches

Description: MAREA will conduct a rapid policy analysis of each country's coastal/marine fisheries laws and regulations to determine gaps at the national, regional, and municipal levels. A –stoplight analysis will be carried out to identify key problems and priorities associated with the management of targeted endangered and economically important species (lobster, SPAGS, hawksbills, green and leatherback turtles) and their associated ecosystems. Results will be discussed with participatory target groups, and proposals will be presented for its adoption. This activity will begin in the Gulf of Honduras followed by activities in the Miskitos Coast, Cahuita-Bocas del Toro and Gulf of Fonseca (for which we anticipate that adoption of the necessary legislation will require additional resources and time).

Rationale: To respond to need to identify disparities and conflicts between national coastal and marine frameworks and seek opportunities for the harmonization of these frameworks as well as identify gaps in the coverage due to the uneven application of rules and regulations at a regional scale. To gain an understanding and to identify what government entity is responsible for managing and protecting the targeted species and their associated ecosystem at the site level.

Implementation mechanism: During the first three months of the project, the MAREA coastal-marine fisheries and governance team will contact the national fisheries institutions to review documents, base line, maps, and publications. Institutional Development Specialist Zulma de Mendoza will lead the team and will draw on the support of Fisheries Management Specialist Sergio Martinez, our short-term coastal marine governance/legal advisors, as well as CCAD and OSPESCA. A rapid policy analysis of each Central American country's laws and regulations will be conducted to determine gaps at the national, regional, and municipal levels. A –stoplight analysis will be carried out to identify the key problems and priorities to be resolved. Three main working groups at different levels will be created in order to improve the working relationship between the enforcement officials and fishermen and to advance the piloting and implementation of rights- and market-based approaches as mechanism to improve fishery management and conserve biodiversity. The ultimate objective is to create a positive alliance between government authorities, policy makers, fisherman,, and coastal communities. The MAREA project will leverage the activities of NGOs, bi-lateral, and multi-lateral institutions that are currently involved in similar activities such as projects

supported by NOAA. WWF, WCS, CCC, and TNC as partners will work on special issues such as lobsters, queen conch, and protected areas and habitats.

Expected results: A set of alternative draft policies and legislation based on rights- and market-based approaches will be designed, developed, and implemented throughout the region. MAREA will identify areas of consensus and propose a set of reforms that will be proposed to national governments for possible adoption. “Stoplight” analysis of policies and laws completed and three trans-boundary regional committees convened



1.1 KRA: Draft, harmonize, and adopt at the regional, national, and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market-driven approaches (Chemonics, WCS)						
Target(s): At least twenty (20) policies, laws, agreements, or regulations promoting sustainable natural resources drafted and adopted						
Approach: Bringing together two complementary forces – participatory consultations and collaboration with technical experts to analyze coastal /marine policies and laws.						
Related KRAs: 1.2, 1.3						
Activity	Quarter				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: In coordination with OSPESCA and CCAD compile, review, and summarize coastal and marine fisheries laws and policies. For the first year attention will be given to the development and incorporation of the National Fisheries Act of Belize as a					Zulma de Mendoza, María Antonieta Rivas, Sergio Martínez, WCS legal specialist	OSPESCA, CCAD, national fisheries institutions, local communities, municipalities, Belize Fisheries Dept. NOAA, CAFTA-DR projects, USAID.
Sub-activities WCS: Conduct analysis of the existing legal framework and compare to existing international obligations, and national legislation related to fisheries issues.					Sergio Martínez, WCS, legal specialist	OSPESCA, CCAD, NOAA, national fisheries institutions, local communities, municipalities,
Technical reviews supported by the external fisheries advisor, incorporating government and stakeholder groups to propose a new Fisheries Act for Belize.					Sergio Martínez WCS, legal specialist	OSPESCA, CCAD, national fisheries institutions, local communities, municipalities, Belize Fisheries
Submission of a draft to the Minister of Fisheries for presentation to Cabinet and the House of Representatives.					Sergio Martínez WCS, legal specialist	OSPESCA, CCAD, national fisheries institutions, local communities, municipalities, Belize Fisheries
Activity #2: Conduct stoplight analysis					Core MAREA Team	OSPESCA / CCAD
Activity #3: Three participatory and consultative mechanisms will be convened					Zulma de Mendoza, Sergio Martínez, WCS, WWF and TNC	OSPESCA, CCAD, national fisheries institutions, local
One coordination workshop with OSPESCA (CCAD) and national fisheries institutions (committees and consultative groups)					Zulma de Mendoza, Sergio Martínez, Juan Carlos Villagran, WCS, WWF and TNC (Gulf of Honduras), CCC, Solimar in Bocas and Gulf of Fonseca sites.	OSPESCA, national fisheries institutions, local NGOs
Convene four workshops for the trans-boundary sites: Gulf of Honduras, Miskitos, Bocas del Toro, (WCS, WWF) and Gulf of Fonseca					Zulma de Mendoza, Sergio Martínez, Juan Carlos Villagran, WCS, WWF and TNC (Gulf of Honduras), CCC, Solimar in Bocas and Gulf of Fonseca sites.	OSPESCA, national fisheries institutions, local NGOs

Key Result Area 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystem

Description: The project will evaluate and synthesize legal and policy frameworks for fisheries and for ecosystem management (marine protected areas) at the national and regional level in order to evaluate transparency, credibility and public participation in the policy development process. The project will prepare a draft analysis of the regional fisheries information and violations reporting system, and other pertinent information such as fisheries data, strategies for monitoring, existing species management plans, and institutional capacity of the fisheries and environmental sector. Outreach within targeted trans-boundary zones by the project's field technical staff will lay the groundwork to form one or more local trans-boundary stakeholder committees at each site.

Rationale: Currently, there are differences between Central American countries with respect to their regulations and enforcement of fisheries and marine coastal laws. It is necessary to review and analyze the relative performance of each country's reporting system, which the project will use to construct a draft proposal for consideration by each country.

Implementation mechanism: The project's Fisheries Specialist Sergio Martinez, Marine Endangered Species specialist, Juan Carlos Villagran and Ecosystem Specialist Zulma Mendoza will work with the project's legal consultant and counterparts OSPESCA, CCAD and NOAA to draft appropriate law defining monitoring and enforcement strategies as well as specific site-based action plans to promote sustainable use and protection of coastal and marine resources. NOAA's project with OSPESCA must be considered as a synergy point of MAREA.

Expected Results: First-year Results will include Laws and policy report of violations and a set of monitoring strategies drafted for the three countries in Gulf of Honduras The expected results are: 1) strengthening the policy and legal framework of coastal and marine management; 2) regional fisheries information and violations reporting system harmonized; and 3) creation of site-based action plans for critical marine ecosystems and species.



KRA 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystem (Chemonics)

Target(s): At least ten(10) law enforcement and monitoring strategies for target coastal and marine resources drafted and implemented. Implementation of a harmonized fisheries related violations reporting system in at least five (5) Central American countries

Approach: Integrate regional efforts in coordination with National Fisheries, Environmental and Tourism Authorities, CCAD, OSPESCA, partners and major local leaders

Related KRA: 1.1, 1.3

Activity	Quarterly				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Consult institutions doing similar / related work; conduct a review / evaluation of legal and policy frameworks for fisheries and MPAS at the national and regional level, evaluating transparency, and credibility, public participation, a condu					Sergio Martínez, Juan Carlos Villagran, MAREA legal specialist and consultants, TNC	OSPESCA, (Fisheries Regulations Group) – NOAA Project, CCAD, National, Fisheries institutions, local communities, municipalities
Activity #2: Evaluate regional and national institutional capacity to enforce current coastal and marine laws and regulations (violations, reporting systems and fisheries collection systems updated)					Sergio Martínez, Juan Carlos Villagran, MAREA legal specialist and consultants, TNC	OSPESCA, (Fisheries Regulations Group) – NOAA Project, CCAD, Nationa, Fisheries institutions, local communities, municipalities
Activity #3: Work with the Consultative Groups and Trans-boundary Committee to design and propose enforcement actions plans (Action Plan GdH)					TNC	Stakeholders

Key Result Area 1.3 Promote transparency and accountability and support public participation

Description: In month four our communications and outreach consultant will lead the process of developing a detailed social marketing and public information plan to strengthen MAREA's objectives in KRA 1.1 (policy and legislative reform and harmonization). This activity also complements the activities of KRA 1.2 (law enforcement and monitoring strategies and violation reporting systems). MAREA will begin to develop a public awareness and education program and campaign.

Rationale: National and regional transparency, accountability, and public participation are essential drivers for effective governance of marine fisheries and coastal resources. This component incorporates government involvement at the field, regional, and national levels in order to reinforce co-management, and rights- and market-based fisheries.

The approach for this activity will be realized through three inter-related routes: strengthening the policy and legal framework; strengthening regional fisheries' information and violations reporting systems; and, educating the public on marine and coastal resources through social marketing and public information programs.

Implementation mechanism: The institutional development specialist through coordination with OSPESCA, CCAD, NOAA, USAID ELE project, communications specialists, and NGOs, will review transparency, accountability, and public participation best practices and lessons learned in order to strengthen the coastal resources management policy and legal activities. An inventory and assessment will begin in month four to assess the capacity of national and regional fisheries institutions that receive and act on violations and the nature and extent of current fisheries statistics that can serve as the basis for the Regional Fisheries Information Network (RFIN). The overall activity will be led by the Monitoring and Evaluation Specialist Mario Jolón, with support from a communications expert and OSPESCA. In 2009 two regional reports were published (OSPESCA/WWF Turtle Capture Project) and the second (OSPESCA/FAO Shark Reporting Project), which will serve as the basis for a regional violation and reporting system. MAREA will launch a general media campaign to increase compliance to fisheries laws and regulations across the region.

Expected results: RFIN will be initiated by the end of year 1, with a fisheries violation reporting system introduced to at least five countries by the end of the project. A long term public awareness and education campaign will generate support among the public for better fisheries and coastal resources management. This campaign will be supported by RFIN data, publications, and case studies. Dissemination of campaign material will take place through NGOs, private sector associations, and schools among others.

KRA 1.3: <i>Promote transparency and accountability and support public participation (Chemonics, TNC, WCS, WWF)</i>						
Life of Project Target(s): TBD						
Approach: Adequate government involvement, foster co-management and rights-and market-based fisheries						
Related KRAs:1.1, 1.2						
Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
<p>Activity #1: Prepare trans-boundary zone profiles of local perceptions related to violations and enforcement systems on targeted species in trans-boundary zones.</p> <p>Site activities performed by subcontractors:</p>					<p>Zulma de Mendoza María Antonieta Rivas, Sergio Martínez, Juan Carlos Villagran, Legal specialist</p> <p>WWF, WCS (Belize), TNC (Gulf of Honduras), WWF (lobster)</p>	<p>OSPESCA, CCAD, National Fisheries institutions, local communities, municipalities, CAFTA-DR projects, TNC</p>
<p>WWF will focus its work on lobster and shark management in Belize, Honduras, and Nicaragua. They will coordinate and share information and experiences with WCS and TNC.</p>					WWF	TNC
<p>WCS will propose and establish conservation measures coordinated with OSPESCA and regional working groups</p>					WCS	TNC
<p>Activity #2: Establishment of a Regional Fisheries Information Network (RFIN). This system will be initially piloted in the Gulf of Honduras and the Cahuita-Bocas del Toro trans-boundary sites.</p>					<p>Sergio Martínez, Mario Jolón, Juan Carlos Villagrán, WSC, WWF , TNC, and CCC</p>	<p>OSPESCA, CCAD, National Fisheries institutions, local communities, municipalities, CAFTA-DR</p>
<p>Activity #3: Design training programs for NGOs, community organizations, and private sector associations to advocate for sustainable management of target species and important fishery areas.</p>					<p>Communications and Outreach Specialist, Zulma de Mendoza, Juan Carlos Villagrán</p>	<p>OSPESCA, CCAD, TNC, WWF, CCC, WCS, Guy Harvey Research Institute</p>

Key Result Area 1.4 Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms.

Description: MAREA will conduct various assessments to identify the capacity of key regional, national and local institutions to create and develop Institutional Capacity Building Plans (ICBPs). MAREA will strive to receive full concurrence from the identified government entities to commit staff to participate in proposed capacity development training programs. As such, four assessments will be designed, prepared and implemented – one for each trans-boundary zone and their corresponding local and national institutions. The first assessments will take place in the Gulf of Honduras and in Cahuita-Bocas del Toro in Month 5 of Year 1 (August). We anticipate completion of the first two assessments to occur within the first year of the project. Assessments for the Gulf of Fonseca and Miskito Coast will be initiated at the end of the first year. We will work with CCAD, OSPESCA, NOAA, and national fisheries authorities to support the development and execution of this activity.

One objective of this activity is to create a cross-fertilization of experiences gathered in the four assessments. The cross-fertilization of shared experiences will assist with the development of training plans designed in coordination with representatives of our two main regional partners ---CCAD and OSPESCA. The result will be the creation of valuable content and focus of the rights-based access/market-driven training programs.

Rationale: The purpose of these activities is to design and prepare ICBPs to strengthen fisheries and environmental institutions. These plans will be executed at a local and national level as a strategic tool to improve enforcement practices and rights-based, market-driven mechanisms.

Implementation mechanism: The institutional development specialist, fisheries specialist and our legal/governance specialists will develop terms of reference to carry out capacity needs assessments (focused on the enforcement practices and rights-based, market-driven mechanisms) at national and local institutional levels. Institutional capacity-building plans will be prepared from these assessments, and presented and shared with key decision-makers and target audiences. A training program which will include manuals, courses and informative material will be developed by the end of year one. Our partner WWF will conduct a financial and risk analysis in the Gulf of Honduras and Miskito Coast to suggest better lobster management practices. The WWF analysis will serve as a model which will be adapted and applied to the rest of the Central American countries.

Expected results: Institutional Capacity Building Plans (ICBPs) proposed and a training program designed. Results for first year: Analysis of institutional capacity needs ICBP draft prepared and a draft on a proposal for a Training Program ICBP for countries in the trans-boundary site of Gulf of Honduras: Nicaragua, Honduras and Guatemala.

KRA 1.4 Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms (Chemonics, WCS, WWF, TNC)

Target(s): At least fifteen hundred (1500) people from fisheries and environmental governmental and non-governmental institutions receiving USG supported training in natural resources management and or biodiversity conservation.

Approach: cross-fertilization of experience throughout the four assessments accomplished and training designed with representatives of regional partners CCAD and OSPESCA to participate.

KRAS related: 1.1, 1.2, 1.3

Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Overall Capacity needs assessment will be carried out to develop, Institutional capacity building plans (ICBPs): which include the following.					Gina Green, Zulma de Mendoza, Sergio Martínez, Juan Carlos Villagran, legal specialist regional / international	OSPESCA, CCAD, NOAA, USAID projects, National Fisheries institutions
WWF will conduct a financial and risk analysis on the impacts, overall revenue for local fisherman and intermediaries, monitoring of environmental impacts on target lobster populations.					WWF	OSPESCA
Promote best fishing practices for lobster management (Belize, Honduras and Nicaragua).					WWF, WCS	OSPESCA
Establish a strategy among countries to create better conditions to guarantee recruitment into lobsters' fisheries.					WWF, WCS	OSPESCA
Promote the establishment of marine protected areas and the implementation of management plans for those habitats (TNC and WWF) Golf of Honduras					WWF lobster management Gulf of Honduras, Miskito Coast, TNC for protected areas sites	Local Stakeholders
Activity #2: Draft ICBP will be prepared for the tri-national sites of Gulf of Honduras					Zulma Mendoza (TNC, WWF)	OSPESCA, CCAD
Activity #3: Establish a Training Program for government concurrence to the key institutions					CORE team and specialist Communication consultant, WCS, WWF	OSPESCA, CCAD
Activity 4: Prepare training manuals, courses and materials (Year II)						

Key Result Area 1.5 Foster research on Central American coastal management and fisheries

Description: The MAREA project will draft a Coastal Marine Research Strategy (CMRS) to foster coastal management and marine research in Central America. The development of this document will take place in coordination with key regional academic and government institutions responsible for marine and coastal scientific research and data. A final version of the CMRS will include a plan for collaboration with partners to be implemented through the strategic activities fund. A marine and coastal research network, incorporating face-to-face discussions between local stakeholders and researchers will be an outcome from this activity.

Rationale: The knowledge gap related to coastal zone management and fisheries is a recurring theme in Central America. As a result, it is necessary to create a mechanism to promote relevant fisheries research in the region. Critical scientific investigation will improve the responsible use, conservation, and management of coastal marine resources.

Implementation mechanism: MAREA Fisheries Specialist S. Martinez will be responsible for the implementation of this component and will work closely with Mario Jolón who will work with institutions such as the University of Florida and STRI on an initial draft of the Coastal and Marine Research Strategy (CMRS), in consultation with key counterparts (OSPESCA and CCAD). The strategy will highlight research opportunities at the regional, national and local levels, and will promote scientific collaboration among critical stakeholders across the region.

Expected Results: The expected result is the production of a draft of the CMRS that includes: 1) technical and scientific information to be applied during implementation; 2) a plan for promoting an intellectual legacy that extends beyond the end of project; and, 3) a researcher-driven network that supports collaboration and sharing of marine and coastal scientific information. Results for first year: Draft document for Coastal Marine Research Strategy (CMRS) complete and MOUs with collaborators executed



KRA 1.5 Foster research on Central American coastal management and fisheries (Cnemomics, University of Florida, STRI)						
Target: At least one regional mechanism to foster research is implemented						
Approach: Foster coastal marine research in Central America for fisheries management with universities and research centers						
KRAS related: 1.1, 1.2, 1.3						
Activity	Quarterly				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Prepare the draft Coastal Marine Research Strategy (CMRS). This will include the use of open-access coastal-marine resources databases. Review annually, revise, and update.					Sergio Martinez, Juan Carlos Villagran, University of Florida and Mario Jolon.	OSPESCA, CCAD, SICA
Activity #2: Consult potential partners/stakeholders to reach agreement on the finalization of CMRS. Conduct outreach, develop communications plan, and promote strategy.					Sergio Martinez, Juan Carlos Villagran, STRI, UWI, University of Florida	Regional Academic Institutions
Activity #3: Develop and implement an institutional collaboration plan (e.g., MOUs with universities)					Sergio Martinez, Juan Carlos Villagran	Regional Academic Institutions

KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non-member Central American countries (turtles)

Description: Utilizing scientific data, community engagement, and economic development activities, the MAREA project will advocate for the Inter-American Convention for the Protection and Conservation of Sea Turtles (IAC) among Central American governments, particularly the Government of El Salvador, which has not signed, and the Government of Nicaragua, which has yet to ratify the convention. Signing international treaties such as the IAC and the Convention on International Trade of Endangered Species (CITES) the to update and revise the Tripartite Agreement among: Panamá, Costa Rica and Nicaragua, as well as Honduras and Guatemala, all activities will be coordinated with critical stakeholders and government institutions.

Rationale: MAREA specialists will work in coordination with the Caribbean Conservation Corporation (CCC) and Wildlife Conservation Society (WCS) to gain the support of the ministries of all Central American countries to sign (El Salvador) and ratify (Nicaragua) the Inter-American Convention for the Protection and Conservation of Sea Turtle (IAC) and to revise the Cooperative Agreement for the Conservation of Sea Turtles of the Caribbean Coast of Costa Rica, Nicaragua and Panama by working with the appropriate government institutions to secure commitments from the above-mentioned countries.

Implementation mechanism: Through our proposed subcontractors CCC and WCS in coordination with the Chief of Party, MAREA will promote the signing of regional agreements such as the Tripartite Agreement and the IAC supported by USAID and NOAA's efforts on CITES. MAREA will develop a strategy to engage the Government of El Salvador to sign the convention. This particular activity will be guided by the chief of party and will be supported and facilitated by Institutional Development Specialist Zulma Mendoza. It is expected that by the end of the first year, adoption of the International Agreement for the Conservation of Caribbean Sea Turtles by the contracting parties will be accomplished. CCC and our MAREA short-term Sea Turtle Conservation Advocate Archie Carr III from WCS will begin to develop a strategy to secure a commitment from the leaders of the relevant countries to sign the Tripartite Agreement. To build support for the agreement, a draft of the proposed revisions will be shared with Nicaragua's Miskito communities, utilizing workshops to be held at CCC's Tortuguero station and Ngöbe-Buglé representatives from Panama in Bocas del Toro beach coast. A campaign to build support among community stakeholder groups and government officials will be carried out with the ultimate goal of the signing, ratification, and implementation of the agreement.

Expected results: Groundwork laid for the adoption of the International Agreement for the Conservation of Caribbean Sea Turtles by El Salvador and ratification by Nicaragua, and the development of an updated version of the Tripartite Agreement (Costa Rica, Panama and Nicaragua) on Sea Turtle Conservation drafted and submitted.

KRA 1.6: Foster the adoption and implementation of multilateral and environmental agreements in all non-member Central American countries. (Chemonics, WCS, CCC, Solimar)						
Target(s): Inter-American Convention for the Protection and Conservation of Sea Turtles El Salvador, Nicaragua), and the Tripartite Agreement (Nicaragua, Costa Rica, and Panamá) signed.						
Approach: Public outreach and advocacy for the benefits of agreements						
Related KRAs: 1.1, 1.2						
Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity # 1. Establish a coordinated strategy between the Secretariat of the Inter-American Convention for the Protection and Conservation of Sea Turtles (IAC) and the MAREA project for an approach to advocating the Government of El Salvador for the signature					Gina Green, Zulma de Mendoza, Juan Carlos Villagran and Sergio Martínez, Subs: WCS, CCC, Solimar	CCAD, USAID Projects, NOAA (Nancy Davies) and Ministry of Environment in El Salvador. IAC representative in Washington.
Activity #2: Prepare revised and updated draft Tripartite Agreement engagement strategy. Our partner CCC and MAREA short-term Sea Turtle Conservation Advocate Archie Carr III of WCS will begin to develop support for the Tripartite Agreement among the leaders of the three countries and work toward adoption and implementation of the Agreement.					Zulma de Mendoza, Sergio Martínez, Partners: WCS, CCC	OSPESCA, CCAD, Ministry of Environment and CAFTA-DR projects.
Activity #3: Workshop between the three countries to consult the proposed agreement; conduct a legal review in each country by the Ministries involved.					Zulma de Mendoza, Sergio Martínez, Partners: WCS, CCC	OSPESCA, CCAD, Ministry of Environment and CAFTA-DR projects.

KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis on rights- and/or market-based approaches

Description: MAREA will design and implement a training program with the goal of increasing knowledge and awareness among fisherman of rights and market-based mechanisms. The project will conduct training needs assessment at each trans-boundary site, with emphasis placed on understanding the social, economic, and cultural context in which the fisherman are operating. MAREA will devise strategies to foster acceptance of best practices of rights based mechanisms by fisherman associated with important economic and endangered marine species in the trans-boundary zones in relationship to economic and endangered marine species.

Rationale: Overfishing and difficulties involving property rights in Central America are primarily the result of unrestricted access to the fisheries. These issues are also directly linked to the increasing number of artisanal fishermen, which is seen as an easy opportunity for the unemployed. Rights and/or market-based mechanisms provide a methodology for limiting access and management rights, and a way for the stakeholders to participate in decision-making in order to sustain economically valuable and endangered marine resources such as SPAGs, turtles, lobster, conch and sharks.

Implementation Mechanism: Fisheries Specialist Sergio Martinez will lead this effort with support from the MAREA Training Specialist, the MAREA field technical specialists, and by subs (WWF, WCS & TNC). Working in the trans-boundary zones, they will develop project-wide training strategies, as well as a training implementation plan for each trans-boundary zone, including training manuals, course outlines and materials, and implementation guidelines consistent with the training strategy plans for improved management of fisheries and economic and endangered marine species.

Expected Results: Results for first year including training plans implemented in Gulf of Honduras and Bocas del Toro: at least 500 artisan and industrial fishermen trained in the first year and all participating fisherman aware of the best practices and participating in the management rights approach.



KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis on rights and/or market-driven approaches (Chemonics, WWF, TNC)

Target 6: At least 5 thousand (5,000) artisan and industrial fishermen are trained on marine protected areas and best fisheries practices, with emphasis on rights – and/or market-based mechanisms

Approach: Work with partners and counterparts to train artisanal and industrial fishermen in best fishing practices to improve the management of economic and endangered marine species

KRAS related: 1.1, 1.2, 2.2, 2.3

Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Conduct training needs assessment, focusing on trans-boundary sites and develop training strategy and individual training plans for each trans-boundary zone. Prepare training manuals, course outlines, and materials for the workshops					Sergio Martinez, Juan Carlos Villagran, TNC, WWF, and technical specialist	OSPESCA, CCAD, National Authorities of Fishing and Environment
Activity #2: Recruit training participants and implement training plans for Gulf of Honduras, Costa Miskito, and Bocas del Toro - Cahuita trans-boundary zones					Sergio Martinez, TNC, WWF, and technical specialist	OSPESCA, CCAD, National Authorities of Fishing and Environment
Activity #3: Evaluate training effectiveness and measure results. Follow up of the dive fishery transition					WWF, TNC	Stakeholders

KRA 2.2 Pilot the use of individual transferable quotas or similar rights-based mechanisms

Description: MAREA will conduct an assessment to determine the most appropriate rights-based mechanisms for targeted species in at least two of the trans-boundary zones. We will examine the feasibility of different management approaches, including the use of Individual Transferable Quotas (ITQ), or similar management measures of rights-based mechanisms. A pilot project implementing special licenses, limiting access, and establishing a quota system for Glovers Reef, Belize will take place. The output of the study and the pilot project will be the base for consultations with trans-boundary sites stakeholders, to expand ITQs and rights based mechanisms to other areas in Central America.

Rationale: Difficulties related to property rights and overfishing due to unrestricted access to fisheries is a common issue among Central American countries. Although annual catch quotas are applied to industrial fisheries in an effort to manage stocks, regulations are not yet applied to the small scale artisanal fisheries. MAREA will introduce and pilot the use of ITQs or similar rights-based mechanisms in Belize for the first year through WCS and in Honduras through WWF. MAREA will document the challenges and opportunities associated with applying rights-based mechanisms at a larger scale to ensure the sustainable fisheries.

Implementation mechanism: Activities under this KRA will be led by Fisheries Specialist Sergio Martinez, marine ecosystem and endangered species specialist Juan Carlos Villagran, and supported by Rights-based Access Advisors Robert Pomeroy and José Montañez, MAREA field technical staff. Subcontractors WWF and WCS will pilot the implementation of rights mechanisms in year Glovers Reef, Belize and in Honduras with the purpose of engaging small-scale fishing communities in each trans-boundary zone.

Expected results: Results for year one include fisheries management plans drafted and implemented. Fisheries catch and fisheries independent data collection completed. Pilot implementation of limited access and quota system for Glovers Reef, Belize.



KRA 2.2 Pilot the use of Individual Transferable Quotas or similar rights-based mechanisms (Chemonics, WCS, WWF)						
Target : At least ten (10) Individual Transferable Quotas, catch – shares, or similar rights – based mechanisms, established and implemented for strengthened best fisheries practices for target species.						
Approach: Introduce rights-base mechanisms and best fishing practices concepts among small-scale fishing communities						
KRAS related: 1.1, 1.2, 2.1, 2.4, 2.6						
Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: A scoping study will take place to determine the appropriate measures to implement rights-based mechanisms for targeted species. MAREA will examine the feasibility of different management approaches, including the use of Individual Transfer					Sergio Martínez, Juan Carlos Villangran, Robert Pomeroy, Jose Montañez, WCS, WWF.	OSPESCA, CCAD,
Activity #2: Pilot project establishing special licenses, limiting access, and/or establishing a quota system for Glovers Reef, Belize .					Sergio Martínez, WCS (Janet Gibson)	OSPESCA, Belize Fisheries Dept. Belize Parliament

KRA 2.3 Increase the demand for products and services that provide conservation and sustainable use of coastal and marine resources.

Description: Alliances will be created with local and regional private sector buyers and distributors of seafood as well as with small-scale industrial fishing fleets and fishermen cooperatives and associations to create market opportunities for more sustainably produced seafood (green certifications, voluntary standards, and buyer-producer agreements to generate price premiums and/or larger and more reliable market access for producers using sustainable practices). An integrated public awareness campaign will be prepared with messages and outreach customized to multiple target audiences and their markets.

Rationale: The existing consumer demand related to marine coastal resources represents an opportunity to support conservation and sustainable use through market-based fisheries management mechanisms.

Implementation mechanism: Together with our subs (WWF, CCC and Solimar) oversight and guidance provided by Augusto Rosales (alternative livelihoods specialist) backed by a local public relations firm, a MAREA Communications and outreach advisor will lead the design, testing, and launching of an integrated public awareness campaign with messages and outreach customized to multiple target audiences and their markets (lobster, turtles and sharks). The campaign will be leveraged through strategic private sector partnerships including corporate sponsors and media outlets. Products based on sustainable practices will be promoted, engaging government, private sectors and civil society.

In tandem with activities under Component 1, the MAREA Fisheries Specialist Fisheries Specialist and Marine Ecosystem and Endangered Species specialist will work with international partners WWF, CCC, and WCS and MAREA field technical staff to initiate discussions with local and regional private sector buyers and distributors of seafood and with small-scale industrial fishing fleets and fishermen cooperatives and associations regarding market opportunities for more sustainably produced seafood. Solimar will investigate high-potential opportunities for developing new sustainable products with potential partners among the tour operators, hotels, and other service providers operating in the four trans-boundary zones. Technical assistance will begin in at least one of the trans-boundary zones.

Expected results: Results for the first year include: Market research, awareness campaign and plan to increase demand for sustainable tourism products & services.

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2.3 KRA: increase the demand for products and services that provide conservation and sustainable use of coastal and marine resources (Chemonics, Solimar, WWF)						
Target(s): TBD						
Approach: integrated strategic media campaign to raise public awareness to generate demand for sustainably harvested food.						
Related KRAs: 1.1, 1.2, 1.4, 2.1, 2.5, 2.6						
Activity	Quarterly				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Create Central American regional marketing initiative that increases demand for sustainable tourism products and services that directly support sea turtle species and lobster and their ecosystems					Augusto Rosales (Alternative Livelihood Specialist), Solimar Sustainable Tourism Specialist, WWF	SICA, SE-CCAD, CCT, FEDECATUR, regional tourism industry, regional and international tour operators, Ministry of Tourism, Private Sector
Outreach campaign to consumers to help create demand for responsible sourcing in restaurants (business shift)					WWF, Solimar	Private Sector

KRA 2.4 Draft/update and implement model plans and programs for recovery of endangered species and their ecosystems that promotes sustainable economic development for local communities

Description: MAREA will conduct an assessment of the current state of ecosystems, target species, and economic-social conditions in the trans-boundary zones. The purpose of the assessment is to develop alternative livelihoods to promote conservation of endangered species and ecosystems, define threats and catalyze alliances, partnerships, and coalitions. A consultative group and stakeholders committee will be created to consult the evaluation of existing plans and strategies, with the identification of lessons learned from prior experiences, to prepare draft model plans and execute them with the consensus of previous groups. MAREA will create a Central America conservation model that directly links sustainable tourism to conservation of sea turtle species and their ecosystems. Field work on leatherback and hawksbill turtles as highly endangered species will be implemented as a pilot experience for the Caribbean Coast in Bocas del Toro with local communities and led by the MAREA subcontractor Caribbean Conservation Corporation (CCC). MAREA together with their subcontractors will develop or strengthen projects or organizations that promote and sell marine-based tourism attractions (sea turtles, manatees, dolphins) that directly support protection of the species and their ecosystems.

Rationale: The purpose of the activities outlined above is to create support for the turtle conservation tourism sector. The goal is to ultimately stabilize and recover populations of leatherback and hawksbills turtles as Caribbean Endangered species and their ecosystems through understanding and educational programs with communities and management plans. Technical review, analysis, and the assessment during the start-up phase will generate findings and guidance for this KRA as well as for KRA 2.6.

Implementation mechanism: This work will be led by Marine Ecosystem and Endangered Species Conservation Specialist J.C. Villagran, supported by MAREA subcontractors CCC and Solimar.

Expected results: Results for the first year include an assessment and a review of the plans for the recovery of endangered species and the implementation of new ones. Results for the LOP include: 1) Conservation model developed and supported by conservation and tourism communities 2) Design and piloting of Endangered Species and Ecosystem Recovery Plans (ESERPs) for two species of marine turtles, 3) Communities trained to build conservation local capacity and impacts on poaching, dog predation and illegal turtle fishing reduced. Data and monitoring system established and protection and habits on protection of key habitat implemented.



KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems (Chemonics, TNC, CCC, WCS, Solimar)

Target 8: At least seven million [redacted] of additional sales of products or services that can be directly attributed to the activity

Approach: The importance of recovery of endangered species will be addressed and plans for recovery drafted in all chosen zones

KRAS related: 1.1, 1.2, 2.3, 2.6

Activity	Quarterly				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: Conduct assessment of current state of ecosystems and target species as well as the socioeconomic conditions, to identify critical links and evaluate existing plans and strategies, identify lessons learned from prior experiences					J.C.Villagran, TNC, WCS, CCC, Solimar Sustainable Tourism Specialist	OSPESCA, CCAD, SICA, SE-CCAD, CCT, FEDECATUR, regional scientific community, regional tourism industry, regional NGOs, Private Sector
Central America conservation model linking sustainable tourism to conservation of sea turtle species and their ecosystems					WCS, Solimar, CCC	Regional NGOs and Stakeholders
Activity #2: Create and engage consultative group and stakeholder committees to frame problems and solutions, to develop alternative livelihoods to promote conservation of endangered species and ecosystems					Juan Carlos Villagrán, CCC	Regional and Local NGOs and Stakeholders
Activity #3: Using the conservation model created in Activity 1, develop and/or strengthen projects or organizations that promote and sell marine-based tourism attractions (sea turtles)					Sustainable Tourism Specialist and Solimar	Regional tourism industry, Private Sector, Regional and local NGOs.
Activity# 4: Execute pilot projects and activities to support management plans and monitor and evaluate results- establish PPP to protect at least 50,000 turtle nests (Bocas/Juan Carlos Villagran)					Juan Carlos Villagrán, CCC, MAREA Core team	Stakeholders
Stabilize and recover Caribbean hawksbills and leatherbacks at the most important nesting site in the Pacific Central American coast: Bocas del Toro – Chiriqui, in Panama.					Juan Carlos Villagrán, CCC, WCS	Indigenous and local community groups
Identify nesting population hawksbill and leatherbacks turtles in Bocas del Toro province, Gulf of Fonseca					Juan Carlos Villagrán, CCC, WCS	
Design a Program to protect nests addressing continued poaching by humans and predators and implement environmental education programs.					Juan Carlos Villagrán, CCC, WCS	Indigenous and local community groups

KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices (Chemonics, Solimar, WWF, WCS and TNC)

Target(s): At least [REDACTED] of non-USG financed conservation efforts leveraged, payment for environmental services, or additional revenues provided for conservation by governments and by the private sector through public-private alliances

Approach: Engage private sector to identify alliance opportunities. Example: involve major developers on the coast in conservation efforts by designing market-based solutions to reduce threats to marine and coastal wildlife.

Related KRAs: 2.3, 2.4

Activity	Quarterly				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
<p>Activity #1: Conduct PPP and alliances opportunity assessment coordinated with activity 2.3 – public awareness campaign.</p> <p>Sub activity: Establish alliances with fisheries sector (local fishermen associations and cooperatives) to develop codes and conservation practices</p>					Gina Green, Zulma Mendoza, PPP consultant, SOLIMAR, WWF and CCC.	SICA, OSPECA, SE-CCAD, USAID Projects
<p>Activity #2: Create a public-private alliance composed of government representatives, scientific community members, NGOs, and the private tourism industry to support conservation of sea turtles through sustainable tourism (Solimar and WWF).</p> <p>Gulf of Honduras, Miskito Cays, and Bocas del Toro will be the first sites in the first year.</p>					WWF, Solimar	Private Sector, Fishermen, Processors, Wholesalers and Retailers
<p>Activity #3: Engage Inter-American Development Bank and World Bank in discussions on leveraged donor funding</p>					MAREA, WWF, TNC	Multilateral Banks
<p>Activity 4: Identify opportunities to increase revenues for protected areas and marine parks through expanded tourism concessions and co-management alliances (TNC, WWF, Solimar and WCS).</p>					Gina Green, Juan Carlos Villagran, PPP consultant, and TNC	Private Sector

KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism

Description: MAREA will carry out a biological and socio-economic assessment of valuable marine biodiversity areas including an examination of their vulnerability to climate change. The overall site plan will identify critical ecosystem links, evaluate effectiveness of existing conservation efforts in marine protected areas, and develop specific management programs for key economic marine species such as grouper, queen conch, and lobster in the Gulf of Honduras.

MAREA will draft action plans and will execute specific pilot activities to support new and existing plans. We will complete a marine national gap analysis for Belize, which will identify priority areas for conservation and different management options (protected areas, no take zones, and responsible fishing areas).

Rationale: This activity along with the KRA 2.4 and 2.5 are fundamental for the development of economic and endangered marine species management plans. Consultative groups, stakeholders committees, TRIGOH, fisheries departments and environmental agencies will be brought into the discussion of fisheries and protected areas management.

Implementation mechanism: This activity will be lead by Marine Ecosystems and Species Conservation Specialist, J.C. Villagran, and will be supported by partners TNC, WCS, WWF, the trans-boundary consultative group, and the stakeholders group. TNC and WWF will work together with the core team and the MAREA specialists to establish action plans and strategies for specific sites and key species in Gulf of Honduras.

Expected results: Project results for year one will include an assessment and a review of plans for the management of marine protected areas and the implementation of new ones. Results for LOP include: 1) Action Plan for the Gulf of Honduras, including protected areas, no take areas and responsible fishing areas accepted by the government authorities 2) creation of consultative groups, stakeholders committee, and the TRIGOH reactivated and functioning 3) strategies developed for key economic and endangered marine species and biologically important ecosystems.



KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism (Chemonics, TNC, WWF)						
Target: At least 50,000 hectares in areas of biological significance under improved management as a result of USG assistance.						
Approach: The importance of the management of marine protected areas will be disseminated in various forums and management plans will be drafted in all selected zones						
KRAS related: 1.1, 1.2, 2.3, 2.4,						
Activity	Quarters				Leader, Staff, Consultants	Counterparts
	1	2	3	4		
Activity #1: The main activity will be to conduct overall assessment of the biological and socio-economic status of areas rich in biodiversity including a review of their vulnerability and potential for adaption to climate change at the trans-boundary site level.					J.C.Villagran, TNC, local organizations (TRIGOH) WWF	OSPESCA and CCAD.

ANNEX A
TIMELINE OF ACTIVITIES BY QUARTER

TIMELINE OF ACTIVITIES BY QUARTER

	Quarters			
	1	2	3	4
MAREA				
Mobilization and Management				
Define scopes of work and budgets for partners				
Finalize subcontracts				
Make orientation visits (COP with COTR) to country capitals				
Conduct start-up workshop with team, USAID, counterparts				
Make orientation visits (key personnel/others) to trans-boundary zones: - Establish presence in Gulf of Honduras - Establish presence in Bocas del Toro - Establish presence in Miskito Coast - Establish presence in Gulf of Fonseca				
Prepare annual work plan (first-year/start-up; annually/Aug-Sept)				
KRA 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches				
In coordination with OSPESCA and CCAD, review and compile coastal, marine, and fisheries laws and policies. - Prepare policy analysis of each country.				
Conduct a spotlight analysis				
Conform three participatory and consultative mechanisms (fisheries consultative groups)				
Carry out consultative and participatory workshops with target groups and committees to discuss and develop consensus on a set of proposal reforms and advocate for their adoption. - 8 trans-boundaries consultations and 4 workshops carried out				
KRA 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystems				
Consult institutions doing similar related work				
Conduct a review/evaluation of legal and policy frameworks for fisheries and MPAS at the national and regional level - Draft assessment of the institutional capacity, findings/recommendations				
Conduct a review of monitoring enforcement and compliance				
Evaluate regional and national institutional capacity to enforce current coastal and marine laws and regulations (violations, reporting systems and fisheries collection systems updates) - Draft set of recommendations on enforcement and monitoring strategies for target the coastal and marine resources in the countries of Gulf of Honduras				
In coordination with OSPESCA create and consult Enforcement Consultative Group				
In coordination with OSPESCA, create and consult Trans-boundary Stakeholders Committees				
Work with the Consultative Groups and Trans-boundary Committee to design and propose enforcement actions plans in Gulf of Honduras				
KRA 1.3 Promote transparency and accountability and support public participation				
Prepare trans-boundary zone profiles of local community perceptions of fisheries laws and enforcement tendencies on targeted species in trans-boundary zones				
Establish a Regional Fisheries Information Network (RFIN)				

Implement pilot system in the Gulf of Honduras and Cahuita-Bocas del Toro project sites				
Design training programs for NGOs, community organizations, private sector associations, to advocate on behalf of sustainable management of target species and important fishery areas.				
KRA 1.4 Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms				
Overall Capacity needs assessment will be carried out to develop Institutional Capacity Building Plans (ICBPs) - WWF will conduct a financial and risk analysis on the impacts, overall revenue for local fishermen and intermediaries, monitoring of environmental impacts on target lobster populations. - Promote best fishing practices for lobster management (Belize, Honduras and Nicaragua) - Establish a strategy among countries to create better conditions to guarantee recruitment into lobster's fisheries - Promote the establishment of marine protected areas and the implementation of management plans for those habitats in the Gulf of Honduras.				
Draft ICBP will be prepared for the tri-national sites of Gulf of Honduras				
Establish a Training Program for government concurrence to the key institutions.				
Prepare training manuals, courses and materials (Year II)				
KRA 1.5 Foster research on Central American coastal management and fisheries				
Prepare the draft Coastal Marine Research Strategy (CMRS), this will include the use of open-access coastal-marine resources databases. Review annually, revise and update.				
Consult potential partners/stakeholders to reach agreement on the finalization of CMRS; conduct outreach, develop communications plan and promote strategy.				
Develop and implement an institutional collaboration plan (e.g., MOUs with universities)				
KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non member CA Countries (turtles)				
Establish a coordinated strategy between IAC Secretariat and MAREA work plan to approach discussions with El Salvador to advocate signing of the ICA.				
Prepare revised and updated draft Tripartite Agreement engagement strategy - Advocate on behalf of draft Agreement: Nicaragua/indigenous groups - Advocate on behalf of draft Agreement: Nicaragua/government				
Workshop between the three countries to consult the proposed agreement; conduct a legal review in each country by the Ministries involved.				
KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis emphasis on rights and/or market-driven approaches				
Conduct training needs assessment, focusing on trans-boundary sites and develop training strategy and individual training plans for each trans-boundary zone; training manuals, course outlines and materials must be prepared for the workshops				
Recruit training participants and implement training plans for Gulf of Honduras, Costa Miskito and Bocas del Toro - Cahuita trans-boundary zones				
Evaluate training effectiveness and measure results, and follow up of the dive fishery transition				
KRA 2.2 Pilot the use of ITQs or similar rights-based mechanisms				
A scoping study will take place to determine the appropriate measures to implement rights-based mechanisms for targeted species; we will examine the feasibility of different management approaches, including the use of Individual Transferable Quotas (ITQ), or similar management measures of right-based mechanisms.				
A pilot project implementing special licenses, limiting access and establishing a quota system for Glovers Reef, Belize will take place.				

Work Plan (MAREA)

KRA 2.3 Increase the demand for products and services which provide conservation and sustainable use of coastal and marine resources				
Create Central America regional marketing initiative that increases demand for sustainable tourism products & services that directly support sea turtle species and lobster and their ecosystems. Outreach campaign to consumers that will help create the demand for responsible sourcing in restaurants (business to shift)				
Connect sustainable tourism products & services identified along –La Ruta Amistad (Costa Rica-Panama) to national and international markets				
Assist DMOs established in Bocas del Toro and Gulf of Honduras in marketing their destinations and the sustainable tourism products their members offer (tours, seafood, artisans)				
KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems				
Conduct assessment of current state of ecosystems and target species as well as the socioeconomic conditions, to identify critical links and evaluate existing plans and strategies, identify lessons learned from prior experiences. Create Central America conservation model that directly links sustainable tourism to conservation of sea turtle species and their ecosystems				
Create and engage consultative group and stakeholder committees to frame problems and solutions, to develop alternative livelihoods to promote conservation of endangered species and ecosystems				
Using the conservation model created in Activity 1, develop and/or strengthen projects or organizations that promote and sell marine-based tourism attractions (sea turtles, manatees, dolphins projects or) that directly				
Execute pilot projects and activities to support management plans and monitor and evaluate results. Conservation activities carried out by sub contractor CCC, to stabilize and recover Caribbean hawksbills and leatherbacks at the most important nesting site in the Pacific Central American coast: Bocas del Toro – Chiriquí, in Panama. Identify nesting population of hawksbill and leatherbacks turtles in Bocas del Toro province Design a Program to protect nests addressing continued poaching by humans and predators and implement environmental education programs.				
KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices				
Conduct PPP and alliances opportunity assessment coordinated with activity 2.3 – public awareness campaign				
MAREA with subs, will contact Inter American Developing Bank and the World Bank as a potential donors for leveraging funding				
Identify opportunities to increase revenues for protected areas and marine parks coordinated with TNC, WWF, Solimar and WCS, to expand tourism concessions and co-management alliances.				
KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism				
The main activity will be to conduct overall assessment of the biological and socio-economic status of areas of valuable biodiversity and their vulnerability and adaptation to climate change at trans-boundary site level. The overall site plan will identify critical ecosystem links and evaluate the management of existing marine protected areas management. Specific management programs will be developed for key species such as Grouper, Queen Conch in the first year for Gulf of Honduras.				
Create and engage in consultative group and stakeholder committees for existing and new protected areas				

Review and evaluate existing plans and prepare draft model plans and recommendations, to consult consultative group and stakeholder committees to finalize plans and get commitment.				
An assess impact of climate change on key species: Grouper, conch, and propose adaptations strategies.				
A proposal of Action Plan for Gulf of Honduras (TNC)				
TNC				
KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism				
Marine National GAP analysis in Belize will be finished by TNC. They will analyze and reevaluate MPAs management plans for the Gulf of Honduras to adequately manage fisheries resources to climate change adaptation (activity 4). Evaluate MPA zoning and their relevance to sites of key biological importance for marine biodiversity (key fishery spp.) and propose changes to include sites into protection scheme.				
Create and engage in consultative group and stakeholder committees for existing and new protected areas in the Gulf of Honduras. - Subcontractor TNC will create a consultative group and stakeholder Committee - TNC will reactivate and engage TRIGOH's commission of Fisheries, Protected Areas and Endangered Species - Frame problems and solutions in Gulf of Honduras				
A proposal of Action Plan for Gulf of Honduras				
WCS				
KRA 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches				
Belize Review of National Fisheries Act. Revise Fisheries Act to more fully incorporate ecosystem-based fisheries management (EBFM) principles and allow for additional innovations aimed at sustainable fisheries.				
Increase stakeholder engagement in and support for revised governance framework for ecosystem-based fisheries management in Belize.				
Increase legal, technical, and institutional capacity within the Government of Belize and other key stakeholders in ecosystem-based fisheries management.				
KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non member CA Countries (turtles)				
Achieve international cooperation for the long-term sustainability of populations for Caribbean sea turtles				
KRA 2.2 Pilot the use of ITQs or similar rights-based mechanisms				
Implement an impact study of the June 2010 Special License System, and June 2011 Limited Access and Quota System.				
KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems				
Build governance capacity of local communities in Miskito coast to collectively manage natural resource use.				
Facilitate stakeholder-based plan to reduce take of green turtles to a more sustainable level, and eliminate the killing of sea turtles captured in the fishery in Miskito coast area.				
Strengthen the program to monitor green turtle fishery landings, monitor in-water green turtle aggregation using mark-recapture methodologies used in the RAAS, conduct in-water habitat studies, and provide alternative livelihoods for 3 turtle fishers by working as research assistants to the project in the Miskito coast.				

Conduct a campaign to improve the awareness and knowledge of local community members in Miskito coast about the need to improve management and conservation of marine turtles.				
WWF				
KRA 1.3 Promote transparency and accountability and support public participation				
Create a social marketing and public information program to reduce local consumption of illegal and undersized lobster in Honduras and Nicaragua.				
Prepare trans-boundary zone profiles of local perceptions of violations				
Prepare a campaign too help create the demand for responsible sourcing in restaurants.				
KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis emphasis on rights and/or market-driven approaches				
Conduct training needs assessment				
Develop training strategies and individual training plans for each trans-boundary zone				
Prepare training manuals, course outlines and materials				
KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices				
WWF will work in coordination with Solimar to create a public-private alliance comprised of government representatives, scientific community members, NGOs, and the private tourism industry to support conservation of sea turtles through sustainable tourism. (Gulf of Honduras, Miskito Coast and Bocas del Toro will be the first two sites for the first year)				
KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism				
WWF in coordination with TNC will execute pilot projects and activities to support management plans and monitor and evaluate results. An assess impact of climate change on key species: grouper, conch, and propose adaptations strategies. WWF will work on management plans for lobster fisheries.				
CCC				
KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non member CA Countries (turtles)				
Support and conduct a legal review and prepare a white paper related to the Tripartite Agreement (Costa Rica, Panama, and Nicaragua)				
KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems				
Protect nesting sea turtles (hawksbills and leatherbacks), eggs and hatchlings in the Bocas del Toro Province of Panama and build local conservation and ecotourism capacity				
Prepare training and collaborative workshops to protect sea turtles				
SOLIMAR				
KRA 2.3 Increase the demand for products and services which provide conservation and sustainable use of coastal and marine resources				
Create Central America regional marketing initiative that increases demand for sustainable tourism products & services that directly support sea turtle species and their ecosystems				
Connect sustainable tourism products & services identified along -La Ruta Amistad (Costa Rica-Panama) to national and international markets				
Assist DMOs established in Bocas del Toro and Gulf of Honduras in marketing their destinations and the sustainable tourism products their members offer (tours, seafood, artisans)				
KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered				

species and their ecosystems			
Create Central America conservation model that directly links sustainable tourism to conservation of sea turtle species and their ecosystems			
Develop or strengthen projects or organizations that promote and sell marine-based tourism attractions (sea turtles, manatees, dolphins) that directly support protection of the species and their ecosystems			
KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices			
Create a public-private alliance comprised of government representatives, scientific community members, NGOs, and the private tourism industry to support conservation of sea turtles through sustainable tourism			

ANNEX B
TRAINING AND WORKSHOPS: SCHEDULE & LOCATIONS

TRAINING AND WORKSHOPS: SCHEDULE & LOCATIONS

	YEAR 1			
	1st. Qrt.	2nd. Qrt.	3rd. Qrt.	4th. Qrt.
MAREA				
Mobilization and Management				
Workshop (define scopes of work and budgets for partners)				
Conduct start-up workshop with team, USAID, counterpart				
Conduct start-up workshop with team, USAID, subcontractors				
Orientation meetings (COP with COTR) to country capitals				
Introduction Meetings (key personnel/others) to transboundary zones: - Gulf of Honduras - Bocas del Toro - Miskito Coast - Gulf of Fonseca				
Launching of MAREA Project: SICA, CCAD, USAID, OSPESCA (meeting)				
KRA 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches				
Workshop with OSPESCA (CCAD) and subcontractors to identify strategies, mechanisms and members, to form Transboundary Committees and Consultative Groups				
4 site Workshops to present the project to other identified local organizations and projects in the four transboundary sites: Gulf of Honduras, Miskitos Coast, Bocas del Toro, and Gulf of Fonseca				
Carry out consultative and participatory workshops with OSPESCA and national authorities to discuss the drafting of a set of reforms and advocate for their adoption.				
KRA 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystems				
Meetings to asses institutional capacity: receiving/acting of violations, fisheries information and a general information of institutions and violations				
Workshop (Consultative Groups and Transboundary Committee) design and propose enforcement actions plans.				
KRA 1.3 Promote transparency and accountability and support public participation				
Workshops in each country to compile fisheries information network what will be piloted in Gulf of Honduras and Cahuita-Bocas del Toro Project Sites				
KRA 1.4 Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms				
Workshops to Establish a Training Program for key government institutions				

Work Plan (MAREA)

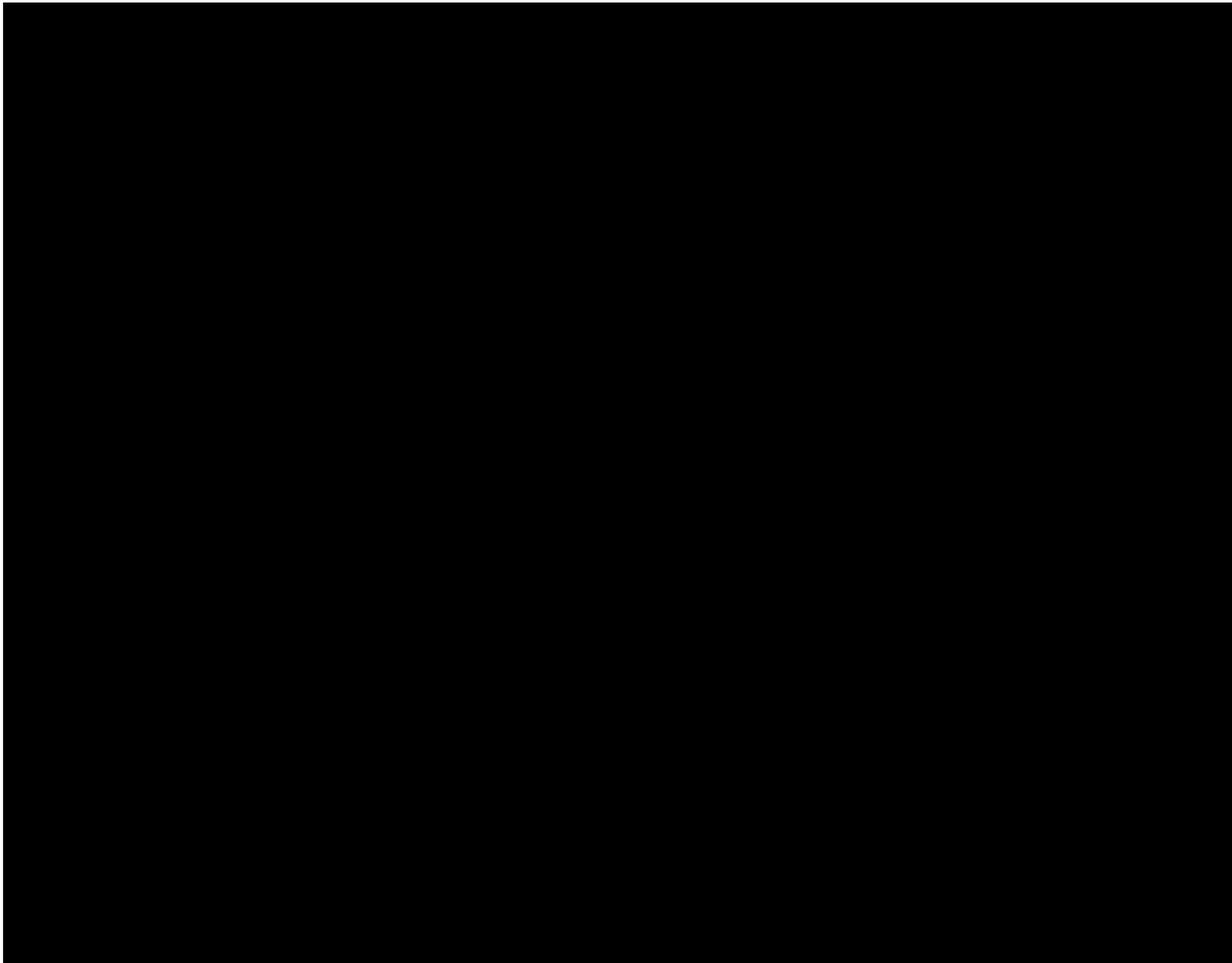
KRA 1.5 Foster research on Central American coastal management and fisheries				
Consultation Workshops potential partners/stakeholders to reach agreement on the finalization of CMRS; conduct outreach, develop communications plan and promote strategy.				
KRA 1.6 Foster the adoption and implementation of multilateral environmental agreements in all non member CA Countries (turtles)				
Meeting to establish a coordinated strategy between IAC Secretariat and MAREA work plan to approach discussions with El Salvador to advocate signing of the ICA.				
3 workshops tri-national countries (three countries) to consult the proposed agreement; conduct a legal review in each country by the Ministries involved.				
KRA 2.1 Train artisan and industrial fishermen on best fisheries practices, with emphasis emphasis on rights and/or market-driven approaches				
Training meetings to implement training plans for Gulf of Honduras, Miskito Coast and Bocas del Toro - Cahuita transboundary zones				
KRA 2.2 Pilot the use of ITQs or similar rights-based mechanisms				
Workshops to determine the appropriate measures to implement rights-based mechanisms for targeted species; we will examine the feasibility of different management approaches, including the use of Individual Transferable Quotas (ITQ), or similar management measures of right-based mechanisms.				
Workshop to implement special licenses, limiting access and establishing a quota system for Glovers Reef, Belize				
KRA 2.3 Increase the demand for products and services which provide conservation and sustainable use of coastal and marine resources				
Workshop Central America Regional Marketing Initiative for sustainable tourism products & services				
KRA 2.4 Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems				
Workshop to execute pilot projects and activities to support management plans and monitor and evaluate results.				
KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices				
Meetings to establish alliances with fisheries sector: local fisherman associations and cooperatives to develop codes and conservation practices				
KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism				
Presentation of Gulf of Honduras draft site plan.				
Meetings to create and engage in consultative group and stakeholder committees for existing and new protected areas				

ANNEX C
ANTICIPATED PROCUREMENT AND EQUIPMENT FOR YEAR 1

Per section H.7 of the Water II IQC and in accordance with guidance from the Regional Contracting Officer during the Post Award Orientation meeting on April 19, 2010, Chemonics International hereby respectfully provides the following information related to procurements of non-expendable property (NXP) that will occur under the Management of Aquatic Resources and Economic Alternatives (MAREA) program during Project Year One.

AIDAR 752.245-70 defines non-expendable property as –property which is complete in itself, does not lose its identity or become a component of another article when put into use; is durable, with an expected service life of two years or more; and which has a unit cost of more than \$500. Given this definition, procurements of the following nonexpendable property will take place over the course of the first twelve months of the project; this equipment will be used by field office personnel for administrative and project management purposes.

Anticipated Nonexpendable Property Purchases Under MAREA in Project Year 1:



The approximate cost for these procurements is [REDACTED]. Procurement of this equipment will be carried out by following Chemonics’ standard procurement policies,

which are guided by the FAR and AIDAR regulations regarding procurement as applicable. Adequate quotations or cost competition will be obtained as necessary for all transactions above the micro-purchase threshold. Please note that per section H.6 of the IQC contract all purchases will be made in compliance with the 000 geographic code unless a waiver is provided by USAID for purchases conducted locally in accordance with the source/origin/nationality guidance of the local procurement regulations found in [22 CFR 228.40](#).

Finally, In accordance with section.8 of the task order and FAR 52.245-5 and AIDAR 752-245-70, Chemonics will provide an annual report of all non expendable property acquired throughout the year to the COTR as an attachment of the Annual Report.

ANNEX D
INTERNATIONAL TRAVEL & RATIONALE

INTERNATIONAL TRAVEL & RATIONALE

Travel

MAREA		YEAR 1 (quarter)				Destination
		1st	2nd	3rd	4th	
Mobilization and Management						
	Conduct start-up workshop with team, USAID, counterparts					ES
	Make orientation visits and side meetings (COP with COTR) to country capitals					Bel, Gua, Hon, Nic, CR, Pan
	Make orientation visits (key personnel/others) to transboundary zones: - Establish presence in Gulf of Honduras - Establish presence in Bocas del Toro - Establish presence in Miskito Coast - Establish presence in Gulf of Fonseca					Bel, Gua, Hon, Nic, CR, Pan
	Launching of MAREA Project: SICA, CCAD, USAID, OSPESCA					ES
KRA 1.1 Draft, harmonize and adopt at the regional, national and municipal level policies and legislation on target coastal and marine resources, with emphasis on rights-based, market driven approaches						
	Coordination a reviewing and compile coastal and marine - fisheries laws and policies					Bel, Gua, Hon, Nic, CR, Pan
	Assist technical review supported by external fisheries advisors to produce a new Act proposal for Belize.					Belize
	Participation in conducting an Stoplight analysis					Bel, Gua, Hon, Nic, CR, Pan
	Workshop with OSPESCA (CCAD) and subcontractors to identify strategies, mechanisms and members, to form the Transboundary Committees and Consultative Groups					ES
	4 site Workshops to present the project to other identified local organizations and projects in the four transboundary sites: Gulf of Honduras, Miskitos Coast, Bocas del Toro, and Gulf of Fonseca					Bel, Gua, Hon, Nic, CR, Pan
	Carry out a consultative and participatory workshop with OSPESCA and national authorities to discuss the drafting of a set of reforms and advocate for their adoption.					Belize
KRA 1.2 Draft and implement law monitoring and enforcement strategies and action plans for coastal and marine resources and ecosystems						

	Review and Evaluate legal and policy frameworks for fisheries at national and regional level					Bel, Gua, Hon, Nic, CR, Pan
	Assess institutional capacity: receiving/acting of violations, fisheries information and a general information of institutions and violations					Bel, Gua, Hon, Nic, CR, Pan
	Work with the consultative groups and transboundary committees to design and propose enforcement action plans					Bel, Gua, Hon, Nic, CR, Pan
KRA 1.3 Promote transparency and accountability and support public participation						
	Prepare transboundary zones profiles of perceptions of violations and diagnose tendencies on targeted species in transboundary zone					Bel, Gua, Hon, Nic, CR, Pan
	Establishment of a regional fisheries information network what will be piloted in Gulf of Honduras and Cahuita-Bocas del Toro Project Sites					Hon, Gua, Bel
	Design trainings programs to advocate on behalf of sustainable management of target species and important fishery areas					Bel, Gua, Hon, Nic, CR, Pan
KRA 1.4 Strengthen fisheries and environmental institutions and organizations on improved enforcement practices and rights-based, market-driven mechanisms						
	Meet to discuss capacity needs and create Institutional Capacity Building Plans (ICBP's)					Bel, Gua, Hon
	Prepare ICBPs to be presented and shared for implementation to government authorities					Bel, Gua, Hon
	Establish a training program for government concurrence to the key institutions.					Bel, Gua, Hon
KRA 1.5: Foster research on Central American coastal management and fisheries						
	Draft Coastal and Marine Research Strategy including potential use of open-access coastal and marine resources database.					Bel, Gua, Hon, Nic, CR, Pan
	Consult potential partners/stakeholders to reach consensus in order to finalize CMRS, develop communications plan and promote strategy					Bel, Gua, Hon, Nic, CR, Pan

	Implement collaboration plan (MOU's with universities)					Bel, Gua, Hon, Nic, CR, Pan
KRA 1.6: Foster the adoption and implementation of multilateral and environmental agreements in all non members Central American Countries. (Partners: CCC and WCS)						
	Establishment of a strategy between IAC secretary and MAREA work plan to approach discussions with ES and advocate signing of ICA					Pan, Nic, CR
	Revise and Update Draft Tripartite Agreement engagement strategy with CCC and WCS support					Pan, Nic, CR
	Workshop between the three countries to consult the proposed agreement and conduct a legal review by the ministries involved					Pan, Nic, CR
KRA 2.1: Train artisan and industrial fishermen on best fisheries practices, with emphasis on rights and/or market-driven approaches (WWF, TNC, OSPESCA)						
	Conduct Training needs assessment, focusing on transboundary sites and develop training strategy and individual training plans for each zone					Nic, Hon, Bel, Guat
	Evaluate training effectiveness and measure results, including follow up of the dive fishery transition					Nic, Hon
KRA 2.2 Pilot the use of ITQs (Individual Transferable Quotas) or similar rights-based mechanisms						
	Consult drafted plans with local transboundary and regional stakeholders and finalize plans for multiple fisheries					Bel, Gua, Hon, Nic
KRA 2.4: Draft/update and implement model plans and programs for the recovery of endangered species and their ecosystems (TNC, WWF, WCS, CCC)						
	Conduct assessment of state of ecosystems and target species to identify critical links and evaluate existing plans and strategies					Bel, Gua, Hon, Nic, CR, Pan
	Create and engage consultative group and stakeholder committees to frame problems and solutions related to endangered species and ecosystems					Bel, Gua, Hon, Nic, CR, Pan
	Develop and/or strengthen projects or organizations that promote and sell marine-based tourism attractions					Bel, Gua, Hon, Nic, CR, Pan
KRA 2.5 Foster the establishment of public-private alliances and partnerships to leverage funds for conservation and sustainable harvest practices: Solimar, WWF, WCS and TNC						
	Conduct PPP and alliances opportunity assessment coordinated with activity 2.3 – public awareness campaign.					Nic, Bel, Gua, Hon

Identify opportunities to increase revenues for protected areas and marine parks coordinated with the partners to expand tourism concessions					Bel, Gua, Hon, Nic, CR, Pan
KRA 2.6 Promote coastal and marine protected areas management as an important tool for sustainable fisheries and tourism (TNC, WWF)					
Conduct overall assessment of the status of areas of valuable biodiversity and their vulnerability and adaption to climate change					Nic, Bel, Gua, Hon
Create and engage in consultative group and stakeholder committees for existing and new protected areas.					Nic, Bel, Gua, Hon
Review and evaluate existing plans and prepare draft model plans and recommendations to consult and finalize plans and get commitment					Nic, Bel, Gua, Hon
TNC will execute pilot projects to support management plans, monitor and evaluate results, WWF will work on lobster management plans					Nic, Bel, Gua, Hon
Create proposal of action plans for Gulf of Honduras					Nic, Bel, Gua, Hon

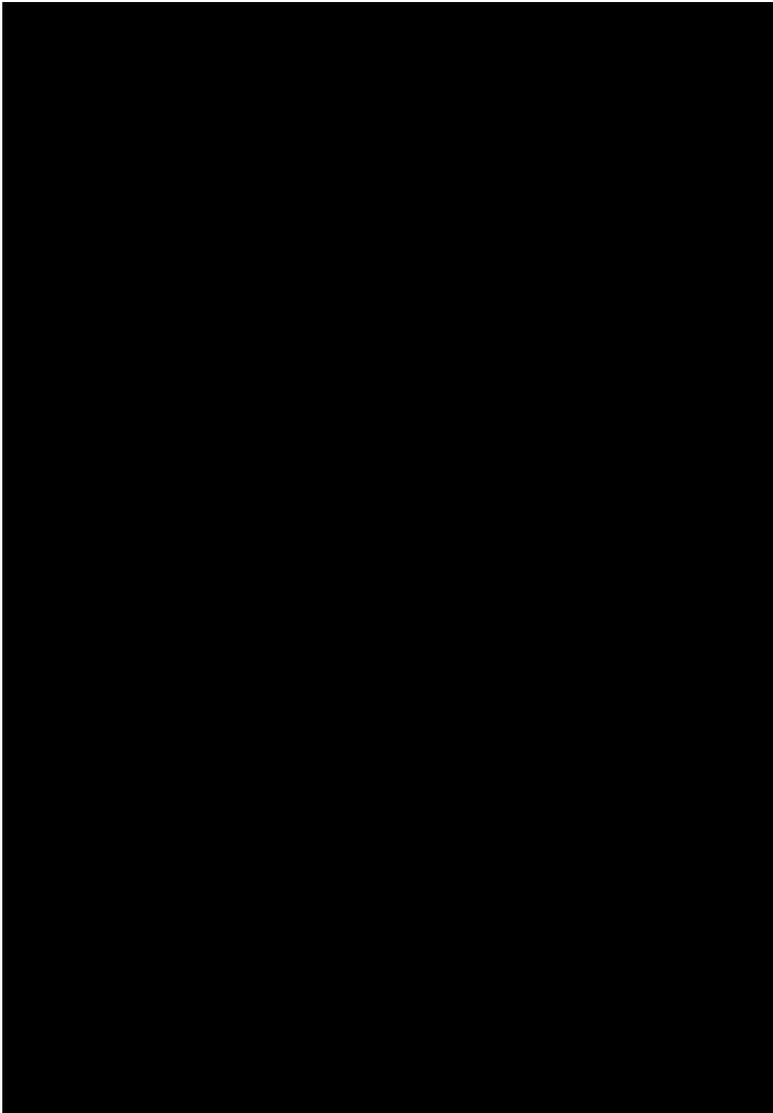
Mobilization of participants will be determined by the end of the second quarter

ANNEX E
YEAR ONE BUDGET

PROJECTED EXPENDITURES



ANNEX F
EXPENDITURES BY KEY RESULT AREA (KRA)



*Excludes costs related to management and administration of the project that are not directly attributable to a particular KRA

ANNEX G
CURRENT AND POTENTIAL COUNTERPARTS: LOCAL, NATIONAL, AND REGIONAL

CARACTERIZACIÓN DE SOCIOS, ONG's E INSTITUCIONES QUE REALIZAN ACTIVIDADES EN LA REGION

País	Socios	Qué hacen?	Dónde hacen?	ONG's	Qué hacen?	Dónde hacen?	Institución	Qué hacen?	Dónde hacen?	Gobierno	Donantes
Belice	1, 2, 5, 8,	- Agregaciones - Tortugas - Langosta - Tiburón	- Glovers Reef - GoH?	19, 20, 28, 29, 30, 31			OSPESCA CCAD		OSPESCA Trabaja a nivel regional con las	MAF, MNR, CZA, Depto. Pesca	FCAC, FNPVS, TAIWAN
Guatemala	1,10,11	- Áreas protegidas - Tiburones	- GoH? - Pacífico	32, 33, 34, 47, 48			OSPESCA CCAD	OSPESCA - Langosta	Autoridades de Pesca, bajo los lineamientos de la Política de Integración de Pesca y Acuicultura.	MARN, MAGA, UNIPESCA	AECID, TAIWAN, USAID
Honduras	1, 5	- Áreas protegidas - Langosta	- Karatasca - Costa Miskitu	15, 35, 36, 37, 38, 39			OSPESCA	- Grupos trabajo		SERNA, SAG, DIGEPESCA	AECID, TAIWAN, USAID
Nicaragua	1,2, 5, 11	- Áreas protegidas - Tortugas - Langosta - Tiburones	- Costa Miskitu - Caribe - Pacífico	15, 23, 24, 25, 26, 27			OSPESCA	- Tiburones - Conchas - Pesca INN - Legislación		INPESCA, MARENA,	USAID, JICA, DANIDA, TAIWAN, AECID
El Salvador	1: TNC 2: BOS 3: Research Planning Inc. 4: ARTURO 5: WATSON 6: TAWIRA 7: FUNDAFIGO 8: Fun. Caye Cochinos 9: EWT	- Tortugas - Conchas - Tiburones	- Pacífico - GdeF - Boca Jiquilisco	21, 22, 24, 46	SOLIMAR	4: CCC	OSPESCA	CCAD - Áreas protegidas - Legislación	los Ministerios del Ambiente y Recursos Naturales, bajo los programas puntuales en áreas objeto de protección y explotación	MAG CENDEPESCA MARN UNIVERSITY OF FLORIDA	USAID, JICA, TAIWAN, AECID
Costa Rica	13: BOCASASOS 14: TONGARI 19: FARTU 20: CRISTENREEF 21: TAWIRA 26: FUNDAFIGO 32: FUNDAFIGO 38: Fun. Caye Cochinos	- Áreas protegidas - Tortugas - Tiburones	14: TONGARI 20: CRISTENREEF 27: FUNCO 33: TRIGOH	9, 18, 24, 41, 42, 43	Asociación Mangle SEA FUNDARY	23: Fundación LIDER 29: TIDE 35: FUCSA	OSPESCA	17: FFI 24: IREMADES 30: BAS 36: BICA 42: ATEC 48: Red de Pesca		12: AMVECON 18: MARVIVA 25: AMICA 31: APAMO 37: CEMU 43: AMVECONA 44: CARAP, ANAM	USAID, JICA, TAIWAN, AECID
Panamá	44: EWT	- Langosta	45: Boca del Toro 46: Canal de WALTON	43, 44	Asociación Mangle	47: ONCA	OSPESCA				USAID, TAIWAN, AECID

ANNEX H

LONG-TERM TEAM ROLES AND RESPONSIBILITIES

Title and Name	Roles and Responsibilities
Chief of Party/ Natural Resources Management Specialist, Gina Green	<ul style="list-style-type: none"> • Provide strategic technical direction and oversight • Act as the primary point of contact for USAID and high-level governmental authorities, as well as representatives from OSPESCA, CCAD, and NOAA • Directly oversee the management, technical, and operations teams • Supervise and oversee performance of subcontractors
Deputy Chief of Party/Institutional Development Specialist, Zulma Mendoza	<ul style="list-style-type: none"> • Act in place of the COP and oversee the management team when she is away • Maintain constant communication with counterpart (regional) institutions OSPESCA/CCAD and oversee the work of the coastal marine governance advisors and associated subcontractors • Provide technical assistance for the development of policies, norms, and regulations as it relates to components one and two
Fisheries Specialist, Sergio Martinez	<ul style="list-style-type: none"> • Work at the regional, national, and local level on the promotion of fishery policies and with subcontractors with an emphasis on implementation of rights-based, market-driven approaches • Design fishery plans at the national and regional level for target species • Provide technical assistance for the development of policies, norms, and regulations relating to fisheries • Promote research and knowledge sharing at the local, national, and regional level
Endangered Species Specialist, Juan Carlos Villagran	<ul style="list-style-type: none"> • Work at the regional, national, and local level on the promotion of endangered species conservation • Oversee and guide the direction of the implementation of activities at field activity sites • Provide technical assistance to aid in the development of policies, norms, and regulations relating to endangered species conservation • Promote research and knowledge sharing at the local, national, and regional levels
Alternative Livelihoods Specialist / Strategic Activities Coordinator,	<ul style="list-style-type: none"> • Support the COP with the development of reports, success stories and other program communications • Seek opportunities to integrate private sector into the project and leverage resources for conservation work with associated subcontractors • Supervise subcontract implementation of SAF fund • Monitor market opportunities and promote alternate livelihoods for fisherman and develop enterprises
Monitoring & Evaluations Specialist, Mario Jolon	<ul style="list-style-type: none"> • Monitor and evaluate project activities and results • Establish project evaluation procedures and controls • Design and maintain a database for monitoring and reporting project results
Operations Manager, Evelyn Escobar	<ul style="list-style-type: none"> • Oversee the administrative staff and accountant • Establish and oversee MAREA administrative and accounting procedures • Manage the administrative/financial components of the regional field offices in each trans-boundary location • Oversee the compliance of all international events • Manage the project compliance of USAID branding and marking policies
Accountant, Carlos Posada	<ul style="list-style-type: none"> • Maintain the financial systems and payroll • Manage and administer the bank account
Training & Logistics Coordinator, Ivonne Miron	<ul style="list-style-type: none"> • Coordinate the logistics of all international trainings, meetings, conferences and study tours in compliance with ADS 253
Administrative Assistant, Abraham Guzman	<ul style="list-style-type: none"> • Maintain and update administrative systems and files, office receptionist

PROJECT IMPLEMENTATION CHART

