

PD-ABL-643



UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
REGIONAL DEVELOPMENT OFFICE CARIBBEAN

P.O. BOX 302
BRIDGETOWN
BARBADOS
OFFICE: (809) 436-4910
FAX: (809) 429-4438

April 16, 1993

Dr. Augusto Medina
Director
World Wildlife Fund
1250 Twenty-Fourth St. NW
Washington, DC 20037-1175
U.S.A.

Subject: Cooperative Agreement No. 538-0171-A-00-3231-00

Dear Dr. Medina:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby awards a Cooperative Agreement to the World Wildlife Fund (hereby referred to as "WWF" or "Grantee"), the sum of \$2,369,879 to provide support for a program Conservation of Natural Resources, as more fully described in the Schedule of this Cooperative Agreement and the Attachment 2, entitled "Program Description."

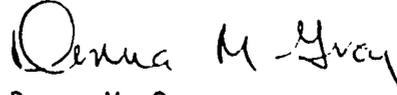
This Agreement is effective and obligation is made as Recipient of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending September 20, 1997.

This Agreement is made to the WWF, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the Schedule, Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by your organization.

1

Please sign the original and each copy of this letter to acknowledge your receipt of the agreement, and return the original and all but one copy to the Office of Procurement.

Sincerely yours,



Donna M. Gray
Grants Officer

Attachments:

- 1. Schedule
- 2. Program Description
- ~~3. Standard Provisions~~

ACKNOWLEDGED:

World Wildlife Fund

By : 
 Title : Lawrence J. Amon
Vice President for
Finance and Administration
 Date : 6/8/93

FISCAL DATA

Appropriation: 72-1111021, 72-1121021, 72-112131021
 Budget Plan Code: LDNA 92 25538KS13, LDNA 25538KS13
 PIO/T No.: 538-0171-1-20034
 Project No.: 538-0171
 Total Estimated Amount: \$2,369,879
 Total Obligated Amount: \$500,000.00
 CEC No.: 07585554E
 IRS Employer Identification Number: 52-169338 7

FUNDS AVAILABLE
 E100168 \$500,000.00
 E200090
 CA#5380171A00323100


SCHEDULE

A. Purpose

The purpose of this Agreement is to provide support for the conservation of natural resources, as more specifically described in Attachment 2 to this agreement entitled "Program Description."

B. Period of Grant

1. The effective date of this Agreement is April 16, 1993. The expiration date of this Agreement is September 30, 1997.
2. Funds obligated hereunder are available for program expenditures for the estimated period April 16, 1993 to December 1, 1993 as shown in the estimated budget below.

C. Amount of Payment

1. The total estimated amount of this agreement for the period shown in B.1 above is \$2,369,879.
2. A.I.D. hereby obligates the amount of \$ 500,000 for program expenditures during the period set forth in B.2. above and as shown in the Financial Plan below.
3. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3 Standard Provision #2, entitled "Payment - Letter of Credit."
4. Additional funds up to the total amount of the agreement shown in C.1 above may be obligated by A.I.D. subject to the availability of funds, and to the requirements of the Standard Provision of the Agreement, entitled "Revision of Grant Budget."
5. The budgets shown below are estimated budgets. The Recipient may adjust individual line items up to 15% without Grant Officer approval, provided that the total amount of the Agreement or the total amount obligated, whichever is less, is not exceeded. Adjustments greater than 15% require prior written approval of the Grant Officer.

D. Financial Plan

Estimated Budget for WORLD WILDLIFE

	<u>This Obligation</u>	<u>From Dec. 93 thru Sept. 97</u>	
	<u>USAID</u>	<u>USAID</u>	<u>World Wildlife</u>
I. <u>HO Costs</u>			
Salaries & Benefits	\$ 24,268	\$ 94,443	
Indirect Costs	19,623	76,367	
Travel	4,400	44,226	
Other Direct Costs	<u>2,000</u>	<u>14,580</u>	
<u>Sub Total</u>	\$ 50,291	\$ 229,616	
II. <u>Field Costs</u>			
Salaries & Benefits	\$122,177	\$ 251,642	
Indirect costs	50,220	103,438	
Allowances	128,025	194,475	
Travel	9,600	13,770	
Other Direct Costs	7,000	42,850	
Equipment	<u>26,266</u>	<u> </u>	
Sub Total	\$343,288	\$ 606,175	
III. <u>Sub-Agreements</u>			
Contracts/Consultants	\$ 40,000	\$ 604,290	
Travel	15,000	211,335	
Grants	<u>0</u>	<u>0</u>	<u>\$210,000</u>
Sub Total	\$ 55,000	\$ 815,625	\$210,000
IV. <u>Training</u>			
	\$ 51,421	\$ 218,463	
<u>Grand Total</u>	===== \$500,000	===== \$1,869,879	===== \$210,000

E. Special Provision

1. Local Costs

Local costs are authorized under this agreement per the terms of Optional Standard Provision #10 entitled "Local Cost Financing".

2. Cost Sharing

The Recipient agrees to provide a minimum of \$210,000 in cash as counterpart contribution. However, the Recipient agrees to make its best effort to obtain additional funding throughout the period of the agreement. *Under conditions outlined in ANF letters of February 24 and January 30, 1993.*

3. Travel

The Recipient agrees to obtain prior written approval for all international travel under this agreement, from the cognizant Project Officer.

4. Procurements

All procurements under this Agreement must be made in accordance with the Optional Standard Provisions #7 and #8 entitled "Procurement of Goods and Services" and "AID Eligibility for Goods and Services" which are found in Attachment 3.

5. Sub-Agreements

All sub-grants and other sub-agreements under this Cooperative Agreement shall be made in accordance with Optional Standard Provision #7 entitled "Sub-Agreements", found in Attachment 3.

F. Indirect Cost Rate

The following rate will apply to this Agreement:

<u>Type</u>	<u>From</u>	<u>Through</u>	<u>Overhead Rate</u>
Provisional	7-1-91	Until Amended	80.86%

Base of Application: Salaries and fringe benefits.



February 24, 1993

Mr. Allen Eisenberg
Regional Contracts Officer
Regional Development Office/Caribbean
U.S. Agency for International Development
P.O. Box 302
Bridgetown, Barbados

Dear Mr. Eisenberg:

I have discussed RDO/C's counter proposal to WWF with Diane Wood, Vice President for Latin American and the Caribbean and Steven Cornelius, Director for the Greater Caribbean Program. It is our understanding that RDO/C is willing to request a waiver to reduce the amount of the PVO match required on the ENCORE project from 25% (\$510,000) to 10% (\$210,000).

As you know, WWF has stated from the beginning that it was unable to guarantee the 25% match requested. Instead, we offered an alternative to assist in raising an equivalent level of funds to support ENCORE type activities directly in OECs countries without a Local Site component. We have insisted that the proposed amounts to be raised cannot be guaranteed and therefore should not be included in the budget for the cooperative agreement.

In the interest of collaboration and moving the process forward, WWF is willing to commit itself to a 10% match under the following conditions:

1. that funds raised through WWF efforts as outlined in the proposal and subsequent letters will constitute the match (WWF will guarantee the \$210,000 and makeup any fundraising shortfall);
2. that the funds raised and counted toward the match will not have to go through WWF's books;
3. that only two countries without a Local Site component would be selected for project development (the countries would be selected in consultation with the CECS/NRMU and U.S. AID);

World Wildlife Fund

1250 Twenty-Fourth St., NW Washington, DC 20037-1175 USA
Tel: (202) 293-4800 Telex: 64505 PANDA FAX: (202) 293-9211

Incorporating The Conservation Foundation. Affiliated with World Wide Fund for Nature.



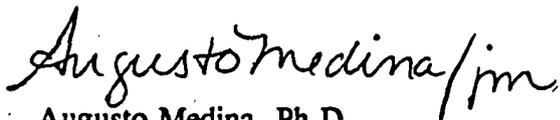
Mr. Alan Eisenberg
February 24, 1993
Page Two

4. that the award letter from the donor agency to the local country or institution executing the project be accepted as documentation of the match; and
5. that the schedule presented in the approved projects be accepted as the schedule for expensing the match.

WWF would submit a revised budget to RDO/C for \$2,310,000 (funds for U.S. training would need to be added to this figure). Of this amount, \$210,000 would be allocated to support ENCORE type projects in two countries which at present don't have a local site component. The projects would come on line during Year 3, quarter 3 of the WWF cooperative agreement. This means that the WWF match would be made in Year 3, quarter 3 and expensed according to the schedules in the projects.

Please let me know at your earliest convenience whether the above is acceptable. since I am in the field until March 8, contact Lee Zahnw (202?861-8318) if you have any questions or reactions. She will know how to get in touch with me if necessary.

Sincerely,



Augusto Medina, Ph.D.
Director, Caribbean Program
Latin America and Caribbean Program

cc: Dr. Vishantha Chase
Diane W. Wood
Steven Cornelius
Lee Zahnw
Philip Dubois



January 30, 1993

Allen Eisenberg
Regional Contracts Officer
Regional Development Office/Caribbean
U.S. AID
P.O. Box 302
Bridgetown
Barbados

Dear Mr. Eisenberg:

I have discussed your letter of January 19 with several members of the WWF staff in order to identify some way that we can accommodate U.S. AID's need for accounting and budgeting of the funds raised. One suggestion was to revise the timetable so that the estimated amounts which will be raised are indicated. The timetable calls for the first funds to be raised by the end of the 3 quarter of the third year. All funds would be raised by the end of 3 quarter of the fourth year. A section of the revised timetable is printed below.

Year 3, 3 quarter: Countries A and B begin implementing projects. Estimated funds raised \$160,000.

Countries E and F submit proposals to funding agencies.

Year 4, 1 quarter: Countries C and D begin implementing projects. Estimated funds raised \$170,000, total to date \$330,000.

Year 4, 3 quarter: Countries E and F begin implementing projects. Estimated funds raised \$170,000, total to date \$500,000.

Since the funds raised will be the direct result of proposals which WWF helped design and write, tracking the money should be easy. When a proposal is submitted to a funding agency, WWF will submit a copy of the proposal to U.S. AID for the record. When the local institution is notified that a grant is approved, WWF will request a copy of the award letter and submit it to U.S. AID.

World Wildlife Fund
1250 Twenty-Fourth St., NW Washington, DC 20037-1175 USA
Tel: (202) 293-4800 Telex: 64505 PANDA FAX: (202) 293-9211
Incorporating The Conservation Foundation. Affiliated with World Wide Fund for Nature.

In regards to the budget submitted by WWF to U.S. AID for the ENCORE project, WWF must request a waiver to allow that the \$500,000 we propose raising not be included in the budget. While we are confident that the funds can be raised, WWF cannot make a guarantee. If the \$500,000 is included in the budget as requested, WWF would be liable for any shortfall; that is an unacceptable position given the nature of the project.

I hope that the above alternative is a possible solution. It would be unfortunate if we could not reach an agreement after the effort which both our institutions have put into the ENCORE project.

Sincerely yours,

Augusto Medina
SEK

Augusto Medina, Ph.D.
Director, Caribbean Program
Latin America and Caribbean Program

cc: Dr. Visantha Chase, Diane Wood, Steven Cornelius, and Lee Zahnow

PROGRAM DESCRIPTION

Cooperative Assistance Overview

General: The World Wildlife Fund (WWF), under a Cooperative Agreement, will provide management assistance, technical assistance and organizational support to the Organization of Eastern Caribbean States (OECS) and its member states to assist with development and coordination of environmental conservation in the Eastern Caribbean. It is envisioned that, by the end of the term of the Cooperative Agreement, the WWF will have assisted the Eastern Caribbean in developing environmental policies; in strengthening regional and local NGO/PVO organizations; in developing and implementing a region-wide public awareness program on environmental issues; and have been instrumental in developing and demonstrating community management throughout the region. The principal project now in place in the region for undertaking these tasks is ENCORE.

WWF will assist the OECS AID in implementing the Environment and Coastal Resources (ENCORE) Project. The Cooperative Agreement will assist the project grantee and sub-grantees in achieving the purpose of ENCORE as well as improving regional natural resource management in general. The WWF will be expected to commit to achievement of the project objectives and to the methodology designed into the project. Of special note is the requirement for implementing local site activities using community management techniques. The WWF will become part of the management team of the project with the OECS Natural Resources Management Unit (NRMU) and AID. The ENCORE Project Paper (PP) is the principal AID document for planning and monitoring the progress of the project activities. WWF will use the PP as a guide in defining the required inputs to accomplish the purpose of the project.

WWF will provide assistance in the implementation, monitoring and evaluation of the (ENCORE) Project. Developing the skills of local professionals to ensure long-term economic development through community management in partnership with local government leading to sustainable, economic use of natural resources is a major objective of ENCORE. Through counterpart relationships, special courses, demonstration, and other techniques, WWF proposes to transfer technologies to local professionals and communities. In addition, WWF will participate in designing selection criteria for long-term training out of the region. WWF will assist in placing these trainees in appropriate courses of study.

WWF will provide long-term technical assistance by placing a Senior Advisor (SA), two Technical Advisors (TAs) and a project secretary in the field for two-years. In addition, WWF will provide a total of 40 person/months (P/M) of short-term advisory assistance to the Regional Environmental Management (REM) and Local Site Management (LSM) components as defined in the AID PP throughout the life of the project (15 P/M of short-term assistance are targeted to the REM while 25 P/M are targeted to the LSM for a total of 40 P/M between the two components). Local consultants and NGO/PVOs, which WWF would subcontract and supervise, will provide a significant part of the short-term assistance.

Regional Assistance: Major elements of the cooperative assistance which WWF will bring to the REM component include the design of public awareness/communication strategies; identification, development and implementation of training programs; analyses of environmental policies which promote sustainable approaches to natural resource development; assistance with project management; and selected procurement.

Cooperative assistance in project design and proposal development, fund raising, institutional strengthening and training of the NRMU staff are other essential elements of WWF's contribution. Other areas of expertise that WWF will bring to the project include environmental monitoring; terrestrial and marine protected area planning, establishment and management; identification, design and implementation of economic alternatives which are consistent with sound resource management practices; strategic planning; and project monitoring and evaluation. To facilitate maximum interaction and transfer of skills WWF's SA will work alongside the OECS/NRMU staff in the St. Lucia office.

Local Site Assistance: WWF anticipates working in partnership with AID, OECS/NRMU, and member governments. To ensure this, AID, WWF, and OECS/NRMU will develop a Project Implementation Letter (PIL) which details the working relationship between the organizations.

The long-term WWF Technical Advisors at the Local Sites will work as counterparts to the national coordinators in a cooperative manner. WWF technical assistance at the Local Sites will contribute to protected area planning and development (both terrestrial and marine), marine resource management, development of local training programs, community outreach and participation strategies, public awareness campaigns, design and implementation of environmental education and public awareness programs, community approaches to environmental monitoring, and leadership development. Through locally implemented small projects, the WWF

will assist project grantees in developing and testing appropriate economic alternatives for sustainable use of natural resources.

Specific Tasks: WWF has designed a three tier system of cooperative assistance for the ENCORE project. The three-tier system outlined below will provide a wide range of technical support which should address the majority of ENCORE's technical assistance requirements. The level of cooperative assistance available to the project through WWF is well beyond what most natural resources programs can access. This will ensure that technical factors are not an operational constraint for the ENCORE project.

A. **Long-Term Technical Assistance:** The three outposted staff in St. Lucia and Dominica are WWF's first tier of cooperative support. WWF will recruit a Senior Advisor (SA) and two Technical Advisors (TAs) with experience in project management, natural resources management and on the ground experience in the Caribbean region. WWF will select three persons with complementary skills to maximize the delivery of long-term technical assistance to the project. The outposted staff will form a team and although each will have specific assignments, each will devote some time to assisting with the other Local Site and the REM. The SA will have a strong background in project management, project design, negotiation and dispute resolution skills as well as natural resource management experience while the TAs will bring a strong background in technical natural resources management to the project.

The outposted staff will work with ENCORE staff and local partners on a day-to-day basis. They will play an active role in designing, implementing, trouble-shooting and monitoring progress of the project. An underlying philosophy of WWF's approach to long-term technical assistance is to transfer skills and systems to local counterparts and organizations will have the technical capacity to continue project activities once long-term technical assistance ends.

The Senior Advisor (SA) will be based in St. Lucia with the OECS/NRMU ENCORE staff and will be counterpart to the OECS/NRMU ENCORE Project Coordinator. The SA will assist Head of the NRMU, and other NRMU staff as required. The SA will be WWF's official representative in the field to the ENCORE Project. He/she will have authority to make decisions on behalf of WWF which are consistent with the cooperative agreement, scope of work, and annual work plans as reviewed by OECS and approved by AID.

The SA will be supervised by WWF's Caribbean Program Director in Washington, D.C. However, on a day-to-day basis the SA will

collaborate with the OECS/NRMU ENCORE Project Coordinator. The AID Project Officer will have technical oversight of the activities of the WWF team. The SA will have responsibility for WWF cooperative assistance to both the REM and LSM components. The SA will work with the OECS/NRMU ENCORE Project Coordinator to suggest periodic adjustments to the project's strategic plan and will assist with development of the annual work plans. These plans must be approved by AID.

The SA will assist the OECS/NRMU ENCORE Project Coordinator in identifying the short-term technical assistance needs of the REM and LSM components. The SA will work with the OECS/NRMU ENCORE Project Coordinator in writing the terms of reference for short term technical assistance for the REM component and will supervise WWF consultants and subcontractors to ensure compliance with their scope of work.

The SA will supervise the two Technical Advisors to the LSM component and will conduct periodic visits to the Local Sites to assess progress. The SA will also serve as a technical resource as required to the LSSs. The SA, in collaboration with other WWF and OECS/NRMU ENCORE project staff and AID, will assist in identifying what data is needed to monitor the progress of the project, help develop practical systems for collecting the information, analyzing the data, and writing periodic assessments of lessons learned.

The SA will possess senior administrative skills and have it least ten years experience managing natural resource management projects related to coastal zone management or other related discipline in the Caribbean or another comparable geographic region. The SA will possess strong written and verbal communication skills and must have demonstrated ability to work effectively with a broad spectrum of the community including government officials, NGO members, business people, and local citizen representatives. The SA will have strong negotiation and problem solving skills. In addition, the SA must have a proven record in project design, proposal writing, fund raising, project implementation, and project evaluation, and community management (see Appendix for job description and details of qualifications required).

WWF will provide a project secretary that will provide administrative support to the SA. The WWF project secretary will work in collaboration with the OECS/NRMU support staff and will be responsible for tasks supporting the WWF such as receiving and distributing mail; answering and screening telephone inquiries; greeting office visitors; producing business correspondence, reports and forms and other related materials on a word processor; copying materials, establishing and maintaining files;

providing support for meetings and conferences and scheduling appointments. The WWF project secretary will report to the SA.

Two Local Site WWF Technical Advisors (TAs) will work directly with the National Coordinators in St. Lucia and Dominica. They will have responsibility for WWF technical assistance within each country and will be counterparts to the National Coordinators. They will be supervised by the SA. Each TA will provide ongoing technical assistance to the National Coordinator; and Local Site Advisory Committees and Local Site projects. The TAs will assist with local environmental impact assessments, community outreach strategies, project design, proposal writing, fund raising, project monitoring and evaluation. A major goal of the LSM technical assistance is to transfer skills to the National Coordinator, Advisory Committee members, and local organizations. It is anticipated that once the TAs leave that their local counterparts will have the skills and systems in place to successfully continue project activities. The TAs will also be responsible, in collaboration with the National Coordinator, for identifying short-term technical assistance requirements.

The TAs will have a natural resources management or environment and development background. They are expected to have at least five years field experience with similar types of projects, preferably in the Caribbean region. The TAs will have strong backgrounds in disciplines including terrestrial land management systems, community management, and coastal/marine systems. Both are expected to have excellent communication skills and demonstrated an ability to work with diverse members of the community. In addition, the TAs will have experience with sustainable development approaches such as ecotourism, alternative agriculture and small business development (see Appendix for job description and details of qualifications required).

B. Short-Term Technical Assistance: The second level of WWF cooperative support to the ENCORE project consists of WWF's programs and staff in Washington, DC, the 30 national offices around the globe and the international office in Gland, Switzerland. WWF currently has over ten programs dealing with relevant environmental concerns such as wildlands and human needs, environmental dispute resolution, organizational development, management of coastal and marine ecosystems, tropical forestry, environmental education, environmental policy, conservation finance, ecotourism, and environmental quality.

The pool of WWF specialists includes over 100 technical specialists in a broad range of natural resources and environmental/conservation disciplines. This pool of people is available to the ENCORE project on an as-needed basis for

short-term technical assistance throughout the life of the project. The pool will be augmented with local professional advisors who are now being identified. When ENCORE staff identify a need which cannot be met internally or through WWF's long-term technical advisors, they will access the pool through WWF's Washington, DC office. The ENCORE Project has been included into the Global Environmental Facility (GEF) so resources can be drawn in from most of the world as well.

The OECS, National Coordinating Teams, SA and TAs will each have a guidebook to WWF programs and staff which will outline the training, experience and specific areas of competence of WWF's technical staff. The guidebook will also contain information on qualified Caribbean consultants available to ENCORE through WWF short-term technical assistance. This will facilitate the identification and selection process at the field level and will ensure that the most qualified person is identified for the task.

Once a consulting need is identified, the TA and the National Coordinator will draft a task order as defined in Project Implementation Letters (PIL) for the consultancy. To facilitate the process, the National Coordinator or TA can contact the potential consultant directly to discuss the technical assistance needed, the time required, the product needed and identify mutually agreeable dates for conducting the work. The task order along with the resume and AID Form 1420 of the selected consultant are then forwarded to the AID Project Officer for AID approval. The approved request is then forwarded to the WWF Program Administrator in Washington, DC for processing. The WWF Program Administrator will work with the WWF consultant to arrange administrative, travel and other details of setting up the consultancy. In the case of WWF consultants that are not WWF employees, the WWF Program Administrator will process a consulting agreement with AID clearances as required.

A goal of the short-term cooperative assistance program is to build a local cadre of natural resources and environmental specialists that can address the E.C.'s needs in the long-term. Every effort will be made to identify qualified regionally based professionals but during the first two years of the project the majority of the consultants will probably come from outside the EC. During the last three years of the project it is anticipated that the majority of the consultants will come from the EC. All task orders for consultants will include a training component for local counterparts. A log of training received by the different counterparts will be maintained and a local guidebook (similar to the WWF guidebook) of EC consultants will be developed. As this book grows, more and more EC consultants will be contracted for work in the ENCORE project. This will ensure that local capacity for conservation action is strengthened and increases.

C. Subcontractors: The third level of cooperative support will be to organizations in the Caribbean region. As ENCORE and WWF staff identify project elements which are beyond the scope of WWF field staff or short-term cooperative assistance, WWF will work with OECS/NRMU to draft task orders and identify organizations to deliver the services/products needed. This might include, but is not limited to, conducting specific training workshops, policy fora and environmental inventories. It might also include production of visual, audio or written materials for the environmental education and public awareness programs. WWF will contract directly with the organizations. A similar process as described for obtaining short-term consultants would be conducted for the subcontractors. The SA is responsible for overseeing and approving the work of WWF subcontractors.

VI. Additional Project Support

Another major element which WWF will bring to the project is expertise in project design and proposal development. Even though ENCORE has a good funding base it is necessary to attract additional support for the regional and local site components of the project. WWF expects that as ENCORE project activities mature, new projects will evolve and spin off. The new activities will need funding.

Because WWF is an international organization with offices in the United States and other major developed countries of the world, it has excellent access to other bilateral and multilateral assistance agencies. WWF will work with OECS/NRMU and OECS member countries to design projects, write proposals, and seek funding for sustainable development activities, conservation, protected area establishment and management, public awareness campaigns and other environmental activities identified as priorities by the EC governments. WWF estimates that it will raise ~~an~~ additional ^{US\$} ~~500,000~~ over the life of the project to support ENCORE related activities. It is anticipated that the majority of the funds raised will support activities in OECS countries which did not receive funding for local site projects. If more funding is available through USAID for additional local site activities in other OECS countries, WWF will provide cooperative assistance for the administration, design, implementation and evaluation of local site projects.



To identify potential projects in other OECS countries, the SA, in collaboration with the OECS/NRMU ENCORE Project Coordinator, will meet with the ENCORE focal point representative in each country to identify environmental and development priorities consistent with the ENCORE project. To determine priorities, resource materials such as country environmental profiles and other documents will be consulted. To assist in selecting

suitable activities, WWF, in collaboration with the OECS/NRMU, will draft project criteria. The draft priorities will be reviewed by government, local NGOs, local citizen organizations, the OECS/NRMU, WWF and USAID. Based on input from the various sources, projects will be selected (probably one from each OECS country excluding St. Lucia and Dominica).

Once a project is identified and approved by the funding source, WWF and OECS/NRMU will work with country representatives to design the project. This will be done using a community management format which will train participants in project design, generate a draft proposal and design a budget plan. The workshop will be attended by representatives of groups (including government, community organizations and environmental NGOs) with a stake in the project. Once a draft proposal is written, WWF, OECS/NRMU, and representatives of the national government will work to finalize the document and obtain final approval at the local level. WWF, OECS/NRMU and the local organization will submit the proposal according to the appropriate funding source, in the case of ENCORE this would be AID in most cases. Once a project is funded, WWF and the OECS/NRMU will provide technical assistance and management support as outlined in the project proposal.

WWF will assist the OECS/NRMU with short and long-term training under the REM component. This is expected to include: identification of appropriate universities and programs, assistance with application procedures, assistance with logistics, serve as a local contact and advocate for students on training programs, and assure compliance with relevant USAID policies and regulations, in cases transfer of project funds to support cost of training.

WWF maintains a fully functioning library which receives over 200 resource management and environmental periodicals. The library has a significant environmental reference section and the services of a knowledgeable librarian who specializes in environmental topics. WWF has the capacity to conduct electronic searches of databases and can also access other reference collections through the inter-library loan system. WWF's extensive library research services are available to the ENCORE project. Since accessible and reliable environmental information is a limiting factor in the region, WWF will work with the OECS/NRMU Documentation Center to enhance its services to member countries. This could include training for Center personnel, enhancing access to electronic databases, upgrading the local collection and designing systems for better delivery of information to member governments.

WWF will serve as a focal point for the OECS/NRMU in the United States. The OECS/NRMU and its member governments frequently require contact with environmental and natural resource management organizations and agencies in the United States. Making such contacts from the EC can be difficult and time consuming. WWF staff know many of the key contacts in the environmental field throughout North America. As such, we can facilitate the process of identifying and contacting appropriate persons. WWF is positioned to assist the OECS and their member states in representation in international fora and will act as advisor and coordinator for these important contacts. WWF will also keep the OECS/NRMU informed of conferences, symposia, courses and other training activities of value and potential interest.

WWF has over 25 years of small grants administration experience. Each year WWF reviews over 500 proposals from individuals, agencies and NGOs in Latin America and the Caribbean. We have effective systems for tracking, reviewing awarding and monitoring grants. As a result, WWF can assist the OECS/NRMU to set up appropriate systems to manage the NGO grants program under the ENCORE project. If it is not practical for OECS/NRMU to administer the NGO grants (for example, if the OECS/NRMU does not plan to continue a grants program it may not make sense to set up a tracking system for one-time use), WWF could process the grants through its existing system. In addition, we can work with the OECS/NRMU to establish criteria for the NGO grants program.

VII. Key Staff

In addition to the outposted WWF staff in St. Lucia and Dominica, Dr. Augusto Medina, Director of the Caribbean Program at WWF, will serve as WWF's ENCORE Program Director. The WWF Program Director will be responsible for managing the cooperative agreement with USAID. He will monitor the project to ensure compliance with the terms of the agreement and conduct periodic site visits to assess the project's progress. Dr. Medina will supervise the SA and the WWF Program Administrator. Every six months he will meet with AID, the SAs, and OECS/NRMU ENCORE Project Coordinator to evaluate the project's status and help make adjustments to the work plan. Dr. Medina will also provide technical expertise in environmental education and public awareness programs to the ENCORE project and other NRMU education activities as appropriate. Following is a brief biographical sketch of Dr. Medina.

Dr. Medina is Director of the Caribbean Program at WWF. He joined WWF in 1984 and is responsible for WWF's conservation program in the Caribbean. In that capacity he designs,

implements, monitors and evaluates over two dozen conservation projects which protect important Caribbean ecosystems and test sustainable approaches to natural resource development. In designing the Caribbean Program, Dr. Medina works closely with local government officials, NGOs and scientist. Dr. Medina is also responsible for the fiscal management of the Caribbean Program and works actively to develop new sources of revenue to support conservation and sustainable development activities in the region.

Dr. Medina is also responsible for the development of environmental education programs, public awareness campaigns, and production of educational materials for Latin America and the Caribbean at WWF. He has assisted numerous government and private conservation groups in the design of their environmental education programs. Dr. Medina is the Immediate Past President of the North American Association for Environmental Education (NAAEE). NAAEE is the largest association of environmental education professionals in the world.

Prior to joining WWF, Dr. Medina worked as an education specialist for RARE, Inc. He is a consulting editor for the Journal of Environmental Education and served on NAAEE's Board of Directors. Dr. Medina holds a B.A. in Biology from the State University of New York, Brockport, an M.S. in Outdoor Teacher Education from Northern Illinois University, and a Ph.D. in Natural Resources Management with a specialization in environmental education from the University of Michigan.

Dr. Medina will be supported by a Program Administrator (PA) who will handle the day-to-day administration of the ENCORE project. The PA will organize and maintain the WWF consultant guidebook, process short-term consultant and subcontractor contracts, monitor payments on all contracts and project finances, manage travel logistics for WWF short-term consultants, assist with administration of NGO grants as needed, process field reimbursements to the OECS/NRMU, serve as a contact for AID, the WWF SA, TAs and NRMU ENCORE staff in WWF's Washington, DC office, serve as the internal WWF contact on the ENCORE project, establish and maintain files, assist with procurement, and assist with technical reporting. The Program Administrator will also assist the OECS/NRMU with short and long-term training needs in the Unites States.

XIII. Illustrative Budget

Annex 1 to this PIO/T is an illustrative budget. This budget estimates costs for the cooperative assistance for a period of five years. At the request of the OECS, WWF can assist with the procurement of commodities amounting to \$100,000 and with out-of-

\$210,000

the-region long-term and special training amounting to \$250,000. Funding is provided for home office costs, field costs, and consultant and sub-contract costs. Included in the stated matching funds support by the WWF of ~~\$500,000~~ during the period of the grant. Of note is the in-place source/origin waiver for commodities and services funded under ENCORE to allow Code 935. This waiver is authorized by the Administrator under agreements for the Global Environmental Facility (GEF). A copy of this waiver is on file in RDO/C Regional Contracting Office.



ILLUSTRATIVE BUDGET (in \$000)						
Category	FY-93	FY--94	FY-95	FY-96	FY-97	TOTAL
I. HOME OFFICE COSTS						
Salaries & Benefits	\$22	\$20	\$23	\$24	\$25	\$114
Indirect Costs 80.86%	\$18	\$16	\$19	\$20	\$21	\$94
Travel	\$9	\$9	\$10	\$10	\$11	\$49
Other Direct Costs	\$3	\$3	\$3	\$3	\$4	\$16
Sub-Total Home Office	\$52	\$48	\$55	\$57	\$61	\$273
II. FIELD COSTS						
Salaries and Benefits	\$182	\$192				\$374
Indirect Expenses 50%	\$85	\$90				\$175
Relocation & Allowances	\$171	\$152				\$323
Office rent and utilities ¹	\$25	\$25				\$50
Training	\$50	\$125	\$75			\$250
Travel	\$24	\$25				\$49
Other Direct Costs ²	\$17	\$18	\$5	\$5	\$5	\$50
Support Equipment ³	\$50	\$50				\$100
Commodities	\$75	\$25				\$100
Sub-Total Field Costs	679	\$702	\$80	\$5	\$5	\$1,471
III. CONSULTANT/SUBCONTRACTS						
Consultants/Subcontracts	\$121	\$123	\$126	\$129	\$131	\$630
Travel	\$48	\$50	\$52	\$42	\$34	\$226
Sub-Total Consultants/Subcontracts	\$169	\$173	\$178	\$171	\$165	\$856
GRAND TOTAL (AID)	\$900	\$923	\$313	\$233	\$231	\$2,600
IV. MATCHING CONTRIBUTION⁴						
	\$50	\$100	\$150	\$150	\$50	\$500

¹ Contingent on counterpart contribution.

² Communications, etc.

³ Includes vehicles, computers, office equipment, etc.

⁴ Represents WWF matching contribution of \$500,000.

SCOPE OF WORK

Cooperative Assistance Overview

General: The World Wildlife Fund (WWF), under a Cooperative Agreement, will provide management assistance, technical assistance and organizational support to the Organization of Eastern Caribbean States (OECS) and its member states to assist with development and coordination of environmental conservation in the Eastern Caribbean. It is envisioned that, by the end of the term of the Cooperative Agreement, the WWF will have assisted the Eastern Caribbean in developing environmental policies; in strengthening regional and local NGO/PVO organizations; in developing and implementing a region-wide public awareness program on environmental issues; and have been instrumental in developing and demonstrating community management throughout the region. The principal project now in place in the region for undertaking these tasks is ENCORE.

WWF will assist the OECS AID in implementing the Environment and Coastal Resources (ENCORE) Project. The Cooperative Agreement will assist the project grantee and sub-grantees in achieving the purpose of ENCORE as well as improving regional natural resource management in general. The WWF will be expected to commit to achievement of the project objectives and to the methodology designed into the project. Of special note is the requirement for implementing local site activities using community management techniques. The WWF will become part of the management team of the project with the OECS Natural Resources Management Unit (NRMU) and AID. The ENCORE Project Paper (PP) is the principal AID document for planning and monitoring the progress of the project activities. WWF will use the PP as a guide in defining the required inputs to accomplish the purpose of the project.

WWF will provide assistance in the implementation, monitoring and evaluation of the (ENCORE) Project. Developing the skills of local professionals to ensure long-term economic development through community management in partnership with local government leading to sustainable, economic use of natural resources is a major objective of ENCORE. Through counterpart relationships, special courses, demonstration, and other techniques, WWF proposes to transfer technologies to local professionals and communities. In addition, WWF will participate in designing selection criteria for long-term training out of the region. WWF will assist in placing these trainees in appropriate courses of study.

WWF will provide long-term technical assistance by placing a Senior Advisor (SA), two Technical Advisors (TAs) and a project secretary in the field for two-years. In addition, WWF will provide a total of 40 person/months (P/M) of short-term advisory assistance to the Regional Environmental Management (REM) and Local Site Management (LSM) components as defined in the AID PP throughout the life of the project (15 P/M of short-term assistance are targeted to the REM while 25 P/M are targeted to the LSM for a total of 40 P/M between the two components). Local consultants and NGO/PVOs, which WWF would subcontract and supervise, will provide a significant part of the short-term assistance.

Regional Assistance: Major elements of the cooperative assistance which WWF will bring to the REM component include the design of public awareness/communication strategies; identification, development and implementation of training programs; analyses of environmental policies which promote sustainable approaches to natural resource development; assistance with project management; and selected procurement.

Cooperative assistance in project design and proposal development, fund raising, institutional strengthening and training of the NRMU staff are other essential elements of WWF's contribution. Other areas of expertise that WWF will bring to the project include environmental monitoring; terrestrial and marine protected area planning, establishment and management; identification, design and implementation of economic alternatives which are consistent with sound resource management practices; strategic planning; and project monitoring and evaluation. To facilitate maximum interaction and transfer of skills WWF's SA will work alongside the OECS/NRMU staff in the St. Lucia office.

Local Site Assistance: WWF anticipates working in partnership with AID, OECS/NRMU, and member governments. To ensure this, AID, WWF, and OECS/NRMU will develop a Project Implementation Letter (PIL) which details the working relationship between the organizations.

The long-term WWF Technical Advisors at the Local Sites will work as counterparts to the national coordinators in a cooperative manner. WWF technical assistance at the Local Sites will contribute to protected area planning and development (both terrestrial and marine), marine resource management, development of local training programs, community outreach and participation strategies, public awareness campaigns, design and implementation of environmental education and public awareness programs, community approaches to environmental monitoring, and leadership development. Through locally implemented small projects, the WWF

will assist project grantees in developing and testing appropriate economic alternatives for sustainable use of natural resources.

Specific Tasks: WWF has designed a three tier system of cooperative assistance for the ENCORE project. The three-tier system outlined below will provide a wide range of technical support which should address the majority of ENCORE's technical assistance requirements. The level of cooperative assistance available to the project through WWF is well beyond what most natural resources programs can access. This will ensure that technical factors are not an operational constraint for the ENCORE project.

A. **Long-Term Technical Assistance:** The three outposted staff in St. Lucia and Dominica are WWF's first tier of cooperative support. WWF will recruit a Senior Advisor (SA) and two Technical Advisors (TAs) with experience in project management, natural resources management and on the ground experience in the Caribbean region. WWF will select three persons with complementary skills to maximize the delivery of long-term technical assistance to the project. The outposted staff will form a team and although each will have specific assignments, each will devote some time to assisting with the other Local Site and the REM. The SA will have a strong background in project management, project design, negotiation and dispute resolution skills as well as natural resource management experience while the TAs will bring a strong background in technical natural resources management to the project.

The outposted staff will work with ENCORE staff and local partners on a day-to-day basis. They will play an active role in designing, implementing, trouble-shooting and monitoring progress of the project. An underlying philosophy of WWF's approach to long-term technical assistance is to transfer skills and systems to local counterparts and organizations will have the technical capacity to continue project activities once long-term technical assistance ends.

The Senior Advisor (SA) will be based in St. Lucia with the OECS/NRMU ENCORE staff and will be counterpart to the OECS/NRMU ENCORE Project Coordinator. The SA will assist Head of the NRMU, and other NRMU staff as required. The SA will be WWF's official representative in the field to the ENCORE Project. He/she will have authority to make decisions on behalf of WWF which are consistent with the cooperative agreement, scope of work, and annual work plans as reviewed by OECS and approved by AID.

The SA will be supervised by WWF's Caribbean Program Director in Washington, D.C. However, on a day-to-day basis the SA will

collaborate with the OECS/NRMU ENCORE Project Coordinator. The AID Project Officer will have technical oversight of the activities of the WWF team. The SA will have responsibility for WWF cooperative assistance to both the REM and LSM components. The SA will work with the OECS/NRMU ENCORE Project Coordinator to suggest periodic adjustments to the project's strategic plan and will assist with development of the annual work plans. These plans must be approved by AID.

The SA will assist the OECS/NRMU ENCORE Project Coordinator in identifying the short-term technical assistance needs of the REM and LSM components. The SA will work with the OECS/NRMU ENCORE Project Coordinator in writing the terms of reference for short term technical assistance for the REM component and will supervise WWF consultants and subcontractors to ensure compliance with their scope of work.

The SA will supervise the two Technical Advisors to the LSM component and will conduct periodic visits to the Local Sites to assess progress. The SA will also serve as a technical resource as required to the LSS. The SA, in collaboration with other WWF and OECS/NRMU ENCORE project staff and AID, will assist in identifying what data is needed to monitor the progress of the project, help develop practical systems for collecting the information, analyzing the data, and writing periodic assessments of lessons learned.

The SA will possess senior administrative skills and have it least ten years experience managing natural resource management projects related to coastal zone management or other related discipline in the Caribbean or another comparable geographic region. The SA will possess strong written and verbal communication skills and must have demonstrated ability to work effectively with a broad spectrum of the community including government officials, NGO members, business people, and local citizen representatives. The SA will have strong negotiation and problem solving skills. In addition, the SA must have a proven record in project design, proposal writing, fund raising, project implementation, and project evaluation, and community management (see Appendix for job description and details of qualifications required).

WWF will provide a project secretary that will provide administrative support to the SA. The WWF project secretary will work in collaboration with the OECS/NRMU support staff and will be responsible for tasks supporting the WWF such as receiving and distributing mail; answering and screening telephone inquiries; greeting office visitors; producing business correspondence, reports and forms and other related materials on a word processor; copying materials, establishing and maintaining files;

providing support for meetings and conferences and scheduling appointments. The WWF project secretary will report to the SA.

Two Local Site WWF Technical Advisors (TAs) will work directly with the National Coordinators in St. Lucia and Dominica. They will have responsibility for WWF technical assistance within each country and will be counterparts to the National Coordinators. They will be supervised by the SA. Each TA will provide ongoing technical assistance to the National Coordinator; and Local Site Advisory Committees and Local Site projects. The TAs will assist with local environmental impact assessments, community outreach strategies, project design, proposal writing, fund raising, project monitoring and evaluation. A major goal of the LSM technical assistance is to transfer skills to the National Coordinator, Advisory Committee members, and local organizations. It is anticipated that once the TAs leave that their local counterparts will have the skills and systems in place to successfully continue project activities. The TAs will also be responsible, in collaboration with the National Coordinator, for identifying short-term technical assistance requirements.

The TAs will have a natural resources management or environment and development background. They are expected to have at least five years field experience with similar types of projects, preferably in the Caribbean region. The TAs will have strong backgrounds in disciplines including terrestrial land management systems, community management, and coastal/marine systems. Both are expected to have excellent communication skills and demonstrated an ability to work with diverse members of the community. In addition, the TAs will have experience with sustainable development approaches such as ecotourism, alternative agriculture and small business development (see Appendix for job description and details of qualifications required).

B. Short-Term Technical Assistance: The second level of WWF cooperative support to the ENCORE project consists of WWF's programs and staff in Washington, DC, the 30 national offices around the globe and the international office in Gland, Switzerland. WWF currently has over ten programs dealing with relevant environmental concerns such as wildlands and human needs, environmental dispute resolution, organizational development, management of coastal and marine ecosystems, tropical forestry, environmental education, environmental policy, conservation finance, ecotourism, and environmental quality.

The pool of WWF specialists includes over 100 technical specialists in a broad range of natural resources and environmental/conservation disciplines. This pool of people is available to the ENCORE project on an as-needed basis for

short-term technical assistance throughout the life of the project. The pool will be augmented with local professional advisors who are now being identified. When ENCORE staff identify a need which cannot be met internally or through WWF's long-term technical advisors, they will access the pool through WWF's Washington, DC office. The ENCORE Project has been included into the Global Environmental Facility (GEF) so resources can be drawn in from most of the world as well.

The OECS, National Coordinating Teams, SA and TAs will each have a guidebook to WWF programs and staff which will outline the training, experience and specific areas of competence of WWF's technical staff. The guidebook will also contain information on qualified Caribbean consultants available to ENCORE through WWF short-term technical assistance. This will facilitate the identification and selection process at the field level and will ensure that the most qualified person is identified for the task.

Once a consulting need is identified, the TA and the National Coordinator will draft a task order as defined in Project Implementation Letters (PIL) for the consultancy. To facilitate the process, the National Coordinator or TA can contact the potential consultant directly to discuss the technical assistance needed, the time required, the product needed and identify mutually agreeable dates for conducting the work. The task order along with the resume and AID Form 1420 of the selected consultant are then forwarded to the AID Project Officer for AID approval. The approved request is then forwarded to the WWF Program Administrator in Washington, DC for processing. The WWF Program Administrator will work with the WWF consultant to arrange administrative, travel and other details of setting up the consultancy. In the case of WWF consultants that are not WWF employees, the WWF Program Administrator will process a consulting agreement with AID clearances as required.

A goal of the short-term cooperative assistance program is to build a local cadre of natural resources and environmental specialists that can address the E.C.'s needs in the long-term. Every effort will be made to identify qualified regionally based professionals but during the first two years of the project the majority of the consultants will probably come from outside the EC. During the last three years of the project it is anticipated that the majority of the consultants will come from the EC. All task orders for consultants will include a training component for local counterparts. A log of training received by the different counterparts will be maintained and a local guidebook (similar to the WWF guidebook) of EC consultants will be developed. As this book grows, more and more EC consultants will be contracted for work in the ENCORE project. This will ensure that local capacity for conservation action is strengthened and increases.

C. Subcontractors: The third level of cooperative support will be to organizations in the Caribbean region. As ENCORE and WWF staff identify project elements which are beyond the scope of WWF field staff or short-term cooperative assistance, WWF will work with OECS/NRMU to draft task orders and identify organizations to deliver the services/products needed. This might include, but is not limited to, conducting specific training workshops, policy fora and environmental inventories. It might also include production of visual, audio or written materials for the environmental education and public awareness programs. WWF will contract directly with the organizations. A similar process as described for obtaining short-term consultants would be conducted for the subcontractors. The SA is responsible for overseeing and approving the work of WWF subcontractors.

VI. Additional Project Support

Another major element which WWF will bring to the project is expertise in project design and proposal development. Even though ENCORE has a good funding base it is necessary to attract additional support for the regional and local site components of the project. WWF expects that as ENCORE project activities mature, new projects will evolve and spin off. The new activities will need funding.

Because WWF is an international organization with offices in the United States and other major developed countries of the world, it has excellent access to other bilateral and multilateral assistance agencies. WWF will work with OECS/NRMU and OECS member countries to design projects, write proposals, and seek funding for sustainable development activities, conservation, protected area establishment and management, public awareness campaigns and other environmental activities identified as priorities by the EC governments. WWF estimates that it will raise an additional \$500,000 over the life of the project to support ENCORE related activities. It is anticipated that the majority of the funds raised will support activities in OECS countries which did not receive funding for local site projects. If more funding is available through USAID for additional local site activities in other OECS countries, WWF will provide cooperative assistance for the administration, design, implementation and evaluation of local site projects.

To identify potential projects in other OECS countries, the SA, in collaboration with the OECS/NRMU ENCORE Project Coordinator, will meet with the ENCORE focal point representative in each country to identify environmental and development priorities consistent with the ENCORE project. To determine priorities, resource materials such as country environmental profiles and other documents will be consulted. To assist in selecting

suitable activities, WWF, in collaboration with the OECS/NRMU, will draft project criteria. The draft priorities will be reviewed by government, local NGOs, local citizen organizations, the OECS/NRMU, WWF and USAID. Based on input from the various sources, projects will be selected (probably one from each OECS country excluding St. Lucia and Dominica).

Once a project is identified and approved by the funding source, WWF and OECS/NRMU will work with country representatives to design the project. This will be done using a community management format which will train participants in project design, generate a draft proposal and design a budget plan. The workshop will be attended by representatives of groups (including government, community organizations and environmental NGOs) with a stake in the project. Once a draft proposal is written, WWF, OECS/NRMU, and representatives of the national government will work to finalize the document and obtain final approval at the local level. WWF, OECS/NRMU and the local organization will submit the proposal according to the appropriate funding source, in the case of ENCORE this would be AID in most cases. Once a project is funded, WWF and the OECS/NRMU will provide technical assistance and management support as outlined in the project proposal.

WWF will assist the OECS/NRMU with short and long-term training under the REM component. This is expected to include: identification of appropriate universities and programs, assistance with application procedures, assistance with logistics, serve as a local contact and advocate for students on training programs, and assure compliance with relevant USAID policies and regulations, in cases transfer of project funds to support cost of training.

WWF maintains a fully functioning library which receives over 200 resource management and environmental periodicals. The library has a significant environmental reference section and the services of a knowledgeable librarian who specializes in environmental topics. WWF has the capacity to conduct electronic searches of databases and can also access other reference collections through the inter-library loan system. WWF's extensive library research services are available to the ENCORE project. Since accessible and reliable environmental information is a limiting factor in the region, WWF will work with the OECS/NRMU Documentation Center to enhance its services to member countries. This could include training for Center personnel, enhancing access to electronic databases, upgrading the local collection and designing systems for better delivery of information to member governments.

WWF will serve as a focal point for the OECS/NRMU in the United States. The OECS/NRMU and its member governments frequently require contact with environmental and natural resource management organizations and agencies in the United States. Making such contacts from the EC can be difficult and time consuming. WWF staff know many of the key contacts in the environmental field throughout North America. As such, we can facilitate the process of identifying and contacting appropriate persons. WWF is positioned to assist the OECS and their member states in representation in international fora and will act as advisor and coordinator for these important contacts. WWF will also keep the OECS/NRMU informed of conferences, symposia, courses and other training activities of value and potential interest.

WWF has over 25 years of small grants administration experience. Each year WWF reviews over 500 proposals from individuals, agencies and NGOs in Latin America and the Caribbean. We have effective systems for tracking, reviewing awarding and monitoring grants. As a result, WWF can assist the OECS/NRMU to set up appropriate systems to manage the NGO grants program under the ENCORE project. If it is not practical for OECS/NRMU to administer the NGO grants (for example, if the OECS/NRMU does not plan to continue a grants program it may not make sense to set up a tracking system for one-time use), WWF could process the grants through its existing system. In addition, we can work with the OECS/NRMU to establish criteria for the NGO grants program.

VII. Key Staff

In addition to the outposted WWF staff in St. Lucia and Dominica, Dr. Augusto Medina, Director of the Caribbean Program at WWF, will serve as WWF's ENCORE Program Director. The WWF Program Director will be responsible for managing the cooperative agreement with USAID. He will monitor the project to ensure compliance with the terms of the agreement and conduct periodic site visits to assess the project's progress. Dr. Medina will supervise the SA and the WWF Program Administrator. Every six months he will meet with AID, the SAs, and OECS/NRMU ENCORE Project Coordinator to evaluate the project's status and help make adjustments to the work plan. Dr. Medina will also provide technical expertise in environmental education and public awareness programs to the ENCORE project and other NRMU education activities as appropriate. Following is a brief biographical sketch of Dr. Medina.

Dr. Medina is Director of the Caribbean Program at WWF. He joined WWF in 1984 and is responsible for WWF's conservation program in the Caribbean. In that capacity he designs,

implements, monitors and evaluates over two dozen conservation projects which protect important Caribbean ecosystems and test sustainable approaches to natural resource development. In designing the Caribbean Program, Dr. Medina works closely with local government officials, NGOs and scientist. Dr. Medina is also responsible for the fiscal management of the Caribbean Program and works actively to develop new sources of revenue to support conservation and sustainable development activities in the region.

Dr. Medina is also responsible for the development of environmental education programs, public awareness campaigns, and production of educational materials for Latin America and the Caribbean at WWF. He has assisted numerous government and private conservation groups in the design of their environmental education programs. Dr. Medina is the Immediate Past President of the North American Association for Environmental Education (NAAEE). NAAEE is the largest association of environmental education professionals in the world.

Prior to joining WWF, Dr. Medina worked as an education specialist for RARE, Inc. He is a consulting editor for the Journal of Environmental Education and served on NAAEE's Board of Directors. Dr. Medina holds a B.A. in Biology from the State University of New York, Brockport, an M.S. in Outdoor Teacher Education from Northern Illinois University, and a Ph.D. in Natural Resources Management with a specialization in environmental education from the University of Michigan.

Dr. Medina will be supported by a Program Administrator (PA) who will handle the day-to-day administration of the ENCORE project. The PA will organize and maintain the WWF consultant guidebook, process short-term consultant and subcontractor contracts, monitor payments on all contracts and project finances, manage travel logistics for WWF short-term consultants, assist with administration of NGO grants as needed, process field reimbursements to the OECS/NRMU, serve as a contact for AID, the WWF SA, TAs and NRMU ENCORE staff in WWF's Washington, DC office, serve as the internal WWF contact on the ENCORE project, establish and maintain files, assist with procurement, and assist with technical reporting. The Program Administrator will also assist the OECS/NRMU with short and long-term training needs in the Unites States.

XIII. Illustrative Budget

Annex 1 to this PIO/T is an illustrative budget. This budget estimates costs for the cooperative assistance for a period of five years. At the request of the OECS, WWF can assist with the procurement of commodities amounting to \$100,000 and with out-of-

the-region long-term and special training amounting to \$250,000. Funding is provided for home office costs, field costs, and consultant and sub-contract costs. Included in the stated matching funds support by the WWF of \$500,000 during the period of the grant. Of note is the in-place source/origin waiver for commodities and services funded under ENCORE to allow Code 935. This waiver is authorized by the Administrator under agreements for the Global Environmental Facility (GEF). A copy of this waiver is on file in RDO/C Regional Contracting Office.

Position Title: Senior Technical Adviser for Eastern Caribbean

Reports to: Director for WWF Caribbean Programs, and AID
Project Officer

Counterpart to: ENCORE Project Coordinator

Location: St. Lucia

Supervises: Directly supervises technical advisers, WWF
ENCORE Project Secretary, Short-Term WWF
Consultants, WWF Subcontractors

I. Major Function: In conjunction with WWF project partners (USAID, OECS/NRMU), the position initiates, develops, and manages WWF collaborative assistance necessary for the design, implementation, and evaluation of regional environmental programs including the Environment and Coastal Resources (ENCORE) Project. In collaboration with local project personnel, the senior technical adviser ensures the transfer of skills and systems for local environmental impact assessments, community outreach strategies, project design, proposal writing, fundraising, project management and administration, and project monitoring and evaluation.

II. Major Duties and Responsibilities:

- 1. In collaboration with ENCORE Project Coordinator, contributes to the preparation of local strategies and initiatives to increase capabilities of the countries and organizations to address environmental issues and to increase public awareness of the relationships between natural resources conservation and sustainable economic development.**

Activities may include: establishing project selection criteria, assisting with project design and proposal writing, devising project operation and work plans, establishing methods for project monitoring and evaluation, and making recommendations for periodic adjustments.

- 2. In conjunction with OECS on-site project staff, assists in the preparation of strategic planning and annual work plans to conserve natural resources and provide economic incentives from a community perspective.**
- 3. In collaboration with ENCORE Project Coordinator, provides technical assistance and support to technical advisers and local country coordinators responsible for the implementation and management of such activities.**
- 4. Assist the ENCORE Project Coordinator in the development of training programs**

and other activities to expand the skills of the local staff and organizations to ensure technical capacity exists to manage and evaluate project activities once long-term technical assistance ends.

5. In collaboration with ENCORE National Coordinator, identifies short-term technical assistance needs for the project. Facilitates the work of WWF short-term consultants and subcontractees, including development of terms of reference, appropriate consulting agreements and sub-contracts, and performance reviews. Ensures compliance with terms of reference and project work plans.
6. In consultation with ENCORE Project Coordinator, coordinates and directs preparation of technical reports based on work plan activities, implementation issues, project progress, lessons learned, etc. for submission to WWF project partners and Washington-based project staff. Ensures that all reports are submitted on time.
7. In collaboration with the ENCORE Project Coordinator, coordinates and participates in the development of WWF operating and project budgets and ensures compliance with approved expenditures. As needed, approves and tracks WWF expenditures against set budgets and monitors compliance with USAID regulations on allowable costs and WWF and project partners accounting standards. In an appropriate format, provides financial reports on WWF activities as scheduled. Ensures appropriate purchase, inventory, maintenance, and usage systems are implemented for WWF controlled project equipment consistent with USAID standard provisions.
8. In coordination with project partners, participates in the preparation of proposals and other fundraising tools for the ENCORE project. For all fundraising activities, ensures training and transfer of knowledge and skills to appropriate local staff.
9. Manages and supervises WWF technical advisers and WWF ENCORE Project Secretary. In collaboration with ENCORE National Coordinator, provides assistance with training of new staff, outlining and communicating job requirements and other expectations, reviewing and evaluating and quality of work and recommending action, etc.
10. Establishes and maintains strong working relationships with appropriate individuals and institutions in the region, particularly with the AID RDO/C, ENCORE Project Coordinator, the Organization of Eastern Caribbean States and it's Natural Resources Management Unit, ENCORE national coordinators, national and local site advisory committees, local government agencies, project executants, and others operating in the local conservation arena.

11. Monitors new technical information, policy development, issues, project support resources (i.e., training opportunities, conference), and trends related to the ENCORE project and local activities and advises the ENCORE Project Coordinator, OECS/NRMU head, and WWF Caribbean Program Director accordingly.
12. Serves as a representative of WWF, communicates effectively and maintains relationships with colleagues, local government representatives, AID, etc. Conducts duties and responsibilities in a manner that does not create obligations, express or implied, on behalf of WWF or project partners.
13. Performs other duties as assigned and plays an active role in the successful operation of the ENCORE project.

III. Supervisory Responsibility: In coordination with the ENCORE Project Coordinator, assists as required in the selection, supervision, and evaluation of project short-term technical consultants or subcontractors.

IV. Working Relationships:

1. **Internal:** Interacts daily with in-country advisers and frequently with ENCORE project personnel and advisory committees to advise and facilitate local activities. Coordinates periodically with AID personnel on project implementation and administration issues.
2. **External:** Interacts routinely with U.S. project staff, project executants and representatives of government agencies, conservation organizations, and other local nationals.

V. Minimum Work Requirements:

1. **Knowledge:** An advanced degree in natural resources management, environmental studies, or equivalent work experience is required. Preference will be given to individuals with a demonstrated background in organization development and management.
2. **Experience:** At least ten years of field experience in a directive, leadership role where the person was responsible for developing and carrying out plans community-based natural resources management or development is required. Demonstrated success in project management along with the ability to evaluate projects appropriate for a variety of stakeholders and the ability to synthesize and apply recommendations for a wide-range of experiences is required. Experience in developing countries is important. Special Preference will be given for experience in small island ecosystems and additional consideration given for

experience in the Eastern Caribbean that exceeds one year in duration.

A strong working knowledge of USAID procedures is important. Preference will be given to individuals with experience in collaboration with local governments, NGOs, and sustainable development approaches.

3. **Skills and Abilities:** Position requires excellent communication skills, both oral and written. Extensive project management, collaboration and administrative experience along with strong negotiation and dispute resolution skills required. Excellent diplomatic skills and a desire to work with local nationals are needed.

Position Title: Technical Advisor for Eastern Caribbean

Reports to: Senior Technical Advisor,

Counterpart to: ENCORE National Coordinator

Location: One in Dominica; One in St. Lucia.

Supervises: Short-Term WWF Consultants

I. Major Function: In conjunction with WWF project partners (OECS/NRMU, USAID), the position provides technical assistance with the design, implementation, and evaluation of the Environment and Coastal Resources (ENCORE) Project. In collaboration with local project and national coordinators, the technical advisor will assist with and transfer skills and systems for local environmental impact assessments, community outreach strategies, project design, proposal writing, fundraising, community management and administration, and developing project monitoring and evaluation systems.

II. Major Duties and Responsibilities:

1. In collaboration with the ENCORE National Coordinator, the technical advisor contributes to the preparation of local strategies and initiatives to conserve natural resources and provide economic incentives from a community perspective. Activities may include: establishing project selection criteria, assisting with project design and proposal writing, devising project operations and work plans, and establishing methods for project monitoring and evaluation.
2. Provides technical assistance and support to ENCORE National Coordinator responsible for the implementation and management of activities within the country. In conjunction with the ENCORE National Coordinator, the technical adviser will assist in evaluating specific project progress, network with local constituents, assist with implementation of approved work plans, consult with the senior technical advisor, and identify short-term technical assistance requirements.
3. Develop training programs and other activities to expand the skills of the national project team and cooperating organizations to ensure technical capacity exists to continue project activities once long-term technical assistance ends.

Activities may include: designing training events and materials; working with consultants; and collaborating with other WWF staff, both locally and in

Washington, D.C.

4. Under the guidance of the senior technical adviser and in conjunction with the National Coordinator, facilitates the work of WWF short-term consultants, including development of terms of reference, appropriate consulting agreements, and performance reviews.
5. In coordination with project partners, senior technical adviser, and country representatives, assists with preparation of proposals and other fundraising tools for the ENCORE project. For all fundraising activities, ensures training and transfer of knowledge and skills to ENCORE National Coordinator and other appropriate staff.
6. As needed and in consultation with the ENCORE National Coordinator, coordinates and assists with preparation of technical reports based on work plan activities, implementation issues, project progress, lessons learned, etc., for submission to senior technical adviser to forward to WWF and project partners.
7. In collaboration with the ENCORE National Coordinator, develops WWF operating and project budgets and ensures compliance with approved expenditures. As needed, approves and tracks WWF expenditures against budgets, including compliance with USAID regulations on allowable costs and WWF accounting standards. In an appropriate format, provides financial reports as scheduled. Ensures appropriate purchase, inventory, maintenance, and usage systems are implemented for WWF procured project equipment consistent with USAID standard provisions.
8. In collaboration with ENCORE National Coordinator and Senior Technical Adviser, provides assistance with the hiring and training of WWF staff and when requested other ENCORE staff, outlining and communicating job requirements and other expectations, reviewing and evaluating the quality of work and recommending actions, etc.
9. Establishes and maintains strong working relationships with appropriate individuals and institutions in the country, particularly with the ENCORE National Coordinator, National Advisory Committee, local site committees, local government agencies, project executants, Peace Corps Volunteers, and others operating in the local conservation arena.

10. Monitors new technical information, policy development, issues, and trends related to the ENCORE Project and local activities and advises the ENCORE National Coordinator and senior technical adviser accordingly.
11. Serves as a representative of WWF, communicates effectively and maintains relationships with colleagues, project executants, etc. Conducts duties and responsibilities in a manner that does not create a perception of or actual conflict of interest with project activities or creates obligations, express or implied, on behalf of WWF or project partners.
12. Performs other duties as assigned and plays an active role in the successful operation of the ENCORE project.

III. Supervisory Responsibility: Assists with the selection, performance, and evaluation of WWF project and other local personnel and short-term technical consultants or subcontractors. May indirectly supervise support staff.

IV. Working Relationships:

1. **Internal:** Interacts daily with national coordinator and frequently with ENCORE project personnel and advisory committees to advise and facilitate local activities.
2. **External:** Interacts routinely with project executants and representatives of government agencies, conservation organizations, and other local nationals.

V. Minimum Work Requirements:

1. **Knowledge:** An advanced degree in natural resources management, environmental studies, community development or a related field is required. Relevant, overseas work experience of at least ten years could be substituted for an advanced degree.
2. **Experience:** At least five years of field experience in international conservation, development, or natural resources management, preferably in the Eastern or Greater Caribbean region. It is essential that the individual possesses a strong background in either terrestrial land management systems or coastal/marine systems and is technically proficient and qualified in the field of community-based natural resources management programs. Preference will be given to individuals with experience in institution strengthening,

collaboration with local governments, NGOs, and USAID, and sustainable development approaches.

3. **Skills and Abilities:** Position requires excellent communication skills, both oral and written. Management and administrative experience, demonstrated success to design, implement, and evaluate projects appropriate for a variety of stakeholders, and the ability to synthesize and draw generalities from a wide-range of experiences are essential. Strong diplomatic skills and a desire to work with local nationals are needed. Experience with community based project implementation is important.