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**Proyecto Ambiental para Centro América
(PACA)
&
Regional Environmental and Natural Resources Management Project
(RENARM)**

**PACA FINAL EVALUATION WORKSHOP
PROCEEDINGS SYNTHESIS
Belize, Costa Rica, Guatemala, Honduras
Cooperative Agreement #:
596-0150-A-00-0586-00
1990-1995**

**Final Evaluation Workshop
San Pedro Sula, Honduras
August 1-3, 1995**

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Report Submitted: September 30, 1995

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LIST OF ACRONYMS

PACA-Belize

BCES Belize Center for Environmental Studies

PACA-Costa Rica

ACT Tempisque Conservation Area
AGUADEFOR Guanacaste Forestry Development Association
CCIG Guanacaste Fire Prevention Committee
CEAP Center for Environmental Studies and Policies
CEDARENA The Environment and Natural Resources Law Center
FN Fundación Neotrópica

PACA-Guatemala

CDC Conservation Data Center
CONAMA National Committee for the Environment
CONAP National Committee for Protected Areas
Defensores Defensores de la Naturaleza
FUNDAECO Ecodevelopment and Conservation Foundation
FUNDARY Mario Dary Foundation
FUNDEMABV Environmental Defense Foundation of Baja Verapaz
IDEADS Environmental Rights and sustainable Development Institute
SMBR Sierra de las Minas Biological Reserve

PACA-Honduras

ASOMA Environmental Teachers Association
COHDEFOR Honduran Forestry Development Corporation
CMCA Cusuco Merendon Conservation Area
DIMA Municipal Water Authority
FUNBANHCAFE Honduran Coffee Bank Foundation
Fundación Ecologista or Pastor Hector Rodrigo Pastor Fasquelle Foundation
INEHSCO Honduran Ecumenical Institute for Community Service

PACA-Regional

BZM	Buffer Zone Management
EE	Environmental Education
EM&CI	Environmental Monitoring and Conservation Information
EP&SP	Environmental Policy and Strategic Planning
ICD	Integrated Conservation and Development
ICDP	Integrated Conservation and Development Project
IS	Institutional Strengthening
PACA	Environmental Project for Central America
RENARM	Regional Environmental and Natural Resources Management Project
TNC	The Nature Conservancy
USAID	United States Agency for International Development
WLM	Wildlands Management

Miscellaneous

ACCESO	NGO offering on-line communications and networking to environmental organizations through the Central American Link-Up Program
cik	Contributions In Kind
EIA	Environmental Impact Assessment
GO	Governmental Organization
GIS	Geographic Information System
NGO	Non-governmental Organizations
REA	Rapid Ecological Appraisal

I. EXECUTIVE SUMMARY

The PACA project was a five year (1990-1995) project supported by a consortium of two North American PVOs, CARE, and The Nature Conservancy (TNC). PACA's goal was to develop partnerships among national and international NGOs and donors to link conservation and development objectives at the field, policy, and regional levels.

PACA supported four programmatic components: wildlands management; buffer zone management/environmental education/institutional strengthening; environmental monitoring and conservation information; and environmental policy and strategic planning. Partner organizations implementing each of these components carried out activities in the following locations: the Belize Maya Mountain Marine Transect; Costa Rica's Tempisque Conservation Area; Guatemala's Sierra de las Minas Biosphere Reserve and Cerro San Gil; and Honduras' Cusuco National Park and Merendon Watershed.

PACA held a Final Evaluation Workshop in San Pedro Sula on August 1-3, 1995 to evaluate its impact at both national and regional levels and to document lessons learned throughout the life of the project. During the three day workshop, participants had the opportunity to reflect on the projects achievements and lessons learned over the last five years.

Workshop participants concluded that PACA had a substantial impact at a variety of levels. PACA has contributed significantly to the base of data available on environmental, social, and institutional issues in the region. This high quality and scientifically sound information is critical to community residents, project managers, and key decision makers at the local, national, and regional levels.

PACA has also been instrumental in strengthening local organizations through the improvement of administrative, managerial, and technical skills. These skills will enable local organizations to actively participate in the identification and resolution of conservation and development problems in the future:

Teachers, extensionists, natural resource managers, local beneficiaries, and the general public throughout the region have improved knowledge and skills through the training, technical assistance, and educational activities offered by PACA. This will enable them to take advantage of opportunities to support and actively participate in conservation and development initiatives in the future.

PACA has also significantly improved public participation in policy dialogue and (re) formulation in the region. The project's use of techniques for policy analysis offered in *The Green Book* has encouraged and motivated individuals and organizations from both the public and private sectors to work together to analyze policy impacts and constraints throughout the region.

Finally, PACA has contributed significantly to changes in the use and management of the natural resource base and to the maintenance and recuperation of the biophysical condition of the region's valuable resources.

The PACA project has led to a great number of achievements and has contributed significantly to the body of knowledge on conservation and development. The following document details some of the many lessons learned and offers recommendations for future conservation and development projects in the region.

II. PACA OVERVIEW

A. Project Background

The PACA project was a five year (1990-1995) project supported by a consortium of two North American PVOs, CARE, and The Nature Conservancy (TNC).¹ PACA's goal was to develop partnerships among national and international NGOs and donors to link conservation and development objectives at the field, policy, and regional levels. The project sought to develop innovative approaches to natural resource management "on the ground" while simultaneously improving the institutional framework for the sustainable management of natural resources.

The project's global objectives included the following:

- ◆ Integration of the conservation of biological diversity of selected protected areas with the basic needs and economic aspirations of the local communities and nations who depend upon them for continued economic development.
- ◆ Raise awareness and understanding of environmental and natural resource issues, and promote sustainable natural resource management practices through effective environmental education and extension programs.
- ◆ Strengthen the basis for informed conservation planning and decision-making at the local, national, and regional levels through the improved availability and use of conservation information.
- ◆ Strengthen the capacity of Central American institutions, particularly NGOs, to plan, implement, and sustain effective environmental and natural resource management programs.
- ◆ Increase the capability of project managers in PACA and counterpart NGOs to understand the impact of the policy context on their target populations and to participate in policy dialogue and (re) formulation.

B. PACA Project Sites

PACA selected the following sites in four Central American countries:

Belize -	Maya Mountain - Marine Transect
Costa Rica -	Tempisque Conservation Area
Guatemala -	Sierra de las Minas Biosphere Reserve and Cerro San Gil
Honduras -	Cusuco National Park and Merendon Watershed

Each of these sites offered opportunities to work with local NGOs in protected areas and surrounding buffer zones. CARE was responsible for working with local organizations and communities in the buffer zones while TNC was responsible for working with NGOs in the nuclear zone of the protected areas. These sites were selected as pilot demonstration sites with high visibility to ensure project replication in other parts of Central America.

C. Programmatic Components

To meet PACA's global objectives, four programmatic components were designed.

◆ *Wildlands Management (WLM)*

The Wildlands Management Component promoted the conservation of biodiversity and sought to improve the management of selected protected areas throughout Central America. Principal component objectives included:

- Demonstrate and promote improved techniques in protected area management.
- Support efforts to reduce deforestation, uncontrolled plant and animal extraction, and other causes of resource degradation.
- Develop the managerial and fundraising capabilities of NGO counterparts.
- Support the development of local constituencies that will collaborate with ongoing conservation efforts.

◆ *Buffer Zone Management/Environmental Education (BZM/EE)*

The Buffer Zone Management/Environmental Education Component combined the development of environmental education programs with the implementation of sustainable economic alternatives for communities surrounding the selected protected areas. As PACA evolved, the need for institutional strengthening (IS) was identified as critical to long-term sustainability of project initiatives. As such, IS activities were incorporated into the BZM/EE component as an integral programmatic strategy. Principal component objectives included:

- Promote effective changes and improvements in natural resource use patterns that conserve, protect, and improve the condition of the natural resource base. This was done by:
 - Planning, implementing, and sustaining alternative natural resource production and management strategies.

-
- Heightening awareness and promoting the sustainable use of natural resources in buffer zone communities.
 - Strengthen the capacity of Central American NGOs to design and implement sustainable natural resource management programs. This was done by:
 - Providing programmatic technical assistance to NGOs in areas such as environmental education, extension to farmers, and production of communications materials.
 - Providing administrative technical assistance to NGOs in areas such as computer and accounting, systems installation, and finance and leadership training.
 - Providing managerial and strategic technical assistance to NGOs in areas such as conducting needs assessments, strategic planning, and workplan formulation.
 - Building increased capacity within CARE to provide administrative technical assistance to NGOs by developing systems, disseminating tools, and evaluating lessons learned.

◆ ***Environmental Monitoring & Conservation Information (EM&CI)***

The Environmental Monitoring and Conservation Information Component provided ecological and biological information for protected areas management and environmental education. It maintained computerized files on biodiversity at national-level centers for conservation information. Principal component objectives included:

- Provide information on the status of species and ecosystems in order to provide a basis for future monitoring of forest cover and land use.
 - Identify natural ecosystems which are noteworthy for their rarity, fragility, or importance to the preservation of specific species.
 - Identify critical human threats to these habitats.
 - Provide maps and other analyzed information to protected areas managers and other project participants. Support the development of protected areas management plans and PACA's programmatic plans through the provision of follow-on information management and analytical services.

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- Inform project participants, cooperating institutions, and other interested parties on the availability of information within the region relevant to biodiversity conservation.
 - Promote cooperation across national, component, and disciplinary boundaries through exchanges and international meetings of specialists.

◆ ***Environmental Policy & Strategic Planning (EP&SP)***

The Environmental Policy and Strategic Planning Component analyzed the causes of the degradation of natural resources in the pilot areas and offered information and training to managers and decision makers. Principal component objectives included:

- Increase the capability of project managers and PACA's NGO counterparts to understand the impact of the policy context on their target populations in order to: (a) improve project design and implementation, and (b) develop strategies to respond to selected policy issues. This is achieved by:
 - Helping NGOs and project managers identify resource use problems at their project sites.
 - Providing information on what is currently known about the impact of policy on resource use.
 - Helping NGOs and project managers assess the specific impact of these policies on target populations and activities at their project sites.
 - Helping NGOs develop organizational positions on selected policy reform issues.
 - Providing assistance in communicating these positions effectively in policy fora.
 - Providing basic technical assistance in institution building and strengthening to selected NGOs interested in environmental policy and physical planning.

D. PACA Mid-Term Evaluation

In June 1994, RENARM underwent an external mid-term evaluation approximately four years after project authorization and three years after the start of field implementation. As part of this effort, the evaluation team identified PACA accomplishments and made a number of recommendations.²

◆ Accomplishments

While the mid-term evaluation highlights a variety of PACA accomplishments, the following four provide an overview of accomplishments from the perspective of the evaluation team.

- Protected areas have received improved protection through the delimitation of park boundaries, training of park guards, and improved information available for decision making in the planning and management of protected areas through Rapid Ecological Assessments and the Country Environmental Directories.
- PACA and its counterpart organizations have substantially contributed to an increased environmental awareness in Central America through both curricular and extra-curricular activities, specialized campaigns, slide shows, presentations, field trips, nature tours, and mass communications (radio, TV, newspaper articles, leaflets etc.).
- Nearly all Central American counterpart organizations have been programmatically and administratively strengthened. In addition, CARE and TNC have strengthened their ability to develop partnerships with local organizations and manage regional projects.
- The analysis and documentation of environmental policy and the training of NGO project managers and key policy decision makers in policy analysis and formulation has contributed substantially to regional understanding of environmental policies and their impact on the natural resource base.

◆ Recommendations

The evaluation team offered the following recommendations targeting both project implementation and administrative details.

Recommendation #1: PVOs should not be required to work in consortia. The PACA consortium, which teamed a development-oriented PVO (CARE) with one oriented to environmental protection (TNC) failed to produce the hoped for level of cooperation. Although both CARE and TNC have learned from each other, they do not work together as partners, but segregate the work not only between nuclear and buffer zones, but work with different NGOs on

different functions. PVOs should be selected for nuclear zone and buffer zone activities on the basis of their capacity to deal with the major threats affecting a particular reserve. A single PVO or NGO could be contracted to handle both types of zones, if capable, or several [NGOs] to deal with different types.

Recommendation #2: USAID should standardize its PVO matching requirement at the customary 1:3 or 1:4 match. The 1:1 match proved onerous for...PACA..., reduced the number of PVOs interested in carrying out RENARM activities, and did not enhance dedication. Since PVOs have a limited budget for international work, it concentrated these resources on RENARM at the expense of other opportunities.

Recommendation #3: RENARM should seek ways to bring the local NGOs on board sooner, to use their experience in designing their own roles and their relationships with PVOs, and to attempt to adjust to some extent to the agendas of the local NGOs. RENARM relies on U.S. PVOs as intermediaries in developing partnerships with local NGOs, and opening channels through which AID funds were delivered. Sometimes this arrangement worked smoothly, particularly when the channel had been established by earlier contacts, but many NGOs complained of feeling dominated or overwhelmed by the U.S. PVOs. They felt that the PVOs did not treat them as equal partners or respect their accumulated experience, and were dismayed at the lack of interest in adjusting the RENARM programs to fit NGO agendas.

Recommendation #4: RENARM should review current environmental education programs and the capabilities of available PVOs and NGOs in light of major threats and opportunities... General environmental education and awareness activities can have a significant effect on establishing a national consensus for protecting reserves. However, the focus and content of environmental education can and should vary to target the threats to specific reserves.

Recommendation #5: Buffer zone management activities should be narrowly focused on the threats to the four selected protected areas. Buffer zone management...is the management of threats to the core area of a reserve, and as such must respond to the very specific threats to a given resource.

E. PACA Final Evaluation Exercise

A Final PACA Evaluation Workshop was held in San Pedro Sula, Honduras on August 1-3, 1995 (Appendix 1). Workshop participants included representatives from all counterpart organizations in the region, PACA Central, CARE and TNC Headquarters, and USAID (Appendix 2). Workshop objectives were to:

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- evaluate PACA's impact at both national and regional levels; and,
 - document lessons learned throughout the life of the project.

PACA Central took the lead in developing and conducting the workshop soliciting advice, approval, and technical assistance from representatives from CARE and TNC Headquarters. The workshop flow was designed around the following four key strategies:

1. Introduction: Discussion of PACA's original design and the mid-term evaluation.
2. Impact: Utilization of the logical framework to identify impact at local, national, and regional levels.
3. Field Trip: Site visit to the Merendon Watershed - PACA Honduras' target area - to exchange experiences and evaluate impact.
4. Accomplishments and Lessons Learned: Identification of PACA project accomplishments and lessons learned pertaining to: regionalism, undertaking initiatives with partner organizations, impacts not anticipated, and working in consortia.

The format for the Final Evaluation Workshop was selected to ensure maximum participation of counterpart organizations in the evaluation of project impact and obtain their recommendations for future regional project activities. The format allowed for both objectivity in analysis as well as for maintaining the credibility of all organization present.

During the three day workshop, participants had the opportunity to reflect on PACA's achievements and lessons learned over the last five years. Information and insights are worked into the following workshop proceedings synthesis. The information collected will enable all those who participated in PACA to learn from their successes and failures, build upon PACA's achievements, and provide fodder for future projects. This document will be disseminated to all PACA counterpart organizations, donors, and other local and international NGOs interested in conservation and development in the Central American region.

III. PACA PRINCIPAL ACTIVITIES AND IMPACTS

A. Overview PACA Objective Tree

PACA was designed to achieve two major goals: (1) conservation = improvement in the biophysical condition of the natural resource base; and, (2) development = improvement in the quality of life. PACA's objectives tree reflects these two final goals.³

Capacity refers to the ability to access and analyze information and to develop those internal systems required to implement activities.⁴

Implementation refers to those specific activities that promote and create the conditions necessary for impact. These include institutional strengthening, education and technical assistance, and policy dialogue.

Conditions refer to those conditions requisite to achieve impact. They include a change in knowledge and attitude and the effective application of policy to encourage the sustainable use and management of the natural resource base.

Impact refers to environmental and socio-economic phenomenon that arise as a result of sustainable resource use practices.

The below section, points B-E, outlining PACA project activities and impacts, were extracted from lengthy analysis and discussions of PACA's objective tree at the Final Evaluation Workshop. Within the first two categories (capacity and implementation), selected principal activities are presented followed by primary impacts. The final two categories (conditions and impact), reflect the longer-term impact of PACA activities. Specific examples from each of the PACA components are used to highlight each category.⁵

B. Objective Tree Category 1 - *Capacity* - refers to the ability to access and analyze information and to develop those internal systems required to implement activities.

◆ ***Information and Data***

Principal Activities:

Studies, inventories, and assessments of: land use patterns; threats to wildland areas; agricultural practices; institutional needs; and policies, laws, and regulations.

Primary Impacts:

- Developed baseline data on social, economic, political, and biophysical conditions for use by NGOs and resource users for improved natural resource conservation, management, and monitoring.
- Improved capacity of NGOs to access, analyze, and disseminate information (social, economic, political, biophysical, and institutional) which contributed to improved decision making regarding natural resource use and management in both protected areas and buffer zones.

Selected Examples:

BCES gathered information on watershed productivity, ecological economics, fisheries, and the social impact of development initiatives for the Mayan Mountain transect in Belize. This information will be used to improve management of selected sites within this transect.

FUNBANHCAFE conducted a participatory assessment to collect baseline data on social, economic, environmental, and biophysical conditions in eight communities in the Cusuco Merendon Watershed in Honduras. Information collected will be used to determine the feasibility of extending the buffer zone of the Cusuco National Park and for the development of an expanded buffer zone management project.

◆ ***Structures and Systems***

Principal Activities:

Contracts and letters of understanding with GOs and other local, national, and international organizations; purchase and installation of scientific equipment and computers in local offices; development of educational and training materials; and development of specialized libraries on natural resource themes including policy.

Primary Impacts:

- Local NGOs administratively strengthened to manage activities related to conservation and management of the resource base.
- Methodologies developed for working in partnership with community based organizations.

Selected Examples:

As part of its Rapid Ecological Appraisal activities, the Fundación Neotrópica improved its computer equipment, upgrading the capacity of one of its computers and purchasing a laser printer for improving the quality of published documents.

FUNDAECO and Defensores have installed modems in their central offices and are connected to the NICARAO regional communications network. This will improve their communications ability locally, nationally, and internationally.

- C. **Objective Tree Category 2 - *Implementation*** - refers to those specific activities that promote and create the conditions necessary for impact. These include institutional strengthening, education and technical assistance, and policy dialogue.

◆ ***Institutional Strengthening***

Principal Activities:

Development of strategic plans, training in organizational management and finance, technical assistance in generating funds, improved public relations, board development, and support for interinstitutional coordination.

Primary Impacts:

- Strengthened counterpart NGOs and promoted self-sufficiency by generating improvements in: strategic planning, project design, accessing financial resources, formalizing interinstitutional coordination linkages, and strengthening management and administrative structures.
- Improved local NGO image, credibility, and representation.
- Tested new models for partnering with local level organizations. Benefits accrued to CARE, TNC, and partner organizations.
- Strengthened interinstitutional linkages among a regional network of NGOs in order to provide support for one another with ideas, experiences, and information.
- Improved local and national level communication, coordination, and dialogue among NGOs, GOs, and communities.

Selected Examples:

The Guanacaste Fire Prevention Committee in Costa Rica conducted a diagnostic study to clarify roles and responsibilities of member organizations and develop clearer programmatic strategies to address forest fire prevention and control. This study aided in the consolidation of CCIG as a member organization and broadened its base of support.

As a result of PACA Guatemala's NGO Needs Assessments/Institutional Analyses, participating NGOs have clarified their missions and decentralized specific programmatic functions.

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◆ ***Training of Extensionists, Teachers, and Change Agents***

Principal Activities:

Training in: extension and education techniques, forest and fire management; soil conservation; rapid ecological appraisal techniques; wildland areas management, park guard roles and responsibilities, identification and monitoring of species; tools for policy analysis, strategic planning, and the design of policy projects.

Primary Impacts:

- Improved technical ability among staff of local NGOs and GOs in conducting environmental impact assessments, rapid ecological appraisals, and in managing geographical information systems.
- Improved technical ability of extensionists and local community leaders in natural resource management techniques such as agroforestry, forestry plantations, and recycling of coffee wastes.
- Improved understanding and use of environmental support materials and greater participation on the part of teachers, parents, and other local change agents in environmental activities.
- Improved park administration and management, infrastructure, and park presence through the training of park guards.

Selected Examples:

BCES conducted a 9 month Environmental Impact Assessment training course for representatives from Belizean NGOs, GO, and Universities. Skills taught included: waste and water resource management, urban/rural development, environmental law, and the EIA process.

Extensionists from Defensores improved their knowledge of community extension techniques at a week long seminar which focused on community organizing, participatory rural appraisal, the incorporation of a gender focus into community activities, and agroforestry extension.

◆ ***Public Education***

Principal Activities:

The development and use of: television, cable, and radio programs; newspaper articles; videos; brochures; exhibitions; visitor's centers; seminars; and public environmental libraries.

Primary Impacts:

- Improved awareness and understanding among local populations living around protected areas of the importance and advantage of protecting the natural resource base.
- Greater awareness among local community members regarding the degradation of the resource base and opportunities for its improved use and management.

Selected Examples:

FUNDAECO's educational campaign promoted support for the declaration of Cerro San Gil as a legally protected area. A demonstration with over 4,000 participants from public and private schools, grassroots committees, and rural communities was held in support of the Cerro San Gil initiative.

Greater awareness of, and support for, the need to protect the Merendon Range was achieved in two presentations to the general public of selected results from Fundación Pastor's rapid ecological appraisal.

◆ ***Education and Technical Assistance for Resource Users***

Principal Activities:

Training and technical assistance in: nursery management, agroforestry, organic fertilizer, home gardens, soil conservation techniques, species identification, denunciation of ecological abuses, and understanding of the legal environment.

Primary Impacts:

- Improved local participation in the analysis and resolution of problems.

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- Communities have acquired improved knowledge for protecting the resource base and the legal rights to assist them.

Selected Examples:

Thirty farmers increased their knowledge of handling pesticides in a training course offered by FUNDEMABV. Participants have requested supplemental information and training on other pest control and management techniques available for use in the region.

Two Costa Rican local community groups received technical assistance from AGUADEFOR in the establishment of mixed fruit tree plantations. Farmers improved their understanding of watering and irrigation systems, tree pruning, and the establishment of soil conservation barriers to effectively maintain and control of the plantations.

◆ ***Policy Dialogue***

Principal Activities:

Analysis and dialogue on the linkages between policy and natural resource use; promotion of the declaration of protected areas; interinstitutional coordination in the formulation of natural resource policies; provision of technical information to policy decision makers; and informal seminars and field trips for key policy decision makers.

Primary Impacts:

- Greater participation in natural resources policy dialogue, analysis, and lobbying particularly among sub-represented sectors.
- Improved interinstitutional coordination among GOs and NGOs in policy formulation.

Selected Examples:

PACA and CCIG sponsored a workshop for public officials and NGO representatives to analyze CEDARENA's findings on legal and institutional gaps for effective forest fire prevention and control at the national level and specifically in the Guanacaste Region. The workshop resulted in an interinstitutional coordination strategy to support the enforcement of existing fire prevention and control policies and the need for policy reform.

The Tepezcuintle Committee, a PACA Guatemala working group, was reactivated by PACA Guatemala NGO counterparts to provide a forum for discussion of environmental topics, to assist in the coordination of environmental activities, and to serve as a decision making body.

D. Objective Tree Category 3 - *Conditions* - refer to those conditions requisite to achieve impact. They include a change in knowledge and attitude and the effective application of policy to encourage the sustainable use and management of the natural resource base.

◆ ***Changes in Knowledge and Attitude***

Primary Impacts:

- Promoted the exchange of knowledge and experiences among organizations in the participating Central American countries.
- Greater community understanding of environmental problems and participation in their resolution.
- Changes in knowledge, attitude, and practice provided support for improved natural resource management and diminished threats to protected areas.
- Both conservation and community development NGOs have gained greater understanding of, and respect for, the other's approach. Both realize the need to integrate conservation and development to ensure a broader and longer-term impact.
- Local decision makers and local authorities understand how to utilize the legal system to protect the resource base.
- Greater awareness of the need to incorporate public participation into the policy formulation process. This both strengthens the policy change process and creates long-term impact.

Selected Examples:

In Guatemala, agroforestry demonstration plots enable the transfer of practical knowledge and techniques to resource users. Within the PACA target area, farmers are observing the demonstration parcels and requesting training in specific agroforestry techniques.

In Costa Rica, environmental education is seen as a means to improve participation in conservation activities. Within the PACA target area, two local cooperatives have developed environmental education programs as an integral part of their programmatic functions.

◆ ***Policy Changes***

Primary Impacts:

- Improved policies supporting integrated watershed management.
- Changes in policies relating to forest and agricultural fires, environmental impact assessments, and protected areas.
- Penalization for environmental abuses.
- Application of incentives for natural resource management including subsidies for soil conservation and incentives for secondary forest management.
- Land titling initiatives reflect land use capacity.

Selected Examples:

A new decree for forest fire prevention on agricultural lands was drafted and endorsed by the Government of Costa Rica.

BCES staff are working closely with the Government of Belize to draft guidelines for Environmental Impact Assessments now required under Belizean Law.

◆ ***Changes in Natural Resource Management***

Primary Impacts:

- Adoption of improved of natural resource management practices including: integrated pest management, agroforestry techniques, soil conservation, control of fires and flooding, use of organic fertilizers and pesticides, natural forest management, protected area management, integrated watershed management, improved fisheries management, and ecotourism development.

Selected Examples:

PACA Costa Rica established fire breaks in the Palo Verde Park wetlands. As a result, local farmers have been grazing their cattle in the fire breaks thus preventing the regeneration of grasses and bushes.

In the Cusuco Merendon watershed, local producer groups have increased the use of green fertilizers. As a result 50 has. of steep slope have been stabilized and improved.

◆ ***Changes in Natural Resource Use Patterns***

Primary Impacts:

- Reduced rate of deforestation.
- Reduced rate of illegal extraction of resources from wildland areas.
- Reduced rate of uncontrolled forest and agricultural fires.

Selected Examples:

Guatemalan farmers in the project zone are learning to value the standing forest ecosystem and are sustainably extracting non-timber forest products, thereby reducing the illegal extraction of resources.

PACA Honduras has observed a decrease in the use of fire for land clearing which has resulted in greater vegetative growth, increased protection from soil erosion, and improvement of crop fertility and productivity.

E. Objective Tree Category 4 - *Impact* - refers to environmental and socio-economic phenomenon that arise as a result of sustainable resource use practices.

◆ ***Changes in Biophysical Condition of the Natural Resource Base***

Primary Impacts:

- Recuperation of deforested areas.
- Increased biodiversity and production in protected and agricultural areas due to the decrease in uncontrolled fires.
- Maintaining biodiversity within protected wildlands areas.
- Recuperating coastal and marine resource.
- Recuperation and improved production in watersheds due to less erosion and sedimentation.

-
- Increase in area designated to private reserves.

Selected Examples:

The Rapid Ecological Assessment in the Cusuco National Park identified the area of high biodiversity outside of the Park boundaries and led the Fundación Pastor to promote the extension of park boundaries to include these critical areas.

Increased prevention and control of forest and agricultural fires in Costa Rica has initiated the process of recuperation of lands and local biodiversity.

◆ ***Improved Quality of Life***

Primary Impacts:

- Increased sustainable production within the PACA target areas.
- Increase in economic earnings from the use of sustainable economic productive activities.
- Improved health and nutrition.

Selected Examples:

Families residing in the PACA Honduras target area are protecting and utilizing local plants for both medicinal purposes and to enhance their nutritional intake.

Farmers participating in the forestry incentives program in Costa Rica are gaining new and long-term sources of income from reforestation activities supported by AGUADEFOR.

F. Unexpected Impacts

As PACA's approach in itself was new, it created a number of unexpected results. In many ways, unexpected results are some of the most important lessons learned from the PACA project as they were not planned and tended to spring from ongoing environment and development processes already in motion. Workshop participants developed the following list of unexpected results.

- PACA's change in approach from that of direct implementation to partnership with local organizations already working on conservation and development issues in the region supported and strengthened ongoing processes already in motion.

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- Projects which decentralize decision making and implementation and focus on strengthening longer-term processes were legitimized.
 - PACA increased the confidence of both local and international NGOs to work together in partnership.
 - Institutional strengthening was legitimized as an essential element in projects that seek to make a long-term impact.
 - PACA supported the development of new expectations among donor organizations regarding working directly with local organizations.

IV. REFLECTIONS ON INTEGRATED CONSERVATION AND DEVELOPMENT PROJECTS:⁶ LESSONS LEARNED AND RECOMMENDATIONS FROM PACA⁷

A. What strategies best support an ICDP's goals?

Workshop participants provided a variety of insights on the types of strategies that best support ICDP goals. The discussion presented below is a synthesis of key strategies proposed.

◆ *Strengthening Human and Institutional Resources*

Critical to an ICDP is the strengthening of human and institutional resources to effectively and efficiently carry out their technical, managerial, and administrative roles. These resources form the backbone of a project and ensure the continuity of initiatives upon project completion.

Special attention must be given to ensuring that participating organizations have overlapping interests and objectives with those of the project. Potential partnerships are most productive when overlapping objectives exist. These objectives inspire each partner to fulfill their given role both for the purposes of the project and to complete their own institutional mission. An organization whose long-term goals overlap with those of the project is likely to continue supporting similar objectives upon project completion.

◆ *Site Identification*

Site selection must be grounded on a minimum base of information of socio-economic, political, biophysical, and institutional conditions, etc. The variety of conditions present at any given site are key to the design phase of an ICDP as they will influence the final outcome

of the project. While this base of information may be supplemented with additional data at a later point, it provides a baseline for developing programmatic strategies and for monitoring and evaluation.

The presence of local organizations and community groups with similar interests and concerns is also critical. They will be the ones to facilitate and support the identification and implementation of project activities and are ultimately responsible for the long-term success of the project. Priority should be placed on those sites with clearly defined community organizations.

As ICDPs are relatively new and are frequently considered pilot projects, attention should be paid to selecting sites that provide high visibility of project activities and ensure replication.

◆ ***Local Participation***

ICDPs that are highly visible and seek to serve as an example to other areas must ensure local participation from the very beginning. Local communities and organizations should be active partners rather than passive receptors involved in all project decision making processes from the design phase of the project to the final evaluation. These processes should stimulate local problem solving by enabling an analysis of the cause and effect relationships of local environmental and social problems. This approach empowers local communities to manage and control project activities, creates a sense of ownership, and instills a commitment to making the project work.

◆ ***Stimulating Mutual Reliance and Growth***

Strategies that stimulate mutual reliance and growth among individuals and organizations should be fostered. ICDPs should seek to catalyze and strengthen structures that support mutual reliance and growth such as dialogue, coordination, conflict resolution, and learning among both leaders and organizations. Environmental and social problems and their resolutions are complex. Supporting activities that create a sense of shared responsibility and interdependence will strengthen an individual or an organization's ability to carefully analyze local problems and actively participate in their resolution.

◆ ***Identification of Activities***

ICDP's should seek to identify and support promising efforts to overcome local and regional problems at strategic points where an influx of information and/or technical assistance would build local capacity to overcome conservation and development hurdles. Such activities should promote:

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- strategic planning and policy involvement;
 - resource management activities based on the actual resource potential within the zone;
 - the use and strengthening of existing local level technologies and ongoing activities;
 - the development of a base of information on the advantages and disadvantages of a variety of natural resource management practices and their possible impact on human populations and biophysical systems; and,
 - the establishment of an environmental monitoring system that permits the determination of changes before and after project initiation.

◆ *Time Frame*

ICDPs must be realistic about what can be accomplished in a five year time horizon. As the projected time frame for an ICD project, such as PACA, is a relatively short period of time, it is unrealistic to expect substantial results in both conservation and development. On the other hand, a pilot project such as PACA is expected to demonstrate lessons learned during the five year project cycle, that can be replicated in other areas. As such, careful attention must be paid to determining those results that are truly feasible within the five year time frame. Activities that generate methodologies and techniques, case studies, documentation of experiences, and promote local and regional communication and exchange among multiple stakeholders are important results and that can be achieved in a shorter-term time horizon.

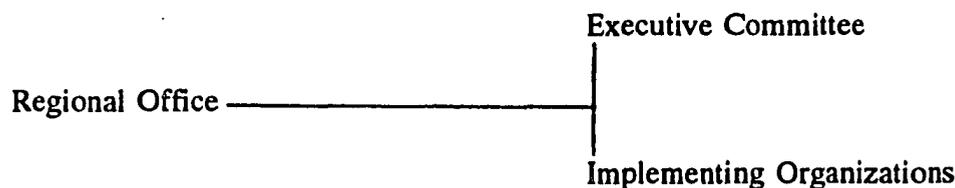
B. What administrative and/or managerial structures best support the above strategies?

ICDP's should maintain a structure whereby the overarching managerial and administrative functions are centralized and a flexible response capacity supports decentralized programmatic initiatives. A space should be created between the international PVOs to allow the project to have a clear unified mission, objectives, and strategy. In essence, it would create a new organization (PACA) instead of CARE or TNC to decide on project priorities. ICDPs must centralize a global vision of their objectives and an intellectual axis for the different subcomponents such as institutional strengthening, environmental policy, wildlands management, buffer zone management, etc. The centralized managerial level must be responsible for validating specific proposals; assigning resources; providing technical assistance; formulating questions for investigation to support the continued intellectual growth of the project; promote communication and coordination among local, regional, and international NGOs; and, analyze and document lessons learned. At the same time, ICDPs must decentralize the capacity for analysis, problem definition and resolution, and implementation. These activities are best carried out at the local level.

By their very nature, regional projects take on complicated management schemes as multiple organizations, several host governments, and numerous beneficiaries with different interests and needs all have a stake in the project outcome. As PACA was a pilot project which set out to test a regional management strategy which supported both centralized and decentralized initiatives, there were both strengths and weaknesses in its approach. The following list describes a variety of lessons learned from PACA's regional management experience.

- Centralize technical assistance.
- Decentralize the power of decision making for project implementation.
- Maintain several overarching general programmatic strategies but establish clear strategies and objectives at each level.
- The management structure should promote institutional integration and collaboration at all levels as well as the ceding of power.
- Work plans should be approved in a centralized technical office.
- Document both technical and managerial lessons learned.
- Utilize workshops and opportunities for exchange of experiences to provide feedback to the planning and training processes.

The group proposed the following modified regional management structure:



Roles and Responsibilities:

Executive Committee:

- Define global objectives and technical steps.
- Ensure control at the national level.
- Interinstitutional coordination (consortium and donors).

Regional Office:

- Approve work plans.
- Facilitate technical assistance.
- Define conceptual interchange (intellectual thread).
- Document lessons learned.
- Interinstitutional coordination (regional GOs and NGOs).

Implementing Organizations:

- Define site-specific objectives and steps.
- Institutional coordination and integration at the local level.
- Project implementation.

C. What criteria should be used for selecting counterpart organizations?

Partner selection for ICDPs should be based on a thorough analysis of potential partner organizations and an established set of criteria. The following list of criteria was developed by workshop participants.⁸

- Shared objectives and expectations. Common objectives and expectations ensure that project activities represent activities that are strategically important for each partner.
- Desire to collaborate with other participating organizations.
- Minimum technical and administrative capacity and/or potential.
- Relationship with the target population.
- Relationship with national and local governments.
- Credibility based on a history of achievements.
- Transparency. Participating organizations should share values, philosophies, and skills that permit them to work effectively in coordination together and with other organizations.
- Potential partners must be financially sustainable and not solely dependent on the ICD project.
- A minimum number of trained personnel with sufficient experience, awareness, and commitment to the objectives of conservation and development.
- Accountability.
- Project planning and implementation skills.
- Willingness to negotiate terms and conditions of contract.
- Willingness to work as team.

D. How can the design of ICDPs be improved?

◆ ***Projects and Processes***

An ICDP must intervene at critical points in ongoing local processes, providing an influx of ideas, energy, and technical assistance necessary to overcome a given set of conservation and/or development obstacles. The state of development in local communities is a product of social, cultural, and economic processes. All individual and collective actions throughout time have culminated to produce the present day situation. Satisfactory development is the product of favorable processes throughout time.

Projects are a mix of resources and objectives that attempt to influence these ongoing processes. Projects are, in fact, smaller processes which are temporary in time. For a project to achieve its intended impact, it must respond to the needs and limiting factors of the ongoing societal processes in which it is immersed.

As a project, PACA sought to have impacts at each level of its objectives tree, building on longer-term ongoing processes of conservation and development taking place locally, nationally, and regionally. This approach allowed for specific accomplishments and products at strategic points in time within these ongoing processes.

◆ ***Measuring Impact***

Measuring impact of project activities is critical for monitoring the outcome of an ICDP. Workshop participants identified several criteria to determine if an activity indeed has a significant impact. They are as follows:

- ***Replicability*** - Project activities are used as a model for duplication in other areas.
- ***Motivation*** - Project activities create enthusiasm among individuals and communities and spur participation.
- ***Stimulation*** - Project activities stimulate questioning and a local level search for the resolution to local problems.
- ***Transferability*** - Technology supported by the project is appropriate and useful in a variety of circumstances.
- ***Adaptability*** - Concepts and techniques used in project activities are adaptable to a variety of local conditions.

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- **Sustainability** - Project activities may be maintained over the long-term.

In addition, participants felt that it is difficult to quantify the changes that take place within the life of a project, as a project is likely to impact many ongoing processes that will continue long after termination of the project. They suggested that one measure impact not only by quantitative factors but by qualitative as well. They recommended several indicators which may be used to measure qualitative impacts including: solidarity, commitment, awareness, leadership, participation, interest, and enthusiasm.

◆ **Regionalism**

Regionalism can take a variety of forms in an ICDP. Defining regional programmatic needs is critical to developing regional level activities. A regional ICD project adds another layer of both opportunities as well as constraints to project management and implementation. Defining what it is that makes a project regional is somewhat obscure as almost everyone has a different opinion based on their needs and perspectives. There have been many discussions over the life of the PACA project as to what has made PACA a regional initiative. Workshop participants defined the following aspects that made PACA a regional project.

- **Cross Visits** - Cross visits between PACA counterparts in Costa Rica, Guatemala, and Honduras provided opportunities for project managers and beneficiaries to exchange ideas and experiences. These visits allowed participants to witness how counterpart organizations were identifying natural resource constraints and developing solutions to overcome them. They provided the opportunity to share ideas, solutions, and expertise as well as the opportunity to develop a regional network of organizations working on similar issues.
- **Regional Training Workshops** - Regional training workshops allowed project managers from PACA counterpart organizations to gain specific technical and managerial skills. These workshops upgraded skills and permitted the sharing of methodologies and lessons learned. In addition, they built confidence, comraderie, and collegialism.
- **Technical Assistance** - Regional technical assistance provided opportunities for counterpart organizations to call upon PACA Central to provide them with skills, methodologies, assessments, and recommendations to meet their specific technical and organizational needs.
- **Information Dissemination** - The dissemination of information and lessons learned documents provided valuable information regarding other experiences in the region as well as insights on potential opportunities for undertaking new initiatives.

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- **Methodology Testing** - The testing of similar methodologies under a variety of circumstances in different settings, allowed for regional comparisons and insights.
 - **Regional NGO Network** - Each of the above activities enabled the sharing of information, ideas, and experiences and the subsequent establishment of a regional network of environment and development NGOs.

Participants also made a variety of suggestions for improving regionalism including:

- **Increased interaction and coordination between local NGOs working within a given area regardless of their affiliation with the donor PVO.** A strong relationship between donor PVOs and funds specifically allocated for this activity will strengthen these opportunities.
- **Greater integration of project components in both national and regional level programming.** Counterpart NGOs working within a given geographic area should develop some level of programmatic integration regardless of the component that they are working under. This will provide cohesion among local organizations and beneficiaries and consistency in project initiatives. The challenge to achieving this however, will be the coordination of the diverse agendas of each organization.
- **Regular communication from the central project office regarding regional initiatives enables local NGOs to plan their activities accordingly.** Spur of the moment regional activities detract from ongoing field activities.
- **Additional thought must given to opportunities for incorporating Belizean counterpart NGOs into regional activities.** As Belizean experiences and needs tend to be different from those of neighboring countries, Belizean counterparts participated in few regional activities. In addition, the language barrier further complicated their participation.

◆ ***Gender Focus***

An ICDP must conduct gender analyses to develop a clear understanding of the ways in which resource users and managers relate to the resource base. In communities throughout the region, men and women are key resource users and managers and have different roles, responsibilities, opportunities, and constraints in managing the resource base both within the household as well as in the community. An ICDP which focuses on integrated environment and development issues must attempt to disaggregate information about the functioning of the

household and community organizations involved in natural resource management in order to fully understand the cause and effect relationships between environmental problems and their potential solutions.

As a project, PACA paid little attention to gender issues. While several organizations developed programs focusing on women, there has been little systematic analysis of how gender roles affect the natural resource base in the target areas. Such a focus would help to clarify men's and women's roles and aid in project planning and targeting specific project interventions.

◆ *Intellectual Thread in an ICDP*

Decentralized regional ICDPs must provide means for maintaining an intellectual thread which challenges project managers to think beyond site specific issues about how their efforts fit into the larger conservation and development framework. Techniques for maintaining an intellectual thread in a decentralized project must be carefully woven throughout the project. A decentralized project can become so dispersed that each initiative narrowly focuses on its own agenda and not on the broader global issues related to conservation and development. While site specific issues are important, maintaining a broader intellectual thread which challenges project managers to analyze initiatives in a broader light is critical for longer-term project learning and impact. Formation and support of an intellectual thread may be spearheaded by a centralized technical office.

◆ *Other Aspects to be Considered*

Workshop participants identified three additional areas which should be incorporated into future ICDPs.

- **Reproductive Health** - Increasingly we are witnessing the linkages between population, poverty, and the environment. If an ICDP wishes to have a long-term impact on the environment, opportunities for developing a population/reproductive health component should be considered.
- **Powerful and Elite Sectors** - Historically, development practitioners have for the most part tended to focus on the underclass, those with few resources and little access to power. Frequently however, those who most abuse the resource base and those with control over the solution to environmental and/or social problems are the elite who wield power. Future ICDP's should explore opportunities for working with the rich and powerful in addition to the underclass.

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- **Land Use Classification** - Land use classification identifies the capacity of a land area for a particular use. ICDPs should promote and utilize land use classification systems as a means for project planning and identifying and developing adequate project interventions.

E. What has CARE and TNC Learned about Working with Local NGOs? How have Local NGOs Benefitted from their Relationship with CARE and TNC?

Both CARE and TNC learned a variety of lessons about working in partnership with local NGOs. Workshop participants developed the following list.

- Local organizations are highly capable of implementing project activities. The model of working through local counterparts to implement the project worked.
- Under the partnering model, the role of CARE changed. CARE must define new personnel profiles for regional technical assistance for future partnering projects.
- Relationships are based on confidence and mutual respect.
- Formal and systematized processes are necessary to create professional relationships between organizations.
- Institutional strengthening does not mean increasing the level of administrative formality. It can include this; however, some organizations may be more effective if they do not formalize.
- There exists a great variety of organizations and possible working partnership models. One must learn how to select the most appropriate model for each given set of circumstances.
- It is of utmost importance to carry out a systematic selection process for identifying counterpart organizations.
- Often, a project must work with more than one organization to fully carry out its objectives.

In addition, NGOs benefitted from their relationship with CARE and TNC in the following significant ways:

- Improved legitimacy and institutional capacity.
- Improved relationship with the target population.
- Improved administrative efficiency.
- Realization that working in a multidisciplinary, intersectoral, and coordinated team has a much greater potential for long-term impact on the identification and resolution of environmental problems.
- Improved administrative and accounting systems.
- Improved technical capacity of personnel.

F. Lessons Learned from the Donor's Point of View

Representatives from CARE, TNC, and USAID reflected on the type of incentives that donors should build into an ICD project in order to foster good partnerships. The following lessons learned and recommendations were made:

- **The match requisite should be flexible and serve as a catalyst for fostering incentive structures.** The match requirement proved onerous for the PACA project. The original goal of the 1:1 match was to create equal partners; however, it proved impossible. The 1:1 match became a disincentive for true partnership. The partners arrived at the playing table with unequal resources and as a result the partnership was never on equal ground as originally intended. It took time to define the multiple "pieces of the pie" and much time was spent allocating resources. Future ICDPs should encourage the use of local NGO in-kind contributions to meet the match requirements. In addition, the match requirement should be decreased when equipment and vehicles are passed on to local NGOs.
- **A space should be created between the international PVOs to allow the project to have a clear unified mission, objectives, and strategy.** In essence, it would create a new organization (PACA) instead of CARE or TNC to decide on project priorities.

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- **Technical power should not be confused with political power.** Defining opportunities for overcoming environment and development problems should be based on technical criteria. For example, site selection or the selection of partners should be based on a technical analysis and not political influence or power.
 - **Organizations partner to achieve a common goal. Not only must good relationships be developed between the partnering organizations, but they must achieve their common objectives.** Perhaps USAID should explore opportunities for offering a bonus for performance. There is however, a danger of creating an unfair competition for performance incentive money. In addition, performance incentives may also deter high risk investments or activities discouraging new and risky ideas. One option proposed could be to support a high percentage of funding to be channelled from national to grassroots NGOs, for example from Fundación VIDA in Honduras to Fundación Pastor, ASOMA, FUNBANHCAFE, and INEHSCO.

Another option might be to provide incentives for documenting contributions-in-kind from partner organizations on the ground. For example, 75% of the match might come from the PVOs while the remaining 25% of the match might be derived from the local NGOs. This type of arrangement supports a true partnership through local ownership.

In addition consideration was given to lessons learned that were not anticipated in the beginning of the project.

- **Regional ICDPs should promote regional thinking instead of regional control.** The difficulty of working at the regional level in the PACA project was not anticipated. Critical thought must go into defining those activities that support regional aspects of an ICDP.
- **ICDPs must have buy-in from participating national governments and from bilateral missions at the outset of the project.** Government buy-in was not automatically built into PACA's project design as was buy-in from the bilateral missions. As a result, neither national governments nor bilateral missions had a stake in the outcome of the PACA project. Their support is crucial to the outcome of regional projects.
- **Roles, responsibilities, budget, and power of each participating organization in the Executive Committee must be defined at the outset.** In PACA the Executive Committee became a resource allocator not a strategy or consulting team. The result was little strategic guidance from this high-level committee. In addition, a gender balance must be considered for the Executive Committee.

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- **Centralized technical assistance that responds to field needs is highly valuable. Future ICDPs should develop solid technical assistance programs based on local level needs.**

V. CONCLUSION

PACA was designed as a five year pilot project to develop partnerships among national and international NGOs and donors to link conservation and development objectives at the field, policy, and regional levels. PACA has learned many administrative and technical lessons over the five year period which have contributed significantly to the body of knowledge regarding the implementation of regional integrated conservation and development projects. It is hoped that future projects will build upon the many lessons learned in PACA to further strengthen conservation and development initiatives in the region and worldwide.

END NOTES

1. Conservation International was a third PVO involved in the original design and implementation of PACA. As the project evolved, Conservation International chose to concentrate on projects elsewhere and opted to withdraw from the PACA consortium.
2. The following comments were extracted from PACA's Mid-Term External Evaluation. For more specific information, see: Regional Environmental and Natural Resources Management (RENARM) project, "Mid-Term External Evaluation" conducted by Chemonics International, July 1, 1994.
3. Comments on PACA's Logical Framework were extracted from:

Marín, Sylvia. 1995. "Algunos Criterios sobre el Marco Lógico de PACA." San José, Costa Rica: Proyecto Ambiental para Centro América.

For more information on PACA and/or RENARM's Logical Framework refer to:

Popper, Roger. 1991. "A Total Program View of AID's Environmental and Natural Resource Management Strategy for Central America." Washington, D.C.: Management Systems International.
4. Workshop participants felt that Institutional Strengthening activities and impacts occurred in both Capacity and Implementation levels depending on the actual objective of the activity. As such, readers will find IS impacts categorized under both levels.
5. For further detail on country- and component-specific activities and impacts, please refer to PACA's Semi-Annual Reports submitted to RENARM throughout the life of the project.
6. While the following discussion is based on PACA's experience as an integrated conservation and development project, many of the practices outlined below are applicable to development projects in general.
7. The below section is a synthesis of opinions and ideas developed in both the workshop and in a written evaluation from all participants. In an attempt to lend coherence to the multitude of ideas the author has systematically grouped the comments, interpreted ideas, and paraphrased.

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8. For more information on criteria for partner selection, refer to:

Stuckey, Joe. 1995. "Caminando Juntos...Conceptos Básicos para Hacer Alianzas Estratégicas." San Jose, Costa Rica: Proyecto Ambiental para Centro América.

9. The below discussion on projects and processes was drawn from a workshop presentation delivered by Joe Stuckey and the below document. For more information please refer to:

Stuckey, Joe. 1995. "Alianzas Estratégicas: La Opción de las Organizaciones de Segundo Nivel." San José, Costa Rica: Proyecto Ambiental para Centro América.

APPENDICES

Appendix 1

PACA Final Evaluation Workshop Agenda

Objetivos del Taller:

- ◆ Evaluar el impacto del proyecto PACA a nivel regional.
- ◆ Documentar las lecciones aprendidas durante la implementación del proyecto.

Lunes 31 de julio de 1995

[Alojamiento en el hotel y reunión de facilitadores]

- Arribo en San Pedro Sula. Alojamiento en el Hotel Copantl.
- Entrega de materiales para el taller:
 - facilitadores: agenda revisada;
 - participantes: informes de avance del proyecto y breve documento conteniendo respuestas a las preguntas clave (ver anexo).
- Reunión de coordinación de facilitadores 3:00-6:30PM.
- Coctel y cena de bienvenida.

Martes 1 de agosto de 1995

[Introducción, el Marco Lógico e indicadores de impacto]

Mañana

1. Introducción:

- **Objetivos del Taller:**
 - a. evaluar impacto del proyecto,
 - b. documentar lecciones aprendidas para CARE, TNC, ONGs locales, AID y otros donantes.

Sylvia Marín, y Kathy Moser. 15 minutos.

- Revisión de la agenda y productos a generar como resultado del Taller. Gwen Thomas. 15 minutos.
- Expectativas de los participantes. Luis Monge. 15 minutos.
- Breve repaso de los conceptos y diseño original de PACA: proyecto integrado de conservación y desarrollo, asociación con organizaciones locales, y trabajo en consorcio a nivel regional. Marshall Burke y Luis Monge. 30 minutos.
- Resultados de la Evaluación Externa de Medio Período de PACA. Lecciones aprendidas en relación con diferencias entre la estrategia original y los resultados reales del proyecto. Leslie Lannon, Alex Dickie. 30 minutos.

2. El Marco Lógico e Indicadores de Impacto de PACA:

- Presentación y repaso de las principales categorías del marco lógico de todo el proyecto PACA. Sylvia Marín. 30 minutos.
- Trabajo en subgrupos para apropiación del marco lógico específico para cada componente del proyecto. Aclaración de dudas sobre significado de cada categoría de actividades. Kathy Moser, Joe Stuckey y Marshall Burke, Doug Baker, Sylvia Marín. 1 hora.

Tarde

- Exposición (o tour) en plenario del marco lógico de cada componente. 20 minutos. Luis Monge y Paquita Bath.
- Presentación sobre indicadores de impacto del proyecto PACA: procesos y productos; características de un buen indicador. Joe Stuckey. 40 minutos.
- Trabajo en subgrupos por componente del proyecto para identificar ejes programáticos, identificar procesos apoyados por medio de las diferentes actividades, y agregar indicadores de impacto (cuantitativos y cualitativos) por categoría del marco lógico. Kathy Moser, Joe Stuckey y Marshall Burke, Doug Baker, Sylvia Marín. 1 hora y 30 minutos.
- Presentación y discusión en plenario de indicadores de impacto bajo cada componente. 1 hora. Luis Monge y Paquita Bath.

3. Preparación para Gira de campo al día siguiente:

- Objetivos de la gira de campo. 10 minutos. Luis Monge.

- Presentación sobre los sitios a visitar y logística. Edas Muñoz. 15 minutos.

4. Recopilación de información sobre impacto:

- Lluvia de ideas sobre principales impactos del proyecto. Se entregan tarjetas con ideas y sugerencias al respectivo coordinador de componente. 15 minutos. Luis Monge.

(La siguiente actividad se realizará fuera del horario normal del Taller)

- Con base en la información escrita entregada por las ONGs y gerentes de proyecto y la lluvia de ideas del ejercicio anterior, los coordinadores de componente a nivel regional iniciarán la agregación de información sobre principales impactos de PACA dentro de la estructura del marco lógico. Esta información será revisada y completada por todos los participantes durante el último día del Taller.
 - Manejo de Areas Silvestres: Kathy Moser
 - Zonas de Amortiguamiento y Educación Ambiental: Joe Stuckey y Marshall Burke
 - Monitoreo Ambiental e Información para la Conservación: Doug Baker
 - Política Ambiental y Planificación Estratégica: Sylvia Marín

Apoyan esta actividad: Gwen Thomas, Luis Monge, Paquita Bath, y Ana Isabel Estrada.

Miércoles 2 de agosto de 1995

[Gira de campo y Mercado de Conservación y Desarrollo]

Mañana

5. Gira de campo al Merendón:

- **Objetivos de la gira de campo:**
 - valorar algunos impactos del proyecto PACA-Honduras (MZA/EA) en términos de los indicadores discutidos durante el primer día del Taller;
 - analizar semejanzas y diferencias entre sitios, actividades, y logros del proyecto comparando los resultados de PACA-Honduras con las experiencias de PACA en Guatemala, Costa Rica y Belice;
 - intercambiar y comentar lecciones aprendidas sobre impacto de los otros sub-proyectos en los demás países.
15 minutos. Edas Muñoz.

A1-3

- Visita a algunas comunidades donde ha trabajado en proyecto de Manejo de Zonas de Amortiguamiento y Educación Ambiental de PACA/CARE-Honduras. Edas Muñoz, Gilberto Manzano, Eusebio Casco. 3 horas.
 - Identificación y análisis de impactos (+/-):
 - . biológicos,
 - . sobre participantes o beneficiarios del proyecto,
 - . organizaciones e instituciones locales,
 - . impactos indirectos, o no anticipados.
 - Análisis y discusión sobre semejanzas y diferencias.
- Facilitan las discusiones durante la gira: Luis Monge y Paquita Bath.
- Regreso a San Pedro Sula antes del final de la tarde.

Tarde/Noche

6. Exhibición de materiales y productos de PACA y de las ONGs:

- Al regreso de la gira de campo, se organizará un "Mercado de Conservación y Desarrollo" con materiales y productos de cada ONG participante en el Taller. El propósito de esta actividad es el de estimular el intercambio de experiencias de trabajo en PACA, presentar documentos y materiales relevantes tales como videos, fotos, e incluso comprar y vender camisetas, gorras u otros productos que apoyan la autosuficiencia financiera de las ONGs.

Coordinan: Luis Monge y Paquita Bath. 2 horas y 30 minutos.

Jueves 3 de agosto de 1995

[Logros y vida después de PACA]

Mañana

7. Cuantificación del impacto de PACA:

- Trabajo en subgrupos por componente del proyecto. Con base en la información sobre principales logros e impactos de PACA agregada por componente, los participantes revisan y completan la información para cada componente a nivel nacional y regional.

Sugerencias sobre indicadores que deberían haber sido medidos antes del inicio del proyecto y monitoreados continuamente durante la ejecución de PACA para poder medir impacto más efectivamente.

Kathy Moser, Joe Stuckey y Marshall Burke, Doug Baker, Sylvia Marín. 1 hora y 30 minutos.

Apoyan esta actividad: Paquita Bath, Gwen Thomas, Luis Monge, y Ana Isabel Estrada.

- Presentación y discusión de resultados en plenario. 60 minutos. Luis Monge y Paquita Bath.

8. Lecciones aprendidas a nivel regional:

- Trabajo en subgrupos a nivel de cada país para discutir y analizar los siguientes puntos:

REGIONALISMO:

- ¿Qué se entiende bajo ese concepto?
- ¿Cuáles aspectos de PACA lo han hecho un proyecto regional (estrategias de programación, intercambio de experiencias, visitas cruzadas, capacitación a nivel regional, asistencia técnica a nivel regional, economías de escala, otros)? ¿Cuáles aspectos han sido los más exitosos y por qué?
- Fertilización cruzada entre ONGs: ¿qué lo hizo funcionar bien y cómo se podría fortalecer en el futuro?
- ¿Qué ventajas y desventajas ha ofrecido PACA como proyecto regional?

RELACIONES CON CONTRAPARTES:

- Con base en la experiencia de PACA, ¿qué sugerencias se podrían ofrecer para fomentar y fortalecer futuras relaciones de sociedad (asocio) entre ONGs internacionales y ONGs locales?
- ¿Cuáles fueron los aspectos más sobresalientes (lecciones aprendidas) de las relaciones de sociedad entre las ONGs locales y las ONGs internacionales?

FINALMENTE:

- ¿Cómo se podría mejorar el diseño y aumentar el impacto de futuros proyectos regionales que integren conservación y desarrollo?

Facilitan los subgrupos: Belice - Gwen Thomas, Guatemala - Paquita Bath, Honduras - Earl Wall, Costa Rica - Luis Monge. 1 hora y 30 minutos.

- Paralelamente a los grupos anteriores se organiza trabajo en un subgrupo con

representantes de CARE-USA, TNC-HQ, USAID-G/CAP, PACA Central para analizar:

IMPACTOS NO ANTICIPADOS:

- Dada la naturaleza experimental de PACA y RENARM, ¿qué hemos aprendido durante el proyecto que no anticipábamos al principio? Ejemplos: a. el trabajo en fortalecimiento institucional con organizaciones socias en CARE, b. trabajo con comunidades indígenas por intercambios con Cultural Survival, c. canjes de tierras de zonas núcleo a zonas de amortiguamiento en TNC, etc.

CONSORCIOS:

- Dada la naturaleza experimental de PACA y RENARM, ¿qué tipo de incentivos deberían incorporar los donantes en sus proyectos para estimular una sociedad (asocio) efectivo entre ONGs internacionales, y de las ONGs internacionales con sus contrapartes locales?
- ¿Qué capacidades institucionales son requeridas para desarrollar adecuadamente un proyecto integrado de conservación y desarrollo?
- Sugerencias sobre formas alternativas de organizar servicios de asistencia técnica a nivel regional.
- Recomendaciones sobre estructuras de sociedad alrededor de un PICD para CARE, TNC y donantes en la región.

Facilita: Marshall Burke. 1 hora y 30 minutos.

Tarde

- Presentaciones en plenario de los 5 grupos (4 países y el grupo de CARE, TNC, y AID. 15 minutos cada grupo.) Discusión de las conclusiones y recomendaciones. Luis Monge, Paquita Bath. 1 hora y 30 minutos.

9. VIDA DESPUES DE PACA:

- Discusión en plenaria sobre posibles futuros proyectos en la región.
- Intercambio de información sobre donantes potenciales y nuevas iniciativas.

Marshall Burke, Kathy Moser, Alex Dickie. 1 hora.

10. SINTESIS DEL TALLER

- Miembros del equipo facilitador interpretan y resumen los resultados del Taller.

11. CLAUSURA Y DESPEDIDA DE PACA

Appendix 2

PACA Final Evaluation Workshop Participant's List

Belize

Evan Cayetano, BCES
Frances Griffith, BCES
Will Heyman, The Nature Conservancy

Costa Rica

Cesar Cuello, Fundación Neotrópica
Tirso Maldonado, Fundación Neotrópica
Juan Marín, AGUADEFOR
Wlfran Murillo, MIRENEM, CCIG
Juan Carlos Romero, CARE Costa Rica
Luis Filipe Vega, AGUADEFOR

Guatemala

Otto Cifuentes, CONAMA
Otto Escobar, FUNDEMABV
Oscar Nuñez, Defensores de la Naturaleza
Hilda Rivera, VOCA
Alejandra Sobenes, IDEADS
Olga Valdez, CDC-CECON
Gabriel Valle, FUNDAECO

Honduras

Eusebio Casco, CARE Honduras
Roger Flores, FUNBANHCAFE
Hugo Galeano, Fundación Ecologista
Claro Lara, INEHSCO
Gilberto Manzano, CARE Honduras
Fausto Milla, INEHSCO
Edas Muñoz, CARE Honduras
Magda Portillo, CARE Honduras

Nicaragua

Javier Lacayo, CARE Nicaragua

PACA Central

Renan Chaves, The Nature Conservancy
Ana Isabel Estrada, CARE
Sylvia Marín, CARE
Luis Monge, CARE
Joe Stuckey, CARE
Gwen Thomas, CARE

USA

Doug Baker, The Nature Conservancy
Paquita Bath, The Nature Conservancy
Marshall Burke, CARE
Gina Green, The Nature Conservancy
Maud Iturregui, The Nature Conservancy
Kathy Moser, The Nature Conservancy

USAID

Alex Dickie, RENARM
Leslie Lannon, RENARM