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***LEADER WITH ASSOCIATES  
COOPERATIVE AGREEMENT***

**LAG-A-00-99-00048-00**

***IMPLEMENTATION PLAN***

**10/01/2002-09/30/2003**

**for**

**World Wildlife Fund**

Submitted: Tuesday, October 01, 2002

## **Project Management**

### **Project Overview**

#### **Overall Goal:**

To maximize learning and implementation of Ecoregion Conservation efforts in the EcosNature ecoregions, core project management plays an essential role in coordinating communication and facilitation of learning opportunities across ecoregions. Through project management, we have oversight and management responsibility of activities in the leader ecoregions of Atlantic Forests, Bering Sea, Forests of Lower Mekong, Southwest Amazon, Sulu Suluwesi Marine Ecoregion (SSME), and Terai Arc. The following outlines the key accomplishments of last year and plans for the upcoming fiscal year FY01.

#### **FY02 accomplishments**

##### Project Management:

- Productive workshop on “Learning Across Boundaries –Broad-scale Collaboration” held in Coolfont, West Virginia in October, 2001.
- Poster “Measuring Conservation Success” presented jointly with TNC and WCS at the SCB meeting in Canterbury, England.
- GCP partners and other international conservation practitioners met in Canterbury as the first of a series of progressive meetings on how we monitor and measure conservation success. The first follow-up action was completed with a joint effort on defining ecoregional measures in the Bering Sea with TNC, WWF and local experts.
- Results of Economic Support Initiative ‘citizens jury’ activities in the Sulu Sulawesi Seas are generating an enthusiastic response from local villagers, governments and decision-makers as a creative new way of using economic tools to make participatory decisions about natural resources and conservation.
- As a direct result of the *Teaming Drylands* workshop, a learning and exchange program between ecoregion partners in the Fynbos ecoregion and SW Australia ecoregion is underway. WWF is also currently exploring the development of dryland learning networks organized around grazing and fire issues between WWF and TNC. Finally, WWF has also recently signed an MOU with UNDP, through which we will explore a collaborative learning portfolio of dryland ecoregions.

#### **For EAI:**

- Administrative agreement authorizing the transfer of \$US 17.5 million from the EAI account under FONAMA to Fundación PUMA was signed by PUMA and the Government of Bolivia in July 2002. In addition, Bolivia's Treasury made the final deposit of local currency payment equivalent to \$US 1 million to EAI's account, thus completing the \$US 20 million in promissory payments.

### **Project Activities**

The core management team will provide the necessary programmatic, financial and administrative oversight to support site-based implementation and facilitate learning among ECOSNature ecoregions and throughout the broader network of WWF and GCP partners. An important function for this team is facilitating opportunities to broaden learning and testing of different methods through various mechanisms such as thematic and/or geographic workshops, ecoregional exchange visits, creative communication media and innovative grants. These mechanisms help to advance the concept of ecoregion conservation within ECOSNature ecoregions and across ecoregions that are global priorities as identified in the original proposal. Just as importantly, the coordination of these activities includes exploring ways to create more exchange and collaboration with the broader conservation community, many of which are rolling out large-scale conservation in different ways around the world. The following reflects our intention of testing out creative ways to fulfill this dual role of supporting WWF programs to achieve our global goals as well as acting as a catalyst for conservation beyond our institutional boundaries.

Total level of Effort: \$ 914,000 (\$ 300,000 USAID; \$ 614,000 WWF)

### **Objective I: Mobilize Conservation Action on an Ecoregional Scale**

#### ***Activity 1.1 Maintain EcosNature coordination team***

The coming year will provide the opportunity to further track progress, facilitate communication and coordinate reporting for a coherent program designed to test and support this approach in the focal ecoregions of the EcosNature Project. As associates emerge, this coordination team keeps track of existing and/or promotes potential opportunities for support through other AID missions to help foster greater learning and capturing of experience that can be exchanged across ecoregions. With the broadened collaboration between GCP partners, the ECOSNature team will help facilitate opportunities for exchange and in particular participate actively in the design process and response to GCP II.

#### ***Anticipated Outputs/Results:***

- Effective programmatic and financial administration to advance conservation impact in EcosNature ecoregions.

**Level of effort for the activity:**

\$178,000 (78,000 USAID; \$100,000 WWF)

**Activity 1.2 Facilitate activities and communication as opportunities for exchange and learning to advance Ecoregion Conservation implementation**

**Workshops**

**Learning Across Boundaries III -- Metrics and Measures of Conservation Success**

Level of Effort: \$ 25,000 (\$20,000 USAID; \$5,000 WWF)

The focus of this year's annual workshop, to be guided by WCS in partnership with WWF, emerged from ongoing conversations and collaboration with GCP partners to address one of the more challenging issues on the horizon; monitoring and measuring conservation success at broad scales. Progressive meetings from the past year have helped to define the agenda and direction for this workshop and promises to be a useful forum for sharing tools/approaches. In particular this meeting will propose agreement on shared standards and process as well as exchange ideas on auditing systems that can be used as peer review 'certification' of conservation programs. We will also identify ways of communicating results and lessons learned (e.g. such as potentially for presentation or discussion in the 'Measuring Effectiveness' session at the Vth World Parks Congress in Durban, South Africa in 2003).

**Private Lands Conservation** Level of Effort \$25,000 (\$20,000 USAID; \$5,000 WWF)

An emerging trend within WWF's ecoregion programs and across other programs working at multiple use large-scale conservation is the need to develop specific conservation strategies related to private lands. As such, we will bring together a small number of ecoregions who have identified issues related to private lands as either major threats or emerging opportunities. For example, an exchange between Valdivia and High Plains yielded a private lands study that is now the blueprint for action for both TNC and WWF in the Valdivian. This peer exchange workshop will build on this using a combination of collaborative learning techniques, a capacity strengthening event will pull together WWF with key GCP and other partners from Valdivia, High Plains, Fynbos, Atlantic Forest, Miombo, and Mekong ecoregions to share ideas and review existing programs. Representatives from NGOs working in land tenure issues, experts looking into specific tools and approaches along with representatives from key stakeholder groups such as land owners who can speak from their experience will all be invited to share current issues and possibilities.

**Communications**

Level of Effort \$65,000 (\$10,000 USAID; \$55,000 WWF)

In the first phase of work with knowledge management consultants (Origo Inc.) that conducted an assessment of user's needs, three tools were identified as the most useful to meet field needs and in particular, address one of the greatest challenges of accessing timely information. These tools are a resource directory of practitioners, a document repository and a help desk feature. In

reviewing options for broad electronic communication, work continues to adapt current use and design new options for intra/inter/extranets. Documents are now being placed on WWF International's Intranet. We are also working with other conservation organizations, specifically TNC, to build and link with existing systems such as ConserveOnline as a mechanism within BCIS – the broader biodiversity commons. Data and documents will continue to be uploaded with a link established to this learning portal through ConserveOnline in the next fiscal year. WWF will also continue to produce several publications that synthesize results on specific issues as well as communicate learning over the past year. In addition to those already mentioned within the Innovative Grants section, some highlights of other products include “An Assessment of the Freshwater Ecoregions of Africa”<sup>1</sup>, “Marine Ecoregion Conservation – A Resource Book” as well as multiple issues of ‘Sharing Across Boundaries’ (SABs). SABs communicate lessons learned and case studies on current issues being faced by large-scale conservation practitioners within WWF as well as the broader conservation community. For this next year we will cover topics such as ‘What’s in an Ecoregion Action Plan?’, “Measuring Conservation Success” and others. These will all be shared broadly with GCP partners and the conservation community.

### **Ecoregional Exchanges**

Level of Effort \$10,000 (\$5,000 USAID; \$5,000 WWF)

In the Atlantic Forests ecoregion, a clear need has been to strengthen the capacity of ecoregion team members and partners in using GIS as a tool for better analyzing and communicating results to reach critical decision-making audiences. The Southwest Amazon team has a well-developed capacity for using GIS and support will be provided for the Atlantic Forest team to join the SWA team in an ecoregion exchange. Using the opportunity of this visit, WWF SWA staff in Peru will host a meeting with other conservation partners in the area (e.g. CI, TNC and local partners) to share lessons learned as well. Other ecoregion exchanges are being considered but not yet confirmed.

### **Anticipated Outputs/Results:**

- Proceedings of LAB III (see also Measures in Activity 1.3)
- Proceedings of Private Lands Conservation workshop
- Published documents, “An Assessment of Freshwater Ecoregions of Africa” and “Marine Ecoregion Conservation – A Resource Book”
- Three Sharing Across Boundaries on issues relevant to WWF ecoregion programs and GCP partners.
- Broader capacity and knowledge of GIS-based tools and maps and their use in conservation action plans.

### **Level of effort for the activity:**

\$ 140,000 (\$ 70,000 USAID; \$ 70,000 WWF)

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<sup>1</sup> World Wildlife Fund assembled a team of leading scientists to conduct this assessment of freshwater ecoregions in Africa. Results focus on identifying globally outstanding ecoregions, types and immediacy of threats, gaps in information and proposes a broad-scale framework with viewpoints from leading scientists in eleven essays.

### **Activity 1.3 Facilitate Innovative Grants**

The purpose of innovation learning grants is to promote creative and rigorous thinking and acting to advance the concept and practice of ecoregion conservation and other large-scale conservation practices. Using the criteria established, several grants are being considered for FY03.

#### **Global Trends –Agribusiness – Minimizing threat and maximizing opportunity through best management practices**

*Level of Effort \$332,000 (\$32,000 USAID; \$300,000)*

WWF believes that in order to address agriculture as a threat to biodiversity, we must understand what commodities and practices can be influenced by a variety of tools at multiple scales. One of the most promising is the leveraging of better practices that make for better business and lower impact on biodiversity. In the upcoming year, activities are focused on high level meetings with the insurers, investors and buyers of agricultural and aquacultural commodities as well as direct work with farmers, governments and NGOs. For high level impact, WWF is partnering with the IFC to develop BMP-based investment screens that support more sustainable business that reduces impacts on biodiversity. In addition WWF and FAO are developing a partnership that will focus on 6-8 different commodities (both food and cash crops) in 6-8 globally significant ecoregions. FAO will work with WWF staff to finalize the regions and commodities in November 2002.

On the ground, initial assessments of major agriculture issues affecting biodiversity in the Lower Mekong and the Atlantic Forests were completed. The preliminary results and follow-up actions for the coming year are as follows:

#### **Forests of Lower Mekong**

In Vietnam, there are several commodities that have disrupted major markets in the past 10 years (black pepper, cinnamon, cashew, and most recently shrimp, coffee, sugar and cotton). Each of these could be produced with fewer impacts on biodiversity but to date no producer codes or BMPs have been identified. There are also multiple organizations of producers that have not been mobilized but could be, in order to promote greater production efficiency/reduced impact. While there are extensive regulations on agricultural impacts, there is very little enforcement, lack of transparency and corruption. For example, one of the most important drivers for agricultural expansion is a system of land concessions and leases granted mostly to military officials who in turn bring in farmers to produce specific crops (such as sugar and coffee). The officials with concessions have contracts to supply products to larger buyers and they receive a direct payment from buyers based on total production that is generated. Follow-up recommendations from the scoping report range from mechanisms to leverage BMPs as well as identifying core policies that can reduce agricultural impacts, working with the government to strengthen capacity and develop cost effective ways for enforcement.

The main issue in Cambodia is granting of agricultural concessions in the national forests. While these are intended to increase agricultural production and employment, they in fact are used to increase logging operations. An important follow-up action is to help expose and eliminate this form of logging. Another form of concession in Cambodia is for plantation pulp, and the Chinese

have agreed to develop a pulp plant. An immediate follow-up action is to generate a quick calculation that indicates the total area that would need to be plantation trees to feed the mill. This data combined with knowledge of biodiversity in the landscape can be used to identify threatened areas and those forests needing protection for their biodiversity value or because they are not appropriate for planting (e.g. slope, riparian, etc. ).

In Laos, the main threats are two-fold. First, the government is proposing the development of hydroelectricity. An anticipated impact is that agriculture will expand, initiated by the need to feed those working on the projects. More significantly however, Laos has much more land than neighboring countries. Currently the centralized government simply does not have a policy structure that would allow it to shape proactively the development of agriculture. The primary action at this time is to work with the government to craft policy options to strategically encourage a more rational development that incorporates biodiversity values.

With these results from Vietnam, Cambodia and Laos, the immediate follow-up actions will be to develop a process where WWF staff can work with partners to develop strategic priorities from amongst the recommendations that maximizes opportunities for leveraging influence on the shape and direction of agricultural impacts.

### **Atlantic Forests**

The scoping suggests that agricultural expansion in Paraguay is proceeding at more than 8 percent per year. While each farmer is required to maintain natural habitat on their farms, this often doesn't happen. There is no plan in place to ensure that patches on one farm connect with those on its neighbors and create appropriate wildlife corridors. Agricultural cooperatives recently asked WWF to help them undertake this kind of planning as well as to consider the issue of tradable habitat—the idea here being that 100 percent of some farms is ideal for soy production whereas some other properties have a far lower percentage of land that is suitable for sustained production. The goal of the producers is to be able to trade development rights so that the total uncleared land would include the right amount, but that it could be used in such a way as to protect areas that are more fragile and biodiverse.

Government, too, seems willing to work with WWF to develop large-scale zoning of areas that have not yet been exploited. While it will be easy to identify steep slopes and riparian areas, and perhaps even inappropriate soils, it is doubtful that there is sufficient information at this time on those high conservation value areas that should be zoned out of use. Follow-up actions include WWF working with the government and other stakeholders plan for zoning in the absence of such data until it can be collected.

Further work is also being explored in both Brazil and Paraguay on rehabilitation of degraded lands, land value and subsidies. All of which can heavily influence how and where agriculture develops and the subsequent impacts on biodiversity.

### **Economic Incentives**

Level of Effort: \$59,000 (\$35,000 USAID; \$24,000) WWF

Efforts of the Economics Support Initiative in the past year focused on building capacities of communities and conservation practitioners to use economic tools and analysis in support of

conservation objectives. In the Mekong, USAID supported studies focused on understanding ecological and societal values of floods. This work will be used to influence development plans and discussions of the Mekong River Commission and will be presented at the Second International Symposium on the Management of Large Rivers for Fisheries to be held in Cambodia in February 2003. In Sulu Sulawesi Seas, citizen's juries, were used to give citizens and stakeholders around Bunaken National Park in the Sulu-Sulawesi ecoregion a new voice for conservation. In partnership with the University of Queensland, A Community Jury Workshop brought together representatives from the national park, mangrove users, fisherman, scientists, and dive operators to debate, discuss and make recommendations on more effective management of the park. Compiling biologic and socioeconomic information, experts were asked to 'testify' on conservation issues relative to the areas. A jury of 25 community leaders and government representatives ruled on decisions related to more effective management of the park, and has put forth specific recommendations that they will take to government departments and resource management agencies. Local newspaper articles and community discussions have stimulated interest in this transparent and participatory approach to decision-making in Indonesia, with communities already establishing citizen's juries to address garbage and pollution issues in North Sulawesi and other issues in the Tondano watershed.

In Papua New Guinea, WWF is collaborating with TNC and the University of PNG to build local capacities to undertake various economic analysis to better understand the potential impacts of oil palm development on biodiversity and community livelihoods. The study will be expanded to incorporate biological aspects in partnership with the Smithsonian Institution in an effort to provide new and more comprehensive information to communities, provincial and national authorities, and international investors in order to make more informed decisions about prospective oil palm development. As well, we expect to expand this work into Papua in the coming year to provide a more comprehensive overview of the ecoregion. This USAID supported work complements similar economic capacity building initiatives in Latin America. For example, in the coming year we will support building the capacities of local partners in Bolivia to use economic tools in the Pantanal addressing grazing issues. With the early results from across the different pilot studies, ESI will produce a publication of lessons learned to date from these economic capacity-building initiatives. Each of these pilots, especially PNG and Pantanal, work is and will continue to be coordinated with GCP partners as is needed for maximizing impact.

### **Measures & Monitoring**

Level of Effort \$50,000 (\$35,000 USAID, \$15,000 WWF \$200,000 *unconfirmed*)

WWF is putting dedicated time and effort in the coming year to explore how we monitor and measure conservation impact. Embedded within a larger framework that is looking at a comprehensive set of parameters (from biotic impacts, threats, enabling conditions, to institutional effectiveness), efforts will focus on helping ecoregion action programs define and refine measures (from ecoregion to landscape) with partners to develop appropriate monitoring plans. Leading from the joint effort with TNC in the Bering Sea that happened in September, we will engage with up to an additional six ecoregions in the coming year. We will build on the lessons learned from TNC's model of promoting ecoregional measures standards, to design a process to work with ecoregion teams/partners in defining measures within a variety of scales and contexts and share these lessons more broadly.

One key mechanism for sharing ideas and practices will be as part of the progressive dialogues WWF is helping to spur amongst the GCP partners. The joint meeting in Canterbury in July brought practitioners together, generated specific collaborations and led to a collective agenda for the next meeting in November. At this next meeting, representatives from GCP will 1) share what they are doing for 1<sup>st</sup> party 'auditing' and how they monitor/measure success 2) define common standards and processes that can provide the criteria for 2<sup>nd</sup> party auditing/certification of conservation programs, 3) outline ideas for promoting 2<sup>nd</sup> party certification based on these standards/processes. It is anticipated that this momentum will carry forward areas of specific collaboration with GCP/other partners where we are working in the same places as well as catalyze conservation-wide shifts in how we measure conservation success.

### **Conservation Planning**

Level of Effort \$15,000 (\$15,000 USAID; \$0 WWF)

Following on the model developed by multiple partners working on conservation finance issues "A Training Guide to Conservation Finance", TNC is spearheading an effort to produce a similar multi-logo CD-ROM that would bring together in one place the various broad-scale/ecoregional conservation planning tools. This will include an analytical piece that distinguishes between the tools and approaches and attempts to bring out any universal common ground as well as existing and potential pitfalls across the conservation community. This multi-branded product will be presented at the WPCA to bring a much-needed synthesis on broad-scale approaches as well as catalyze dialogue and debate on the merits and gaps.

### **Governance**

Level of Effort: \$30,000 (\$30,000 USAID, \$0 WWF \$330,000 *to be confirmed*)

Governance issues consistently rise to the top as one of the critical factors for determining long term success. WWF is exploring the role of governance at multiple scales; from transboundary agreements; national protocols, regional/local. Through the lens of supporting 'good governance', WWF is interested in what structures and processes support sound decision-making over land and resources. One tool that will be explored in the coming year is the use of Decision Support Systems (DSS). DSS is an emerging innovation that brings together academic research on how decisions are made using specific technologies that can be useful to the conservation practitioner. DSS most often uses software programs that integrate biological and socioeconomic information into a process of decision-making in conservation and natural resource management. Various softwares have been developed within a range of contexts (e.g. C-Plan used in the CAPE Fynbos ecoregion project). Pending approval of funding from NSF, WWF will build on a review of 12+ DSS software packages to test out various DSS tools at a range of scales in 4 ecoregions (Miombo Woodlands of southern Africa, High Plains in the western U.S., Atlantic Forests and Southwest Amazon).

For Southwest Amazon in particular, USAID funds will support the WWF Bolivia team in working with a pilot 'mancomunidad' in the Amboro-Madidi corridor. Guidance from a team of regional planners and technicians will support WWF Bolivia staff and partners in articulating a process that uses the most appropriate DSS tool. One of the key goals, is to explore how DSS

can support and catalyze a participatory decision-making process and product that integrates biodiversity information/values into the regional planning context.

### **Population/Gender and Environment**

Level of Effort: \$105,000 (\$5,000 USAID; \$100,000 WWF)

Results from the initial pilots of supporting girls scholarships as a strategy for addressing population dynamics within critical biodiversity conservation area has proven to be a promising avenue to pursue. USAID funds for supporting scholarships in Sulu Sulawesi Seas have leveraged matching funds as part of a larger challenge grant for the coming year. In addition to the 4 ecoregions where WWF supports scholarships (E. Himalayas/Terai Arc, Sulu Sulawesi Seas, Madagascar, East Africa Marine), scholarships are targeted for expansion into another 10 ecoregions in the next 5 years. This program is accompanied by a developing analytical and monitoring plan to attempt to gauge how effective this strategy is at tackling population and gender issues within biodiversity conservation. USAID funds will be used to support this crosscutting analysis as part of an overall package of understanding the relationships between women and conservation.

In the Lower Mekong, USAID supported population and consumption overlays work is being undertaken in collaboration with the Mekong River Commission (MRC) data collection process. The data that is collected will be translated into maps that will be published by MRC in a "Social Atlas of the Lower Mekong" - a document intended to influence future land-use planning and policy making across the region. These overlays will contribute to (a) data analysis and spatial mapping of forces influencing the state of biodiversity; (b) collaboration and dialogue between WWF and MRC; and (c) future planning and policy decisions for the Mekong.

Results from the population overlays used in Fynbos ecoregion are also directly informing regional planning agencies. The CAPE program is also using the maps to pursue further analysis of key findings (e.g. the link between grain farming distribution and subsidies; bimodal distribution of vineyards, etc.) to strengthen lobbying efforts with government and key sectors in land use planning. This additional analysis - backed up by the overlays (maps and analysis) will provide the CAPE project with (a) a powerful resource for lobbying of politicians and decision-makers to find sustainable solutions and (b) public education tool that makes the links between population, agriculture and the environment. These maps will be used further to calculate the 'footprint' of the average Cape/Fynbos citizen on CAPE biodiversity.

If funding permits, a '3rd generation' of overlays would focus even more on the potential of the overlays to build on WWF's Living Planet Index and subsequent WSSD discussions and push the development of more sophisticated 'footprint' modeling. Additionally, the population/environment program will pursue further analytical and crosscutting work on migration, identifying successful approaches to tackling migrations which threaten areas of high biodiversity value. This will entail working directly with specific ecoregions where migration is the key population dynamic, and collaborating with other organizations working in the field of migration.

Addressing population/environment issues more broadly, CSU commissioned an analytical review of WWF investments in population and gender that highlight lessons learned, outstanding

issues and provide recommendations for further investment. WWF also hosted a forum with population and environment practitioners that included GCP partners and will explore proposed follow-up actions as funding and opportunities permit. For gender issues in particular, CSU continues to support - with plans to expand - the girls scholarships program, the Women and Conservation Recognition Awards and small grants that target innovative opportunities. (e.g. community-based toxics monitoring with native women in the Bering Sea).

**Anticipated Outputs/Results:**

- BMP Investment screens drafted and endorsed by critical decision-makers for key commodities.
- Action plans for mitigation of agricultural impacts for Forests of Lower Mekong and Atlantic Forests defined with first steps taken.
- ESI case studies published and disseminated to WWF Network and partners.
- Certification/auditing process piloted across GCP partners in representative sites.
- Population overlay for Lower Mekong completed.
- Analytical monitoring plan for girls scholarships in place.
- CD-ROM to support TNC-lead synthesis and analysis of ecoregional/broad-scale conservation planning tools presented at WPCA, 2003.

**Level of effort for the activity:**

\$ 596,000 (\$152,000 USAID; \$444,000 WWF)

**Activity 1.4 WWF Bolivia establishment and management of the Enterprises for the Americas (EAI) Foundation**

*Note: There are no further funds for this activity to support Fundación PUMA during FY03. The costs incurred will need to be covered by USAID or other funding sources.*

This activity seeks to strengthen the level and quality of conservation funding in Bolivia which includes six Global 200 ecoregions: Southwest Amazon, Pantanal, Andean Yungas, Chiquitano Dry Forest, Cerrado Woodlands, and Central Andean Puna. WWF is working with P.U.M.A. (Fundacion de Proteccion y Uso Sostenible del Medio Ambiente) to establish the EAI. The primary goal is to achieve high standards of transparency, efficiency and accountability in the establishment and management of foundation funds. In the past year, the following accomplishments were achieved:

- I. The administrative agreement authorizing the transfer of \$US 17.5 million from the EAI account under FONAMA to Fundación PUMA is signed by PUMA and the Government of Bolivia. (July 2002)
- II. Bolivia's Treasury makes final deposit of local currency payment equivalent to \$US 1 million to EAI's account (January 2002), thus completing the \$US 20 million in promissory payments.
- III. General manager for Fundación PUMA is hired, Antonio Delius Perez (July 2002)
- IV. Decreto Supremo signed authorizing immediate transfer of EAI operational accounts from FONAMA to Fundación PUMA (December 2001).

Several steps still remain to finalize the transfer of the Bolivia EAI Account's investment account in Citibank of New York (totaling approximately \$17.5 million) from FONAMA to Fundacion PUMA. However, these are relatively minor procedures which should be completed within the next few weeks, including:

- Transfer of investment account signatures,
- Inscription of the \$17.5-million EAI budget in the GOB national budget,
- Completion C-31 treasury transfer forms, and
- Actual transfer of the EAI funds from GOB's public account to Fundacion PUMA's private account in Citibank.

Some of the next hurdles for the board include:

- Launching a call for environmental project proposals asap,
- Changing the administrative costs arrangement through an exchange of diplomatic notes,
- Developing investment policy and planning,
- Consolidating the organization (structure, staff, strategic planning, etc.)
- Improving project administration and management.

***Level of effort for the activity:***

\$0

*Note: There are no further funds for this activity to support Fundación PUMA during FY03. The costs incurred will need to be covered by additional USAID or other funding sources.*

**Other Specific Program Details**

***Travel***

| <b>WHO</b> | <b>FROM</b>      | <b>DESTINATION</b> | <b># OF TRIPS</b> | <b>PURPOSE</b>                                    |
|------------|------------------|--------------------|-------------------|---|
| WWF Staff  | Washington D.C.  | Bering Sea         | 1                 | Measures  |
| WWF Staff  | Washington D.C.  | Lower Mekong       | 3                 | Field Visit, Measures and Agriculture; Population |
| WWF Staff  | Washington, D.C. | Southwest Amazon   | 1                 | DSS, Measures and Agriculture                     |
| WWF Staff  | Washington, D.C. | Atlantic Forest    | 3                 | DSS, Measures and Agriculture                     |

|                             |                  |                                   |   |                                |
|-----------------------------|------------------|-----------------------------------|---|--------------------------------|
| WWF Staff                   | Washington, D.C. | South Africa                      | 3 | WPCS                           |
| WWF Staff                   | Washington, D.C. | Miombo                            | 1 | Population                     |
| WWF Staff                   | Washington, D.C. | East Africa Marine                | 1 | Population                     |
| Atlantic Forest<br>WWF team | Atlantic Forest  | Peru                              | 3 | Freshwater Workshop            |
| WWF Staff                   | Washington, D.C. | Northern Andes                    | 1 | Population                     |
| WWF Staff                   | Washington, D.C. | Sulu Suluwesi Marine<br>ecoregion | 2 | ESI and Agriculture            |
| WWF Staff                   | Washington, D.C. | Congo Basin                       | 1 | Population                     |
| WWF Staff                   | Washington, D.C. | Papua New Guinea                  | 1 | ESI                            |
| WWF Staff                   | Washington, D.C. | Bismarck/Solomon<br>Islands       | 1 | Population                     |
| WWF partner                 | Washington, D.C. | Chile                             | 4 | Private lands peer<br>exchange |
| WWF Staff                   | Washington, D.C. | Chile                             | 2 | Private lands peer<br>exchange |

