

CONSERVATION OF CENTRAL AMERICAN WATERSHEDS

**YEAR ONE WORKPLAN AND PERFORMANCE MONITORING
PLAN**

JUNE 2007 – SEPTEMBER 2008

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Contract No. EPP-I-496-03-00014-00

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

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ACRONYM SHEET

AGEXPRONT	Asociación de Gremial de Exportadores de Guatemala (Agricultural Exporters Union of Guatemala)
ANAM	Autoridad Nacional de Ambiente (Panama's National Environmental Authority) Panamá
BMPs	Best Management Practices
CAFTA-DR	Central American and Dominican Republic Free Trade Agreement
CCAD	Central American Commission for Environment and Development
CCAW	Conservation of Central American Watersheds Project
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
GDA	Global Development Alliance
IADB	Inter-American Development Bank
INGUAT	Instituto Guatemalteco de Turismo (Guatemalan Tourism Institute)
IPAT	Panama Tourism Institute
IRBIO	Regional Biodiversity Institute
JADE	Justicia Ambiental, Empoderamiento Comunitario y Equidad Social para la Conservación de la Región Sarstún-Motagua (Environmental Justice, Community Empowerment and Social Equity for the Conservation of the Sarstún-Motagua Region)
KRA	Key Result Area
KSA	Key Skills to be Acquired
MAR	Meso-American Reef
MARN	Ministerio de Ambiente y Recursos Naturales (Guatemala's Ministry of Environment and Natural Resources)
MOU	Memorandum of Understanding
PES	Payment for Environmental Services
PINFOR	Program for Forestry Incentives (Programa de Incentivos Forestales)

PPP	Public-Private Partnership
RFTOP	Request for Terms of Performance
SERNA	Secretaría de Recursos Naturales y el Ambiente (Honduras' Natural Resources and Environment Secretariat)
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The Conservation of Central American Watersheds Project, CCAW, is aimed at improving the management and conservation of two critical watersheds in the region. The CCAW project contributes to achieving USAID Central America's Strategic Objective 2 (SO2) – Economic Freedom: Open, Diversified, Expanding Economies, by providing technical assistance to improve management of two critical watersheds in support of achieving the SO2's Intermediate Result (IR4): Improved Management and Conservation of Critical Watersheds. These two watersheds are:

- 1) The Cahuita-La Amistad-Río Cañas-Bocas del Toro watershed (Costa Rica-Panama border)
- 2) The Gulf of Honduras watershed (Belize-Guatemala-Honduras borders).

Both watersheds are transboundary sites of critical biodiversity importance, where USAID has identified three primary intervention components which serve as the basis for this project. These components are:

- A. Sustainable finance for areas of critical biodiversity importance;
- B. More consistent implementation of existing management plans for areas of critical biodiversity importance
- C. More effective private sector management and appropriate investment to enhance biodiversity conservation, natural resource protection, and sustainable economic growth.

Specifically, the CCAW project will focus on implementing regional, watershed, protected area and private property-conservation plans under component B. These existing plans have been developed in coordination with USAID and other donor activities, through national and local level planning exercises, and through private sector investors. The integrating factor of the CCAW project will be the implementation of existing plans (Component B) and will stress the need for policy changes at both the national and local level (Component A). This will require substantial financial resources from both the public and private sectors under both Components A and C. Implementing key elements of the targeted plans will require new conservation driven business models that build upon best management practices and green certification principles. Finally, to augment the implementation of the plans improved monitoring of the watersheds by members of civil society and their support for the enforcement of existing regulations will be critical.

Overall Strategy

The overall project strategy is based upon four pillars to guide our innovation in the Conservation of Central American Watersheds project. They revolve around the central need to form alliances - alliances between public and private entities, between business and financial institutions, among conservation agencies and private sector businesses, and among stakeholders with various and diverse interests in the areas of critical biodiversity. These pillars are:

- **Holistic yet focused interventions directly contributing to results** aimed at seeking the highest possible return on investment for our conservation activities, consistent with the principals of inclusiveness, ownership, and cost-sharing.
- **Commitment and ownership** achieved when our partners, the local stakeholders, dedicate resources to joint endeavors.
- **Apply lessons learned within countries and across boundaries** by drawing from existing and successful examples in the region from the beginning and throughout implementation.
- **Environmental competitiveness to engage the private sector** to help companies to improve their bottom line while leaving a reduced environmental footprint and providing a beneficial conservation impact.

To support implementation of existing plans, a small grant fund will strategically support project objectives. Criteria for award selection will include: the feasibility of leveraging financing through strategic alliances with stakeholders, the private sector and other conservation interests; the beneficial impact of conservation efforts; and the feasibility to implement the activity within the time frame of the project.

CCAW Components and Key Result Areas

The three CCAW components are comprised of a total of ten Key Results Areas, KRAs, which guide the accomplishment of project objectives. The activities under each KRA will be supported through technical assistance, small grants, and other project support. We expect that during the implementation of these plan elements we will run into policy, regulatory, institutional and financial constraints. These in turn will be addressed through the coordination of the different components of the project, assuring an overall integrated approach to conservation in the different transboundary sites.

Component A: Sustainable Finance for Areas of Critical Biodiversity Importance

KRA A.1 Increasing public sector financing for conservation in targeted areas

CCAW activities in Key Results Area A.1 seeks to retain these funds locally by formalizing existing efforts, helping financial mechanisms such as private concessions increase available funding, and applying private sector business models to improve management of protected areas. The activities under KRA A.1 are:

- Formalize co-management and fee rules in San Gil Reserve and the Bay Islands Marine Park.
- Formalize the first private concessions in the Río Dulce National Park and Río Sarstún Protected Areas and in Punta de Manabique where co-management is already formalized.

- Set entrance fees and define mechanisms for local retention in areas defined in the above activities.

These activities will require review existing efforts, quickly forming directed stakeholder task groups with the objective of formalizing fee arrangements and co-management instruments. Communication and negotiation strategies will support these efforts leading to municipal ordinances or higher level regulatory reforms as needed. Monitoring the revenue streams following project actions will track progress of these activities in both generating and retaining environmental funds.

KRA A.2 New revenues streams for management of key transboundary sites from financial mechanisms generated

Even with retention of funds at the local level, conservation in areas of critical biodiversity importance is under-funded. Financing must be increased and new revenue streams are needed. Activities under KRA A.2 are:

- Increase Fundación Natura’s funding of regional conservation priorities in Panama identified in existing business and management plans.
- Create a fund for the Bocas del Toro/Cahuita/Río Cañas area.
- Mobilize conservation funds for the Gulf of Honduras (MAR Fund) to consolidate private financial mechanisms and partnerships.

KRA A.3 Appropriate private sector business models to generate revenues to effectively conserve protected areas and buffer zones applied

With both the retention of funds generated at the local level and increased funding levels and new revenue streams, protected area managers still need to improve their business acumen to take fuller advantage of these opportunities. Appropriate private sector business models will help manage these funds in the implementation of the existing management plans. These mark a fundamental shift from a traditional subsidy-based approach to a compensation scheme.

Activities under KRA A.3 are:

- Develop a tourism cluster and marketing model with progressive tourism operators including market strategy, branding, public relations, creative services, voluntary standards, etc.
- Review and promote appropriate Payment for Environmental Services (PES) options for enhancement and replication through public/private partnerships on public and private lands.

Component B: More Consistent Implementation of Existing Management Plans for Areas of Critical Biodiversity Importance

The overall integrating strategy of CCAW is the consistent implementation of existing plans and is the primary focus and main driving force of all project activities. Elements

identified within the existing plans will help guide the selection of activities, integrate these activities across KRAs and, provide the basis for reporting results to USAID, local and national authorities and the general public.

These plans have been identified in the SOW as: Punta de Manabique and Río Dulce in the Gulf of Honduras and Isla Bastimentos and San San-Pond Sak in the Bocas del Toro transboundary areas.

KRA B.1 Local decision-makers develop and implement land use plans

The implementation of regional land use plans is the most encompassing CCAW project activity. It will involve forming stakeholder alliances in areas with existing conflicts, but will have available plans with which to work from. In addition to the large-scale land-use plans, individual plans will be implemented on private lands to provide ecological connectivity between areas of critical biodiversity. Activities under KRA B.1 are:

- Form alliances to secure buy-in from diverse stakeholders to support implementation of the land-use plan for Bocas del Toro.
- Support the implementation of the action plan developed for the Río Dulce/Lago Izabal area to help ensure sustainability of the project.
- Support implementation of land-use plans on private lands

An alliance strategy will be developed to try to bring together groups that are normally in opposition to implement mutually advantageous solutions to land-use problems. Municipal governments will be involved using the land-use plan as a guide to consolidate their actions using principles of integrated watershed management.

KRA B.2 At least two existing watershed and/or protected area management plans under implementation in each trans-boundary site

The practical implementation of actions identified in the plans will form the basis for reporting the majority of actions across the KRAs. Simple steps needed include:

1. Obtain and Review plans and hold preliminary meetings.
2. Select elements of plans in accordance with project contractual obligations and synergy across KRAs.
3. Submit all plans and project implementation plans to USAID before end of year

Implementation will be on-going throughout the duration of the project and integrated with the KRAs

KRA B.3 Monitoring plans actively used to manage areas to address specific threats to biodiversity

Water is the unifying element in plan implementation and its monitoring quality is the key to involving civil society in supporting critical biodiversity in both CCAW sites. Activities under KRA B.3 are:

- Harmonize data registration standards, methodology, and sample periods for water quality in both sites.
- Improve access and use to practitioners through an enhanced web-based decision-making tool to improve watershed management and risk analysis.
- Enhance capacity for stakeholder-based monitoring and enforcement mechanisms.
- Expand monitoring of agricultural best management practices (BMPs) in Honduras and Panama.

KRA B.4 Transboundary cooperation on enforcement of environmental regulations improved

Relying on governmental authorities for the sole enforcement of CITES concerns has led to limitations in transboundary cooperation. Strengthening at least one positive example of civil society participation in enforcement in the Gulf of Honduras and Bocas del Toro regions, along with training of key port operations personnel will help improve transboundary cooperation on enforcement. Activities under KRA B.4 are:

- Strengthen CITES enforcement by tour operators, in Utila and San San-Pond Sak
- Train port authorities and customs officials

Component C – Private Sector Management and Investment

KRA C.1 Public/private alliances to fund tourism infrastructure serving key transnational protected areas established

While larger industry members will play an important role in leveraging funds, small and medium enterprises will also be included to broaden participation. Business service training will be expanded and every effort made to link local stakeholders to opportunities generated by CCAW project activities. Activities under KRA C.1 are:

- Develop alliances with specific tourism sub-sectors in both sites.
- Expand the tourism products accessible to small and medium size enterprises (SMEs) to accommodate and benefit from increased cruise ship traffic where applicable.
- Expand AGEXPRONT’s current business development services to take advantage of unique synergies.
- Develop a strategy to generate funding and investments from the cruise ship industry, tour operators and private sector.

Following the implementation of existing management plans, project interventions to strengthen alliances will be defined with alliance members to generate investment in infrastructure that serves priority protected areas. CCAW’s business development specialists will support small business needs that are in accordance with the existing protected area and land-use management plans.

KRA C.2 Green certification principles at transboundary sites adopted by private enterprises

“Green” certification is a long-term process. However, applying the principles in existing protected area operations and businesses in the short term is a key part of implementing existing conservation plans. Both voluntary actions and compliance are good indicators of stakeholder commitment to conservation while the process of certification is being completed. Activities under KRA C.2 are:

- Work with Gulf of Honduras ports to integrate environmental management systems (EMS) into existing operations.
- Establish MOUs with major agribusinesses and chemical industries in the Gulf of Honduras for cooperation on reducing water use and contaminant discharge.
- Expand and accelerate the implementation of voluntary codes and standards in Livingston (Gulf of Honduras), the Bocas del Toro Archipelago, and San San-Pond Sak.
- Achieve at least two Global Development Alliance opportunities in CCAW sites.

KRA C.3 Hectares under green certification significantly increased

Training personnel to implement the selected BMP's will be coordinated with both KRA B.3 and KRA C.2 for overall project integration. Once “green principles” are being applied by the selected operators a "Step Wise Approach System" (SWA) will be established to perform certification assessment and support continued compliance over the areas encompassed by CCAW activities. The SWA is an approach where the certification process can be completed in phases according to the producer’s local conditions and limitations. With this method, management weaknesses are identified beforehand, reducing the costs associated with the field assessments.

Activities under KRA C.2 are:

- Support ten operators — covering approximately 25,000 hectares —to apply green principles or attain certification with project support.
- Work with operators to incorporate certification into their business plans and to access technical assistance (and possibly financing) to achieve project results.
- Explore Green Deal certification of infrastructure serving protected areas.

SUPPORT FOR CCAW ACTIVITIES

Coordination with other USAID projects and those of other donors particularly the IADB Gulf of Honduras maritime trade route project, will be key to achieving success. Directly supporting CCAW activities, the small grants fund will be strategically used for implementing elements of existing plans that help achieve meeting project targets. The \$1.8 million small grants fund will award grants to institutions conducting practical

interventions and to catalyze actions that normally would be slow or unlikely to occur without project intervention.

SECTION I

Introduction

This annual work plan for the CCAW Project covers the first 17.5 months of the project and runs from June 15, 2007 through September 30, 2008. This contract (EPP-I-496-03-00014-00) is a cost plus fixed-fee completion form task order under the EPIQ II IQC and was issued by the Regional Contracts and Grants Office in El Salvador on June 15, 2007. The total estimated cost of this acquisition is \$ 5,997,064.00. This contract contributes to achieving USAID Central America's Strategic Objective 2 (SO2) – Economic Freedom: Open, Diversified, Expanding Economies. Through this contract we will provide technical assistance to improve management of two critical watersheds in support of achieving the SO2's Intermediate Result (IR4): Improved Management and Conservation of Critical Watersheds.

The two trans-boundary sites of critical biodiversity importance selected as the focus of these regional watershed activities are: 1) the Cahuita-La Amistad-Río Cañas-Bocas del Toro watershed on the Costa Rica-Panama border and 2) the Gulf of Honduras watershed. USAID has identified three primary intervention components which serve as the basis for this work plan. These components are A) sustainable financing for critical biodiversity areas; B) more consistent implementation of existing management plans for critical biodiversity areas; and C) more effective private sector management and appropriate investment to enhance biodiversity conservation, natural resource protection, and sustainable growth. Interventions for both watersheds will be designed to reduce identified threats, promote adaptive management, and apply integrated watershed management principles.

Interventions will link on-going and planned USAID and other donor activities in Central America. All program activities will promote sustainable economic opportunities through effective conservation of critical natural resources that are the foundation for the region's future prosperity. We will use an integrated watershed management approach that incorporates improved trans-boundary management of priority watersheds and improved administration and enforcement of environmental laws and regulations.

This work plan was developed through a participative process that began with initial meetings with subcontractor WWF, our access group members, CCAD, other important stakeholders, and USAID. The process ended with a week long planning activity involving the field team, representatives from WWF and Chemonics, as well as the CTO. The 30-day turn around on this work plan has charged us with a rapid start-up to which we are fully committed. At the same time, it has caused us to make assumptions and projections based on existing information that has yet to be field tested in all cases. Thus we see flexibility as both a necessary and key feature to this plan. Given the nature of private and public sector alliances and buy-ins to the goals of this project, we must be flexible to move in the directions that provide the best opportunity to capture these investments in biodiversity conservation.

This work plan is divided into four sections: (I) this introduction; (II) a section on our overall strategy; (III) a narrative section on our implementation by key result area (KRA) including opportunities for integration across project components, and closes with (IV) a section on administrative issues. It is preceded by an executive summary and is supported by 3 sets of annexes. The first is a set of activity tables that supplement the narrative in section 3 of the text. The second is the Performance Monitoring Plan. And the third and final is the budget for the first 17.5 months of the contract that corresponds to the period for this plan

SECTION II

Overall Strategy

A small core of biodiversity conservation successes have been achieved in the region when local ownership, public and private financing, and adaptive management happen in tandem. The Conservation of Central American Watersheds (CCAW) project will expand these successes to new areas and bring other innovations to the transboundary sites. Expanding successful conservation requires more robust public/private partnerships, increased local capacity to manage critical areas, better enabling by policy and regulations, and stronger local organizations. We will focus on all of these elements during implementation.

Specifically, the Conservation of Central American Watersheds project will focus on and be driven by implementing regional, watershed, protected area and private property-conservation oriented land-use plans (KRAs B1 and B2). These plans have been developed in tandem or through previous USAID and other donor activities, national and local level planning exercises, and private sector investors. The implementation of these plans will point towards and stress the need for policy changes at the national and local level (KRA A.1) and require substantial financial resources stemming from both the public and private sectors (KRAs A.2 and C.1). Many of the solutions required to implement key elements of the targeted plans will require new conservation driven business models that build upon best management practices and green certification principles (KRAs A.3, C.2, and C.3). Finally, to augment and inform the implementation of the plans, improved monitoring of the watersheds (KRA B.3) and enforcement (KRA B.4) will be critical.

Our overarching strategy as defined in our proposal was confirmed in our work planning process. This strategy is based upon four pillars that will guide our innovation in the Conservation of Central American Watersheds project. The pillars revolve around the central need to form alliances - alliances between public and private entities, between business and financial institutions, among conservation agencies and private sector businesses, and among stakeholders with various and diverse interests in the areas of critical biodiversity. These pillars are highlighted below.

Holistic yet focused interventions directly contributing to results. We will apply holistic watershed management principles to specific interventions, but we will also have to make trade-offs and ask hard questions. As measured by results and probability of success, which interventions offer the greatest opportunities? Which transactional or systemic constraints or levers, if overcome or pulled, will trigger removal of others and incite investment and replication by other actors? Without this internal questioning, we risk “spinning our wheels”. We will seek the highest possible return on investment for our conservation activities, consistent with the principals of inclusiveness, ownership, and cost-sharing.

Commitment and ownership. The linchpin of this project’s short- and long-term success is commitment and ownership by public and private stakeholders, especially at

the local level. During implementation, we will heed local priorities and defer to stakeholders as we help them improve their operations and carry out tasks. Ownership and commitment are achieved when stakeholders, or, more appropriately, our partners, dedicate resources to joint endeavors. Such commitment will be a main criterion for the small-grants program.

Apply lessons learned within countries and across boundaries. The RFTOP cites the success of tourism development in Costa Rica and its relevance to Bocas del Toro. We intend to draw from existing and successful examples in the region from the beginning and throughout our implementation of the CCAW project.

Environmental competitiveness to engage the private sector. Efforts to engage businesses in biodiversity conservation have largely been top-down (taxes, subsidies, regulations) or solicited charitable contributions. We strongly believe businesses can meet their financial goals while contributing to biodiversity conservation. We will use the concept of environmental competitiveness to help companies to improve their bottom line while leaving a reduced environmental footprint. We will also apply this same model to environmental conservation activities (i.e. protected area concessions, ecotourism, etc.) that have faltered due to a lack of business acumen to improve their financial performance and increase their beneficial impact.

We are also firmly committed to the highest ethics and respect for others. Although there is now a greater understanding of the roles, rights, and responsibilities of local men and women in natural resources management, few programs have reached out to women as strategic partners. We will offer a variety of ways to ensure our assistance, training, and services reach men and women to improve business competitiveness and sustainable natural resources management.

In order to succeed at this longer term vision and strategy, our planning meeting focused on development of a short-term strategy. This is to begin by doing an inventory and analysis of existing land-use plans in the protected areas and regions defined in the scope of work and RFTOP. This will lead to both getting to know the local stakeholders and involving them in both introductory workshops for them to garner a better understanding of the project and workshops to foster further buy-in to the implementation phase of the various plans. At the same time and building upon WWF's solid reputation and relationships with CCAD and other stakeholders, we will work at the political level to introduce the project.

We will develop a set of criteria to determine and prioritize elements of the existing plans with participation of the stakeholders in order to select the most appropriate elements of the plans for us to support in their implementation. Criteria will include among others: the feasibility of leveraging financing through strategic alliances with stakeholders, the private sector and other conservation interests; their beneficial impact; and the feasibility to implement the activity within the time frame of the project.

The selected activities will be supported through technical assistance, small grants, and other project support. We expect that during the implementation of these plan elements we will run into policy, regulatory, institutional and financial constraints. These in turn will be addressed through the coordination of the different components of the project, assuring an overall integrated approach to conservation in the different transboundary sites.

SECTION III

Narrative on Project Implementation by KRA

This section presents the life of project results, targets and activities. The Activity Sheets (Annex A) present contain a detailed activity list and timetable as well as the targets for Year 1 only. The Performance Monitoring Plan (Annex B) disaggregates Year 1 and Year 2 targets.

Component A - Sustainable Finance for Areas of Critical Biodiversity Importance

Component A activities will establish financial mechanisms to increase revenues for operators protected areas. Special focus will be given to tourism and other economic alternatives for both private sector and community enterprises. To accomplish this business models will be established with management entities of protected areas and local NGOs to bring private sector practices to conservation efforts.

End of Activity Results		
Key Results Area A.1	Key Results Area A.2	Key Results Area A.3
Policy reforms for local generation and retention of environmental revenues and funding adopted (at least \$250,000/year at each site).	Financial mechanisms generate at least a 25% increase in new revenue streams for management of key transboundary sites	Appropriate private-sector business models to generate revenues to effectively conserve protected areas and buffer zones applied
Life of Project Targets:	Life of Project Target:	Life of Project Target:
<ul style="list-style-type: none"> • 3 regulatory reforms drafted • 4 municipal ordinances drafted • \$2.1 million increased revenue 	<ul style="list-style-type: none"> • 30% increase in revenues 	<ul style="list-style-type: none"> • 8 business models applied by at least 15 enterprises

KRA A.1 Policy reforms for local generation and retention of environmental revenues and funding adopted

Many institutions in Central America including protected areas send funds collected locally to higher level centralized authorities who then redistribute the funds. Commonly this leads to an up and down cycle of available funds making it difficult at best to conduct conservation activities in the protected areas whose scenic beauty and biodiversity generate the funds. CCAW activities in Key Results Area A.1 seeks to retain these funds locally by formalizing existing efforts, helping financial mechanisms such as private concessions increase available funding, and applying private sector business models to improve management of protected areas.

- ***Activity 1 - Formalize co-management and fee rules in San Gil Reserve and the Bay Islands Marine Park.*** Local stakeholders in the San Gil Reserve and the Bay Islands have already undertaken some key steps to manage their protected areas. However these groups lack business acumen and management skills to make these efforts viable over the long run. Additionally, these incipient steps remain vulnerable if some level of formalization with local authority is not undertaken so that fees collected in

these areas of critical biodiversity importance are spent in the protection of the natural resources generating the funds in the first place.

To formalize these activities, CCAW will review existing efforts and their legal and political context to form directed stakeholder task groups with the objective of formalizing fee arrangements and co-management instruments. Included will be a communication and negotiation strategy to support these efforts through municipal ordinances or higher level regulatory reforms as needed.

Monitoring the revenue streams following project actions will track progress of this and other component activities in generating and retaining environmental funds. These actions will essentially be in the implementation of existing protected area, watershed and/or land-use plans integrated under KRAs B.1 and B.2.

- ***Activity 2 - Formalize the first private concessions in Río Dulce National Park and Río Sarstún Special Protection Area plus Punta de Manabique where co-management is already formalized.*** Where co-management already exists, private concessions offer ways to generate income for conservation. To facilitate this process CCAW will use project expertise and short-term technical assistance (STTA) to help local partners review existing relevant documents, laws, and other pertinent information. By organizing stakeholder task groups and identifying mentoring organizations we will develop the participatory instruments to formalize concession arrangements.

In order to maintain the viability of the process and broaden public support a communication and negotiation strategy will be developed for each case. Through these tasks CCAW will support the implementation of concession arrangements. Establishing baseline and monitoring the revenue streams in a participatory manner will foster transparency throughout the process and establish credibility for the activity.

- ***Activity 3 - Set entrance fees and define mechanisms for local retention in areas defined in activities 1 & 2.*** With activities 1 and 2 underway, further improvements to ensure transparency in the fee collection and management system will cement the case for local retention, and stimulate additional revenue. In all project areas coordination with existing USAID efforts and projects will be made to ensure a coherence of recommendations, and efficient use of USAID funding. This includes efforts in the Panama Canal Watershed, North Coast Honduras and others as identified by bi-lateral missions. Additional training of park employees and a communication strategy based on extending successful examples to other areas of biodiversity significance will foster sustainability and increase the collection base of fees for retention and responsible spending in a transparent manner at the local level.

Expenditures of these funds will support the implementation of existing management plans. Public documentation of fees collected and their disbursement strengthen the local credibility and capacity of protected area managers.

KRA A.2 New revenues streams for management of key transboundary sites from financial mechanisms generated

Even with retention of funds at the local level, conservation in areas of critical biodiversity importance is under-funded. Financing must be increased and new revenue streams are needed. This is particularly true in the CCAW transboundary areas where one country's limited ability to manage part of the protected area has a regional effect. Key Result Area A.2 addresses these limitations by seeking new revenue streams and increasing funding for biodiversity conservation. Activities to accomplish this KRA include increasing funding from existing sources in Bocas del Toro (e.g., Fundación Natura) and the Gulf of Honduras (e.g., MAR Fund), and identifying additional sources of funding, including private sector investments that are consistent with the objectives of the project. Using the small grants fund, the project will leverage funds from Fundación Natura and FIDECO, where possible, and other public and private sources for activities related to tourism, natural resource management. In a complementary manner the creation of a new fund will be considered as well as an increase in public sector funding through enhanced public awareness.

- ***Activity 1 - Increase Fundación Natura's funding of regional conservation priorities in Panama identified in existing business and management plans.*** Where current funding opportunities exist in the Bocas del Toro area, CCAW will work with potential regional alliance members to improve their solicitation of existing funds. Principal concerns identified include basic sanitation and waste water treatment. Local businesses and protected area managers may not be aware of solutions that exist to these problems, and the ability to access the grants program will provide them with the resources to address them. An agreement to co-finance grants will help CCAW direct funding using principles of effective integrated watershed management.

Joint implementation of grants activity with Fundación Natura will help instill a more consistent use of existing plans for generating increased revenue for the management of this area. Monitoring how the increase in funding is spent and the revenue that this generates will be conducted using existing management plans as a guide.

- ***Activity 2 - Create a fund for the Bocas del Toro/Cahuita/Río Cañas area.*** Even though there are some opportunities for increasing funding from Fundación Natura, there are both the needs and the opportunities for expand the financial base of conservation activities in this region by bringing new funding sources to address locally identified conservation needs. Early in the project, CCAW will determine the need and feasibility of the creation of a fund for the Bocas del Toro/Cahuita/Río Cañas trans-boundary area.

Should there be significant donor interest and funding opportunities a fund will be designed and established. If this is not feasible, the project will determine appropriate channels for funding conservation needs.

- **Activity 3 - Mobilize conservation funds for the Gulf of Honduras (MAR Fund) to consolidate private financial mechanisms and partnerships.** The existence of the MAR Fund offers opportunities for increased conservation financing in the Gulf of Honduras. The implementation of the fund’s activities has not always been in line with existing plan implementation and could be greatly improved. CCAW will work directly with the MAR Fund to develop an innovative strategy for fund mobilization and increased financing.

Together we will negotiate agreement with both the MAR fund and its partners for implementation of the strategy along with existing protected area management plans. It is envisioned that grant support will be used to accompany the MAR Fund in implementation during the project timeframe.

- **Activity 4 - Increase public sector financing for conservation in targeted areas.** Frequently the public at-large is unaware of how to leverage financing from authorities for conservation activities that benefit communities as well as individuals. Increased public awareness on the benefits of biodiversity conservation, when channeled appropriately, can bring pressure on officials to increase public financing for biodiversity conservation. To accomplish this objective the project will competitively select a local firm during the first quarter, to explore ways of increasing the funding flows for conservation in the region (see linkages with KRA A.2 activities 1, 2 and 4, and KRA A.3 activity 1) and to begin the process of leveraging tourist investment in the Bocas del Toro (see KRA C.1 activities 1,2.)

Beginning at the local level CCAW will educate local stakeholders on the opportunities for public sector funding and extend this to the national level. This will include involvement of municipalities and tourism clusters lobbying for national funds. Capturing funds at both the municipal and national level will increase revenue for protected area management and form important civil society linkages.

Where financial models such as the MAR fund (Gulf of Honduras) exist, these models will be extended to other project areas (Bocas del Toro).

KRA A.3 Appropriate private sector business models to generate revenues to effectively conserve protected areas and buffer zones applied

With both the retention of funds generated at the local level and increased funding levels and new revenue streams, protected area managers need to improve their business acumen to take fuller advantage of these opportunities. Appropriate private sector business models will help both in the generation of increased funds and the responsible use of them in the implementation of the existing management plans. Activities to help develop these skills include joining progressive tourism enterprises into a “cluster”, bringing enhanced business skills to payment for environmental services, and private investment options for improved forestry management. A total of 8 business models will be developed and they will be applied by at least 15 enterprises in KRA A.3.

- ***Activity 1 - Develop a tourism cluster and marketing model with progressive tourism operators including market strategy, branding, public relations, creative services, voluntary standards.*** A “cluster” in this case may be defined as a grouping of all the businesses, organizations, and agencies that operate around the tourist sector, including the protected area managers and the protected area itself. CCAW will utilize business development specialists to work together with the local sectors to identify business opportunities and form an alliance between the Panamanian Institute of Tourism (IPAT), local government and the Cámara de Turismo in Bocas del Toro.

The alliance will be used to define a critical route with timetables and resource commitments to foster cluster development. We will use CCAW grant support to encourage participation and help implement existing plans. Project staff will make a concerted effort to broaden participation by indigenous groups, women and youth by integrating these communities, their interests and abilities into the cluster design.

- ***Activity 2 - Review and promote appropriate Payment for Environmental Services (PES) options for enhancement and replication through public/private partnerships on public and private lands.*** Payment for Environmental Services is one way to generate funding for conservation by having the beneficiaries of natural resources pay for their conservation and management. Appropriate private-sector business models will be applied to several representative cases in the Gulf of Honduras area. These include: Water (based on the Water Fund in Guatemala and payments by the Hidroeléctricas del Atlántico S. A. in the Las Escobas River Basin in San Gil Reserve), Port Operations (based on voluntary payments by the Puerto Barrios Port Authority for management of adjacent protected areas), Wastewater Treatment services (utilizing excess capacity at the wastewater treatment plant in Livingston to treat wastewater from ships for a fee), and Forestry (shifting PINFOR program activities in Izabal from a traditional subsidy-based approach to a compensation scheme.)

Each of these possibilities will be evaluated both technically and economically for possible replication to the Bocas del Toro project area and throughout the region.

Activity 3 - Review and if appropriate promote private investment options for forestry management. Because the CCAW project will focus on vulnerable lowland areas it is envisioned that forestry will play a minor role in direct project actions. Forests are however an important land-use in the upper watershed areas. Appropriate actions for the project to take will be reviewed and incorporated as technically appropriate and feasible to the completion of project objectives. This will be undertaken through directed STTA on an as needed basis.

Component B - More Consistent Implementation of Existing Management Plans for Areas of Critical Biodiversity Importance.

Existing management plans including regional land-use plans, protected area plans and watershed management plans will be the guides for CCAW actions throughout all Key Result Areas and their accompanying activities. As illustrated in Section II, Overall

Strategy, of this work plan, the consistent implementation of simple and doable elements in these plans will be the primary focus and main driving force of the CCAW project. Elements identified within the existing plans that are within the capabilities of local actors will help guide the selection of activities. These will be integrated with activities across KRAs and, provide the basis for reporting results to USAID, local and national authorities and the general public.

The widest area will be the regional land use plans, where improved management will encompass transboundary areas and involve international cooperation. Directing the focus at a more local level through the simple and doable actions on both sides of the borders will involve the implementation of the priority protected area plans in the vulnerable lowlands. These plans have been identified as: Punta de Manabique and Río Dulce in the Gulf of Honduras and Isla Bastimentos and San San-Pond Sak in the Bocas del Toro transboundary areas.

Monitoring plans will be actively used at the regional and local levels by managers of agribusiness, ports, enterprises that make up tourism clusters, stakeholder alliances and the general public. To specifically address biodiversity, CITES concerns will be included as well as water quality. All these concerns together pose a rather large challenge. Grant support will be directed strategically to implement plans and will not be used to create further plans that would remain unimplemented and perpetuate the current state of low-level implementation and limited public support. When plans need improvements that can benefit both CCAW project efforts and the areas that they encompass we will make limited enhancements to achieve more consistent implementation.

End of Activity Results

Key Results Area B.1	Key Results Area B.2	Key Results Area B.3	Key Results Area B.4
Local decision makers in at least 2 countries develop and implement land-use plans that incorporate biodiversity conservation needs, mitigate climate change and promote sustainable economic growth	At least 2 existing watershed or protected-area management plans implemented in each transboundary site	Monitoring plans actively used to manage areas to address specific threats to biodiversity	Improved transboundary cooperation on enforcement of environmental regulations
Life of Project Targets: <ul style="list-style-type: none"> • 2 regional land-use plans implemented (Guatemala and Panama) • 10 land-use plans on private lands implemented 	Life of Project Target: <ul style="list-style-type: none"> • 4 protected-area plans implemented for a total of 425,000 hectares. 	Life of Project Targets: <ul style="list-style-type: none"> • 1 regional monitoring plan in use • 4 civil society and resource user plans developed • 5 plans on private lands implemented 	Life of Project Targets: <ul style="list-style-type: none"> • 4 civil society and resource user groups trained in CITES enforcement • Port authorities in the Gulf of Honduras trained

KRA B.1 Local decision-makers develop and implement land use plans

The implementation of regional land use plans is the most encompassing CCAW project activity. It will involve forming stakeholder alliances in areas with existing conflicts, but

will have available plans with which to work from. In addition to the large-scale land-use plans, individual plans will be implemented on private lands to provide ecological connectivity between areas of critical biodiversity.

- ***Activity 1 - Form alliances to secure buy-in from diverse stakeholders to support implementation of the land-use plan for Bocas del Toro.*** Economic development in the Bocas del Toro area has rapidly grown and along with it threats to the biodiversity and natural resources of the area on which future activity depends. To address these threats, land-use plans have been developed, but these lack consistent implementation. To initiate the implementation process, CCAW will review the existing plan together with stakeholders to identify the most promising interventions and issues of concern.

An alliance strategy will be developed to try to bring together groups that are normally in opposition to implement mutually advantageous solutions to land-use problems. To establish credibility as an honest broker, CCAW will support the implementation of strategic tasks identified in the existing plan, using the grants program.

- ***Activity 2 - Support the implementation of the action plan developed for the Río Dulce/Lago Izabal area to help ensure sustainability of the project.*** In the Río Dulce/Lago Izabal area, CCAW will carry out a comprehensive review of existing land-use and development plans at the municipal level. Together with stakeholders, a gap analysis will be conducted to determine the appropriate implementation actions and develop an investment and funding plan to carry them out.

Municipal governments will be involved using the land-use plan as a guide to consolidate their actions using principles of integrated watershed management. Local partners AK Tenamit and JADE will be supported through the development of a communication plan to promote both their continuing actions, and interventions.

- ***Activity 3 - Support implementation of land-use plans on private lands.*** In both Bocas del Toro and the Gulf of Honduras, CCAW will identify and select key land-use interventions on private lands to support the implementation of the regional land-use plans. Farm managers and land owners will be trained in simplified land-use planning and the application of proven Best Management Practices. These private lands will be in areas of critical biodiversity that provide connectivity with protected areas.

Together with key partners at each transboundary site, practical interventions will be selected for small grant support and funding leveraged to help increase the overall amount of revenue for conservation. As early adopters successfully implement land-use planning, these examples will serve as in-the-field examples to train future participants for a wider and more practical implementation of the land-use plans.

KRA B.2 At least two existing watershed and/or protected area management plans under implementation in each trans-boundary site

- ***Project- wide Integrating Activity - Support low-land protected areas with approved management plans, growing visitation, and limited capacity to manage visitors.*** The practical implementation of actions identified in the plans will form the basis for reporting the majority of actions across the KRAs. Simple steps needed include: 1) obtain and review plans, and hold preliminary meetings; 2) select elements of plans in accordance with project contractual obligations and synergy across KRAs; and 3) submit all plans and project implementation plans to USAID end of year 1. Implementation will be on-going throughout the duration of the project and integrated with the KRAs.

KRA B.3 Monitoring plans actively used to manage areas to address specific threats to biodiversity

Water is the unifying element in plan implementation and its quality is the key to supporting critical biodiversity in both CCAW sites. Arriving at a technically based consensus on methods used and purposes for water quality monitoring will allow a wider participation from stakeholders and more impartial and transparent reporting for compliance and enforcement purposes. These activities will include land-use and protected area management plans as well as the monitoring of agricultural best management practices (BMPs).

- ***Activity 1 - Harmonize data registration standards, methodology, and sample periods for water quality in both sites.*** Various methods, measures and applications of water quality data are currently in use in the region. By standardizing registration, methods and sampling periods a more consistent picture of the state of the water resources in the project area will emerge. The project will identify the existing databases and the principal methods for measuring water quality currently in use, including efforts by Panama's National Environmental Agency (ANAM) in the Bocas del Toro region, and Guatemala's Ministry of Environment and Natural Resources (MARN) and Honduras' Natural Resources and Environment Secretariat (SERNA) were applicable. An integrated set of methods, based on internationally agreed upon standards, and within the means of groups within the project area will be developed, promoted and linked to practical applications as part of the monitoring of the land-use, watershed and protected area plans. Selection of training participants and grant support will target those who will be using the monitoring plans and activities during the project and most importantly after the project has concluded.

Merging these simple yet standard methods with the existing GIS databases for the plans under implementation by CCAW will allow a wider application by managers in the protection of water resources. Showing a wider stakeholder audience where, when and how to apply measures of water quality will increase both public awareness and participation in addressing threats to biodiversity and the environment on which it depends.

- **Activity 2 - Improve access and use to practitioners through an enhanced web-based decision-making tool to improve watershed management and risk analysis.** A web-based platform will be designed to allow users access to the simple yet standard methods on a wider basis. Examples of diverse applications ranging from measuring surface water quality during times of heavy usage such as recreation during Easter week to documenting a single contamination event in a protected area will be included.

The project will link with existing hosts and managers of web sites and establish a support system to improve access to the water quality measures identified. A user-based strategy will be promoted for use within the monitoring of existing land-use, protected area and watershed plans.

- **Activity 3 - Enhance capacity for stakeholder-based monitoring and enforcement mechanisms.** The ability for stakeholders to participate in the monitoring and enforcement of existing plans is crucial to continued success. From the region, the project will collect examples of civil society-based monitoring systems. In areas where plans already exist, team members will target areas with ongoing stakeholder-based monitoring systems. If needed, new monitoring systems will be designed as part of the plan implementation process.

Selected groups within the areas encompassed by existing plans will be trained in improved civil society-based monitoring systems. Results from previously described water quality activities will be used to help promote this activity on a wider basis. CCAW will provide support and follow-up based on implementation of the existing plans.

- **Activity 4 - Expand monitoring of agricultural best management practices (BMPs) in Honduras and Panama.** Early in the project the team will evaluate the feasibility of purchasing the 4 remote sensor stations for inclusion in existing networks for monitoring agricultural best management practices. The target parameters will be defined in coordination with operations managers who are currently using data from similar stations and an early warning system for use in monitoring of agricultural BMPs in Honduras and Panama.

Accomplishing this will involve the installing of up to four additional data collection stations to extend data available to farm managers. Training in the use of online based systems will help extend the area of agriculture under BMPs to protect regional natural resources of economic importance and biodiversity significance. Information will be regularly uploaded by lead user groups in agribusiness to existing web-based systems.

KRA B.4 Transboundary cooperation on enforcement of environmental regulations improved

Relying on governmental authorities for the sole enforcement of CITES concerns has had limitations in the transboundary areas covered by the project. Where tourism operators

depend on these species, they too can play an important part in enforcement. Strengthening at least one positive example of civil society participation in enforcement in the Gulf of Honduras and Bocas del Toro regions, along with training of key port operations personnel will help improve transboundary cooperation.

- ***Activity 1 - Strengthen CITES enforcement by tour operators, in Utila and San San-Pond Sak.*** Many endangered species reside in or migrate through transboundary areas of high biodiversity significance. Tourist operators frequently guide visitors to enjoy the sight of them, such as migratory birds and whale sharks for example, in their natural habitat. Because these tour operators rely on endangered species for their livelihood, they are an often missing, yet key part in improving CITES enforcement.

CCAW will select target species and specific areas for interventions and link them to relevant business activities in the project area. An information and communication strategy in coordination with CCAD Regional Biodiversity Institute initiatives will be designed and implemented as part of wider implementation of existing management plans.

These efforts will be integrated with other project stakeholder monitoring and business activities. Because many of these activities related to civil society enforcement of CITES may involve equipment and capital investments outside of their normal business models and plans, targeted grant support may be provided to speed implementation of this important biodiversity conservation activity. Continuity of efforts will be incorporated into selection criteria for grant support.

- ***Activity 2 - Train port authorities and customs officials.*** Improving transboundary cooperation on enforcement of environmental regulations will require complementing the tourism and civil society based enforcement of CITES with project training of port authorities and customs officials.

CCAW will identify additional training needs, in coordination with CCAD and existing programs, such as the Inter-American Development Bank initiative for environmental management along the Gulf of Honduras maritime trade route. With these and on-going CAFTA-DR initiatives the project will develop and implement training courses for CITES enforcement. Key personnel for training and participation will be selected with an emphasis on continuity of efforts. Training activities will develop manuals and useful materials in coordination with authorities and other efforts to improve continuity

Component C - Private-Sector Management and Investment

The overall activities of component C will be to establish public-private partnerships to fund tourist infrastructure that serves protected areas. This tourist investment should be ecologically sound and financially sustainable. Where large business concerns relying on the natural resource base and biodiversity such as agriculture and forestry connect with

protected areas, the project will promote the implementation of best management practices including a stepwise approach to green certification including training of key actors in critical areas.

End-of-Activity Results		
Key Results Area C.1	Key Results Area C.2	Key Results Area C.3
Public/private alliances to fund tourism infrastructure serving key transnational protected areas established and generate at least \$1 million/site	Green certification principles at transboundary sites adopted by at least 10 private enterprises	Number of hectares under green certification increased by at least 50%
Life of Project Target:	Life of Project Target:	Life of Project Target:
<ul style="list-style-type: none"> \$ 2.6 million total (tourism only) leveraged 	<ul style="list-style-type: none"> 30 enterprises certified (Includes application of BMPs by agribusiness)	<ul style="list-style-type: none"> 60% increase in certified hectares (Includes BMPs by agribusiness)

KRA C.1 Public/private alliances to fund tourism infrastructure serving key transnational protected areas currently established

To generate revenue for conservation, public/private alliances will be developed among stakeholders in key sectors of the tourism industry. While larger industry members will play an important role in leveraging funds, small and medium enterprises will also be included to broaden participation. Business service training will be expanded and every effort made to link local stakeholders to opportunities generated by increased cruise ship activity in the transboundary areas. These activities will be integrated with KRA A.1 to promote service concessions and local partnerships for continued management. Another tool that will be used to consolidate the relationship between the public and private sectors for the benefit of the environment and sound economic development is the public-private partnership (PPP), which uses private business models, approach and instruments to help generate the funds for conservation of public areas.

- Activity 1 - Develop alliances with specific tourism sub-sectors in both sites.*** CCAW will identify existing alliances that will benefit from integrated project interventions (including all relevant KRAs) to expand private sector management and investment. In order to fund tourism infrastructure serving key transnational protected areas public/private alliances will be established. In addition to improving existing alliance opportunities the project will explore ideas for new alliances in key sectors including the cruise ship industry, hotels, tour operators, and banks.

Following the implementation of existing management plans, project interventions to strengthen alliances will be defined with alliance members to generate investment in infrastructure that serves priority protected areas. Because these investments are fundamental in generating the revenue needed to run management and conservation efforts in the protected areas, the project will integrate these alliances into other key result areas as appropriate.

- Activity 2 - Expand the tourism products accessible to small and medium size enterprises (SMEs) to accommodate and benefit from increased cruise ship traffic where applicable.*** Accompanying increased cruise ship traffic are business

opportunities for environmentally sound and locally advantageous tourism products. While the larger alliances and public private partnerships may provide the bulk of increased investment in infrastructure serving protected areas, small and medium sized enterprises play a complementary role.

CCAW project specialists will work together with small and medium size enterprises (SMEs) to accommodate and benefit from increased cruise ship traffic by updating the tourism operation portfolio available to these customers. Based on existing management plans we will prioritize and select local operations to support, and in coordination with KRA A.3, implement the relevant business models to increase revenue and make these important enterprises economically and ecologically viable.

- ***Activity 3 - Expand AGEXPRONTs current business development services to take advantage of unique synergies.*** The project will use AGEXPRONTs current business development services to take advantage of unique synergies in applying existing successful investment and commercial models. CCAW will identify target groups based on their relevance to project objectives and their needs.

CCAW's business development specialists will support the provision of services to meet small business needs that are in accordance with the existing protected area and land-use management plans. To catalyze actions that normally would be slow or unlikely to occur without project intervention, we will provide small grant support to qualified business opportunities.

- ***Activity 4 - Develop a strategy to generate funding and investments from the cruise ship industry, tour operators and private sector.*** Supporting and serving all KRA C.1 activities will be an overall and integrated strategy to generate funding from economically significant public private alliances involving the tourism industry and its relation to the management of protected areas of importance to biodiversity. Integrated with relevant KRAs, particularly KRA A.3, CCAW specialists, working with other groups already working on this, will identify the most promising options for generating funding and investments by surveying cruise ship lines, tour operators and private sector investors. Based upon the results obtained we will provide technical assistance to design and negotiate funding mechanisms in support of sustainable tourism initiatives.

Based on the investments generated, all relevant KRAs will support implementation of the fund strategy and its investment in implementing the existing protected area and regional land-use plans.

KRA C.2 Green certification principles at transboundary sites adopted by private enterprises

Even though environmental or “green” certification is a long-term process, applying the principles in existing protected area operations and businesses in the short term is a key part of implementing existing conservation plans. Both voluntary actions and compliance are a good indicator of stakeholder commitment to conservation while the process of

certification is being completed. Formalizing environmental operating principles through MOUs with industrial level water users is more effective when oriented to regional land-use and watershed plan implementation. When these commitments reach the level of the GDAs, larger amounts of financial commitment for biodiversity conservation are possible.

- **Activity 1 - Work with Gulf of Honduras ports to integrate environmental management systems (EMS) into existing operations.** Integrated with KRA B.4 activity 2, CCAW will work with Gulf of Honduras ports to integrate environmental management systems (EMS) into existing operations. To accomplish this we will engage port operators to first determine their interest in EMS. Together with key personnel and port authorities we will evaluate the status of environmental conditions within the ports. Needs for training within applicable certification guidelines will be determined and conducted in four key ports

In coordination with other USAID CAFTA-DR initiatives and the IADB Gulf of Honduras maritime trade route project as appropriate, we will conduct training based on results of needs assessment. During implementation of regional land-use plans, CCAW will support other necessary best management practices and where possible incorporate PES, as in KRA A.3 activity 2 in Puerto Barrios.

- **Activity 2 - Establish MOUs with major agribusinesses and chemical industries in the Gulf of Honduras for cooperation on reducing water use and contaminant discharge.** Integrated with regional land-use plans, we will identify major agricultural and industrial concerns in critical hydrological areas of the Gulf of Honduras where pesticide use can have a negative impact on water resources and the biodiversity that depends on water quality. In coordination with KRA B.3 activity 4, we will design MOUs based on watershed management principles. These memoranda will form the basis to implement field management plans to promote water conservation and reduce detrimental effluents through the implementation of effective BMPs.

Areas covered under the MOUs as well as those in KRA B.3 activity 4 will be selected in coordination with the regional land-use plans and all relevant project activities.

- **Activity 3 - Expand and accelerate the implementation of voluntary codes and standards in Livingston (Gulf of Honduras), the Bocas del Toro Archipelago, and San San-Pond Sak.** For rapid implementation, compliance with voluntary codes and standards can be both advantageous to participating businesses, and the first steps towards applying certification principles that are beneficial to both the business and consumer. To aid this process, the project will develop a handbook for bulk purchases of marine recreation, combined with standards implemented by suppliers of marine recreation that will link participating operators to preferential tourism operators.

Grant support for local conservation initiatives linked to voluntary “Green” standards for activities such as mooring buoys, signage for no-wake zones, equipment upgrades,

will be used to encourage protected-area managers and higher authorities to incorporate voluntary standards into management plans and regulations. For the tourist business that are dependant on protected areas such the small-hotels in Livingston and Bocas del Toro Archipelago, relevant parts of the Green Globe “A-B-C” approach (Assessment/Benchmarking/Certification) and the Costa Rica ecotourism standard will be used to help develop local environmental performance guidelines.

Businesses and protected area enterprises will be selected by conducting initial self-assessments of their operations with a simple scorecard to determine the feasibility of achieving CCAW project results.

- **Activity 4 - Achieve at least two Global Development Alliance opportunities in CCAW sites.** Recognizing the importance of the Global Development Alliance in private sector activities, two Global Development Alliance opportunities will be achieved in CCAW sites. To accomplish this, a review of existing GDAs approved by USAID will be undertaken and candidates selected for applicability to achieving project objects.

Once identified, we will develop a "Win-Win" strategy for applying certification principles and generating funds, and negotiate agreements to include CCAW related activities in selected GDAs. Our technical staff and on-the-ground knowledge will help support implementation of project activities through the GDAs for the benefit of both the private sector and transboundary areas.

KRA C.3 Hectares under green certification significantly increased

The certification process can be measured not only in terms of number of certifications, but in the same manner as management plans, by the area that is encompassed by those certifications. As more enterprises apply certification, and over a greater area, the implementation of existing management plans is the best way to have a larger positive impact and make that impact count in large and diffuse transboundary area like those of the CCAW. Where infrastructure to serve economic activity related to protected areas is needed, not only are construction norms and codes needed, but also “green” certification to make sure that the natural resources and the biodiversity depending on it are protected.

- **Activity 1 - Support ten operators — covering approximately 25,000 hectares — to apply green principles or attain certification with project support.** Within the existing regional land-use plans, we will define the intervention areas and identify relevant operations including agriculture and forest products. Together with the first group of selected owners/operators we will determine the best opportunities and jointly assess the state of market driven certification and the BMP’s standards and requirements.

With the first group of operators applying principles, including agricultural BMPs, CCAW will then disseminate information to targeted groups regarding the most applicable standards to further the process.

Training personnel to implement the selected BMP's will be coordinated with both KRA B.3 activity 4 and KRA C.2 activity 2 for overall project integration. Once "green principles" are being applied by the selected operators a "Step Wise Approach System" (SWA) will be established to perform certification assessment and support continued compliance.

A possible support for a SWA in the commercialization of lobster and links with the related GDA will be investigated. This may include the design and implementation of PPPs between local industry and restaurants in the project area to leverage public and private funding, as explained above.

- ***Activity 2 - Work with operators to incorporate certification into their business plans and to access technical assistance (and possibly financing) to achieve project results.*** To increase the amount of area applying certification principles, the project will work with additional operators to incorporate certification into their business plans. Integrated with other KRAs, particularly KRA A.3 the project will provide access to technical assistance and possible grant support to achieve project results.

CCA W will disseminate information to targeted groups about applicable standards: Rainforest Alliance, Green Deal, and Forest Stewardship Council. We will then jointly identify the most promising standards, BMPs, and other certification instruments for the operators of the enterprises. Classifying business sector capacity to apply the most promising standards will help support the incorporation of certification standards into their business plans.

- ***Activity 3 - Explore Green Deal certification of infrastructure serving protected areas.*** Because Green Deal certification is currently operating in the CCAW area, the project will actively explore this option for participation. Project specialists will meet with Green Deal to determine interest in integrating their certification of infrastructure serving protected areas. This will require determining a minimum requirement list for PA infrastructure with relevant managers and authorities including INGUAT and ANAM. If determined to be feasible the Green Deal certification will be promoted through relevant project KRAs and related activities.

SECTION IV

Project Support Activities

The project's short-time frame of 27 months, broad geographic scope, and ambitious goals make the integration of seamless operations and project support critical to overall success. The project must have not only a well designed technical strategy but also effective policies and procedures and sound management of the small grants fund. Together, these will set the stage for streamlined project implementation that will create an efficient work environment for the project team. Project support addresses two critical functions: project administration and small grants management. Please note that project support activities are not highlighted within the activities tables provided within Annex A.

Project Administration. To enable the project to provide quality and timely service to external and internal clients, the creation of efficient administrative support systems will be a critical focus for the first months of operations. It is crucial to establish and adhere to streamlined accounting and administrative procedures to not only increase efficiency of administrative components of the project but to ensure proper regulatory and contract compliance.

- **Activity 1 - Finalize project policy and procedures manual and establish how the project's two offices will be run.** To complete the policies and procedures manual, project support staff will liaise with labor officials and reference existing Chemonics field office policies to develop procedures that best fit a regional project.
- **Activity 2 - Contract project administrative staff for both the Puerto Barrios and Bocas del Toro office.** Each office will be staffed with an accountant/office manager as well as a grants administrator to support the technical team.
- **Activity 3 - Conduct appropriate training for the project administrative and technical staff.** Training topics may include accounting procedures, USAID regulations, and project-specific policies and procedures as identified in the manual.

Small Grants Fund. Many project activities will be carried out most effectively by local organizations. Our \$1.8 million small grants fund will enable us to award grants to institutions throughout the region to not only achieve project results but to help strengthen these institutions to access other funds available throughout Central America.

- **Activity 1 - Develop the project's manual for the small grants fund.** The COP, technical staff, and home office grants specialist will work closely together to establish small grants policies that will be properly grounded in the context of our expected beneficiaries. The manual will establish the process by which awards are made and lay out the guidelines that will govern the small grants program. The grants manual will be submitted to USAID/E-CAM for review and approval.

- **Activity 2 - Train project staff in the utilization of the grants fund to advance project activities.** In order for the grants fund to deliver the results needed under this project all project staff must understand how this fund works and how grants should be used as an implementation mechanism.
- **Activity 3 - Introduce the project's small grants fund to potential beneficiaries.** As soon as the grants manual is approved and project staff are sufficiently trained on the fund's administration, "Getting to Grants" trainings will be held in both regions of project implementation to present the fund to potential beneficiaries and to provide training on how to access the small grants fund.
- **Activity 4 - Identify and implement grant-funded activities.** The first Request for Applications under the project's small grants program will be developed and released during the first six months of project.

ANNEX A

Activity Sheets

Component A: Sustainable Finance for Areas of Critical Biodiversity Importance

End of Year One Activity Results

Key Results Area A.1	Key Results Area A.2	Key Results Area A.3
<p>Policy reforms for local generation and retention of environmental revenues and funding adopted (at least \$250,000/year at each site)</p> <p>Year One Targets:</p> <p>2 regulatory reforms drafted</p> <p>2 municipal ordinances drafted</p> <p>\$800,000 increased revenue</p>	<p>Financial mechanisms generate 25% increase in new revenue streams for management of key transboundary sites</p> <p>Year One Target:</p> <p>15% increase in revenues</p>	<p>Appropriate private-sector business models to generate revenues to effectively conserve protected areas and buffer zones applied</p> <p>Year One Target:</p> <p>5 business models applied by at least 15 enterprises</p>

KRA A.1 Policy reforms for local generation and retention of environmental revenues and funding adopted																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Formalize co-management and fee rules in San Gil Reserve and the Bay Islands Marine Park	Review existing relevant documents, laws, and other information	RW	x	x														2 regulatory reforms drafted	
	Organize stakeholder task groups			x	x														
	Develop instruments to formalize co-management and fee arrangements					x	x												2 municipal ordinances drafted
	Develop and implement a communication and negotiation strategy					x	x	x	x	x	x	x	x	x	x	x	x	x	
	Support the implementation of co-management and fee arrangements							x	x	x	x	x	x	x	x	x	x	x	
Establish baseline and monitor the revenue streams			x	x	x	x	x	x	x	x	x	x	x	x	x	x	\$500,000 increased revenue		
Resources	STTA: Lawyer, protected area spec., business planning support, small grants																		

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Formalize the first private concessions in Río Dulce National Park and Río Sarstun Special Protection Area plus Punta de Manabique where co-management is already formalized	Review existing relevant documents, laws, and other information	YZ	x	x															
	Organize a stakeholder task group and identify mentoring organization/s			x	x														
	Develop the instruments to formalize concession arrangements					x	x												
	Develop and implement a communication and negotiation strategy					x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Support the implementation of concession arrangements								x	x	x	x	x	x	x	x	x	x	x
	Establish baseline and monitor the revenue streams					x	x	x	x	x	x	x	x	x	x	x	x	x	x
Resources	STTA: Lawyer, protected area spec., business planning support, small grants (local partners/orgs)																		
Set entrance fees and define mechanisms for local retention in areas defined in activities 1 & 2	Design a transparent fee collection and management system	YZ					x	x	x										
	Train park personnel in fee collection and management									x	x	x							
	Implement fee collection system and communications strategy													x	x	x	x	x	
	Monitor revenue streams													x	x	x	x	x	
Resources	Protected area specialist, software expert, small grants (local partners/NGOs)																		

KRA A.2 Financial mechanisms generate 25% increase in new revenue streams for management of key transboundary sites																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Increase Fundación Natura's funding of regional conservation priorities in Panama identified in existing business and management plans.	Identify potential regional alliance members and determine their needs and opportunities to define project portfolios	JE	x	x														15% increase in revenues	
	Develop an agreement with Fundación Natura for co-financing program				x	x	x	x											
	Deliver grants training to Bocas del Toro regional alliance members to access Fundación Natura's funds, the CCAW small-grants program, and other conservation mechanisms in key corridors.									x	x	x							
	Implement small grants program jointly with Fundación Natura												x	x	x	x	x		x
	Monitor increase in funding flows														x	x	x		x
Resources	WWF Subcontract, Fundación Natura, small grants																	30 officials trained	
Create a fund for the Bocas del Toro/Cahuita/Río Cañas area	Determine the need and feasibility of establishing fund, either independent or utilizing Fundación Natura's existing fund structure	JE		x	x	x	x												
	Explore funding opportunities and identify donors								x	x	x	x	x	x					
	Design and establish fund if deemed feasible and necessary; if not feasible determine appropriate channels for funding													x	x	x	x	x	
Resources	STTA, Fundación Natura																		
Mobilize conservation funds for the Gulf of Honduras (MAR Fund) to consolidate private financial mechanisms and partnerships	Develop a fund mobilization and innovative financing strategy	YZ		x	x	x													
	Negotiate agreement with MAR fund for implementation of the strategy					x	x	x											
	Provide support to MAR fund to implement strategy									x	x	x	x	x	x	x	x	x	
Resources	STTA, MAR Fund																		

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Increase public sector financing for conservation in targeted areas	Educate local stakeholders on sustainable financing including the national budget process and follow-up with municipalities, chambers of tourism, and other local groups to promote increased financing for conservation	JE						x	x	x	x	x	x	x	x	x	x		
	Adapt and implement MAR fund financial model in Bocas del Toro				x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	Determine funding gaps and investment opportunities					x	x	x											
	Capture public sector funding at the municipal and national level											x	x	x	x	x	x	x	
Resources	STTA, MAR Fund, ANAM, Instituto Incidencia Ambiental																		

KRA A.3 Appropriate private-sector business models to generate revenues to effectively conserve protected areas and buffer zones applied																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Develop a tourism cluster and marketing model with progressive tourism operators including market strategy, branding, public relations, creative services, voluntary standards, etc.	Identify business opportunities	YZ		x	x													5 business models applied by at least 15 enterprises \$300,000 generated	
	Form an alliance between the Panamanian Institute of Tourism (IPAT), local government and the Cámara de Turismo in Bocas del Toro				x	x	x	x											
	Define a critical route with timetables and resource commitments to foster cluster development.					x	x	x	x	x	x	x	x	x	x	x	x		x
	Use CCAW grants fund to encourage participation.				x	x	x	x	x										
	Broaden participation by indigenous groups and gender by integrating these communities into the cluster design.									x	x	x	x	x					
Resources	STTA: IPAT, Cámara de Turismo in Bocas del Toro, tourism operators, tourism specialist																		
Review and promote appropriate Payment for Environmental Services (PES) options for enhancement and replication through public/private partnerships on public and private lands.	PES for water, based on the Water Fund in Guatemala and payments by the Hidroeléctricas del Atlántico S. A. and Municipality of Teculután in the Las Escobas watershed in San Gil Reserve.	RW	x	x	x	x	x	x	x	x	x	x	x						
	PES for port operations, based on voluntary payments by the Puerto Barrios Port Authority for management of adjacent protected areas.						x	x	x	x	x	x	x	x	x	x	x		
	PES for wastewater treatment services such as utilizing excess capacity at the wastewater treatment plant in Livingston to treat wastewater from ships for a fee.				x	x	x	x	x	x	x	x	x	x	x	x			
	PINFOR program in Guatemala, making its first commitment of \$1.2 million to protect native vegetation outside of protected areas											x	x	x	x	x	x		x
Resources	Fondo del Agua, Fundaeco, environmental economist, business models specialist, Instituto Incidencia Ambiental, communication specialist																		

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets
Review and if appropriate promote private investment options for forestry management	Identify interested parties for forest management	YZ				x	x	x	x									
	Provide objective information and initiate contacts between potential investors, landowners, reforestation companies, and interested communities and conclude at least two deals.								x	x	x	x	x	x	x	x	x	
Resources	STTA, forest management specialist, Futura Forestal																	

Component B - More Consistent Implementation of Existing Management Plans for Areas of Critical Biodiversity Importance

End of Year One Activity Results

Key Results Area B.1	Key Results Area B.2	Key Results Area B.3	Key Results Area B.4
Local decision makers in at least 2 countries develop and implement land-use plans that incorporate biodiversity conservation needs, mitigate climate change and promote sustainable economic growth	At least 2 existing watershed or protected-area management plans implemented in each transboundary site	Monitoring plans actively used to manage areas to address specific threats to biodiversity	Improved transboundary cooperation on enforcement of environmental regulations
Year One Targets: 2 regional land-use plans implemented (Guatemala and Panama) 5 land-use plans on private lands implemented	Year One Target: 4 protected-area plans implemented 115,000 hectares under protected area management	Year One Targets: 4 monitoring plans or programs implemented	Year One Targets: 6 civil society and resource user groups trained and using improved methods in CITES enforcement 180 individuals trained in CITES enforcement

KRA B.1 Local decision makers in at least 2 countries develop and implement land-use plans that incorporate biodiversity conservation needs, mitigate climate change and promote sustainable economic growth																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Form alliances to secure buy-in from diverse stakeholders to support implementation of the land-use plan for Bocas de Toro.	Review plan and meet with stakeholders to identify key interventions and issues	JE	x	x	x													2 regional land-use plans implemented (Guatemala and Panama) 5 private land-use plans implemented	
	Hold stakeholder or alliance meetings/workshops to develop alliance strategy			x	x	x													
	Establish credibility and buy in through implementation of strategic tasks through grants program						x	x	x	x	x	x	x	x	x	x	x		
Resources	STTA GIS																		

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets			
Support the implementation of the action plan developed for the Río Dulce/Lago Izabal area to help ensure sustainability of the project.	Review the implementation status of 4 existing plans (municipal)	RW		x	x	x															
	Carry out gap analysis and develop investment and funding plan					x	x	x													
	Consolidate actions in the 3 municipalities							x	x	x											
	Implement investment and funding plan							x	x	x	x	x	x	x	x	x	x				
	Support communication plan for AK Tenamit and JADE								x	x	x	x	x	x	x	x	x				
Resources	GIS Specialist																				
Support implementation of land use plans on private lands.	Identify and select key interventions	RW/JE		x	x	x	x														
	Train farm managers and other land-owners in simplified land-use planning methodologies and BMPs to reinforce connectivity with protected areas and critical habitats.							x	x	x	x										
	Engage key partners at both sites to identify practical interventions and improvements that can be supported through small grants.			x	x	x	x	x	x	x											
	Share improved practices by early adopters and innovators that can later be replicated widely.								x	x	x	x	x	x	x	x	x				
Resources	Agriculture specialist, GIS and land planning/use expert, business models specialist																				

KRA B.2 At least 2 existing watershed or protected-area management plans implemented in each transboundary site																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Support low-land protected areas with approved management plans, growing visitation, and limited capacity to manage visitors.	Compare the management status of key protected areas to their adopted plans.	RW/JE			x	x	x	x										4 protected area plans under implementation Total Hectares: 115,000	
	Provide targeted technical assistance and training for effective implementation of protected area management plans.								x	x	x	x	X	x	x	x	x		
	Provide financial support through grants to increase stakeholder participation, improve business practices and services to handle visitors, and increase financial resources for protected-area management.							x	x	x	x	x	x	X	x	x	x		x
Resources	GIS Specialist																		

KRA B.3 Monitoring plans actively used to manage areas to address specific threats to biodiversity																			
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Harmonize data registration standards, methodology, and sample periods for water quality in both sites.	Identify existing databases and data collection methodologies	RW							x	x	x								
	Develop an integrated system based on internationally agreed standards with relevant stakeholders												x	x	x				
	Merge water monitoring with existing databases on land use and vegetation cover (a proxy for biodiversity) in both sites															x	x	x	
Resources	GIS Specialist, universities and local, regional and national authorities (Panama: ANAM; Guatemala: MARN; Honduras: SERNA).																		
Improve access and use to practitioners through an enhanced web-based decision-making tool to improve watershed management and risk analysis.	Design web-based platform	RW														x	x	x	
	Establish a support system and determine who will host and manage site																x	x	
	Design and implement a user strategy																		x
Resources	Web site designer, universities and local, regional and national authorities (Panama: ANAM; Guatemala: MARN; Honduras: SERNA).																		
Enhance capacity for stakeholder-based monitoring and enforcement mechanisms.	Collect examples of civil society-based monitoring systems	JE			x	x	x												
	Within the target areas identify ongoing stakeholder-based monitoring systems					x	x	x											
	Design monitoring systems								x	x	x	x							
	Train selected groups in improved society-based monitoring systems												x	x	x	x	x	x	
	Provide support and follow-up																x	x	
Resources	GIS and land use expert, TRIGOH, universities and local, regional and national authorities (Panama: ANAM; Guatemala: MARN; Honduras: SERNA).																		

4 monitoring plans or programs implemented

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Expand monitoring of agricultural best management practices (BMPs) in Honduras and Panama.	Evaluate the feasibility of purchasing the 4 remote sensor monitoring stations	RW/YZ	x	x															
	Define the target parameters in coordination with managers of other similar monitoring stations			x	x	x													
	Design model and early warning system		x	x	x	x	x	x	x										
	Install four to five additional weather-soil stations to speed re-collection of soil monitoring data and train farm managers to use online GIS-based systems.							x	x	x									
	Upload information regularly to existing web-based system									x	x	x	x	x	x	x	x		x
Resources	Agriculture specialist, GIS and land use expert, plant physiologist																		

KRA B.4 Improved transboundary cooperation on enforcement of environmental regulations																		
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets
Strengthen CITES enforcement by tour operators, in Utila and San San-Pond Sak	Select target species and specific areas for interventions	RW/JE		x	x													6 civil society and resource user groups trained and using improved methods in CITES enforcement
	Design and implement information and communication strategy (in accordance with CCAD initiatives)					x	x	x										
	Integrate efforts with other project stakeholder monitoring activities									x	x	x	x	x	x	x	x	
	Targeted grant support												x	x	x	x	x	
Resources	CCAD-IRBIO																	
Train port authorities and customs officials	Identify in coordination with CCAD and existing programs for additional training needs	RW												x	x			180 individuals trained in CITES enforcement
	Develop and implement training courses for improved CITES enforcement	CCAD-IRBIO														x	x	
Resources	STTA, CCAD-IRBIO																	

Component C: Private-Sector Management and Investment

End of Year One Activity Results

Key Results Area C.1	Key Results Area C.2	Key Results Area C.3
Public/private alliances to fund tourism infrastructure serving key transnational protected areas established and generate at least \$1 million/site	Green certification principles at transboundary sites adopted by 10 private enterprises	Number of hectares under green certification increased by 50%
Year One Target: \$ 1 million total (tourism only) leveraged	Year One Target: 15 enterprises certified (Includes application of BMPs by agribusiness) 50 individuals trained in green certification principles	Year One Target: 20% increase in area under green certification

KRA C.1 Public/private alliances to fund tourism infrastructure serving key transnational protected areas established and generate at least \$1 million/site																		
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets
Develop alliances with specific tourism sub-sectors in both sites.	Identify existing alliances that will benefit from project interventions to expand their investment	YZ				x	x	x										\$ 1 million total (tourism only) leveraged
	Explore ideas for new alliances in key sectors (cruiseships, hotels, tour operators, banks, etc.)						x	x	x									
	Define project interventions to strengthen alliances										x							
	Integrate alliances into other project key result areas											x	X	x	x	x	x	
Resources	STTA tourism specialist																	
Expand the tourism products accessible to small and medium size enterprises (SMEs) to accommodate and benefit from	Update the tourism operation portfolio	YZ		x	x													
	Prioritize and select local operations to support					x	x											
	Implement the relevant business models							x	x	x	x	X	x	x	x	x	x	

KRA C.2 Green certification principles at transboundary sites adopted by 10 private enterprises																		
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets
Work with Gulf of Honduras ports to integrate environmental management systems (EMS) into existing operations	Engage port operators to determine interest in EMS	RW												x				
	Evaluate status of environment and needs for training within applicable certification guidelines in four key ports														x	x		
	Conduct training based on results of needs assessment																x	x
	Support other necessary best management practices																x	x
Resources	IADB-Maritime Route Project																	
Establish MOUs with major agribusinesses and chemical industries in the Gulf of Honduras for cooperation on reducing water use and contaminant discharge	Identify major agricultural and industrial concerns in critical hydrological areas of the Gulf of Honduras	RW				x	x	x										
	Design MOUs based on watershed management principles						x	x	x									
	Sign memoranda and implement field plans to reduce water use and effluents by BMP implementation										x	x	x	x	x	x	x	x
Resources	STTA, IADB Maritime Route Project																	
Expand and accelerate the implementation of voluntary codes and standards in Livingston (Gulf of Honduras), the Bocas del Toro Archipelago, and San San-Pond Sak.	Develop a handbook for bulk purchases of marine recreation, combined with standards implemented by suppliers of marine recreation that will link participating operators to preferential tourism operators.	YZ/JE		x	x	x	x	x										
	Support (grant support) local conservation initiatives linked to voluntary standards for activities such as mooring buoys, signage for no-wake zones, equipment upgrades, and underwater interpretation markers.				x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Encourage protected-area managers and higher authorities to incorporate voluntary standards into management plans and regulations.									x	x	x	x	x	x	x	x	x
	Develop local environmental performance guidelines for small-hotels in Livingston and Bocas del Toro Archipelago using parts of the Green Globe "A-B-C" approach														x	x	x	x

15 enterprises certified
(Includes application of BMPs by agribusiness)
50 individuals trained in green certification principles

Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Work with operators to incorporate certification into their business plans and to access technical assistance (and possibly financing) to achieve project results.	Disseminate information to targeted groups about applicable standards: Rainforest Alliance, Green Deal, and Forest Stewardship Council.	YZ				x	x	x											
	Jointly identify the most promising standards, BMPs, and other certification instruments						x	x	x										
	Classify the business sector capacity to apply the standards								x	x	x								
	Support the incorporation of standards into business plans											x	x	x	x	x	x		x
Resources	STTA																		
Activity	Tasks	Point Person	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year One Targets	
Explore Green Deal certification of infrastructure serving protected areas	Meet with Green Deal to determine interest in integrating certification of infrastructure serving protected areas	YZ/RW	x	x	x														
	Determine a minimum requirement list for PA infrastructure with relevant managers including INGUAT and ANAM			x	x	x													
Resources	STTA																		

ANNEX B

Performance Monitoring Plan

Approach to monitoring and evaluation

Monitoring, and evaluation (M&E) is a continuous process that provides timely performance information that is useful to manage the project for results, to improve its performance, and to ensure that the project objectives are always kept in sight. To do so, it must perform three priority functions effectively:

- *Efficient data collection and analysis.* The project areas are rich in databases and monitoring systems. As a starting point, the project team will consult government records, surveys, databases, USAID and other donor reports, and NGO reports and records as additional sources, especially those developed during PROARCA.
- *Effective partner participation and communication.* As a formal part of the work with project partners and grantees, every effort will be made to strengthen their M&E capacities by helping them build data spreadsheets and databases to monitor results.
- *Timely surveys and special studies.* The project will conduct periodic and ad hoc surveys, studies, and samplings to understand project impacts, infer quantitative results from sampling, acquire additional qualitative information to supplement quantitative data, and highlight specific success stories.

This document presents the project's M&E system that will provide the foundation for tracking the project's delivery of expected outputs; determining qualitative, and quantitative impacts to measure progress, and supporting USAID's M&E needs. The overall goal of this M&E system is to establish a means of providing critical information for project decision-makers to assist them in guiding implementation of project activities towards attainment of project objectives. This goal recognizes that specific elements of the implementation program may require adjustment to respond to evolving conditions either within or external to the project. Hence, the M&E system is a management tool for systematically reviewing project progress, troubleshooting problems, and issues during project implementation, and assessing areas where project activities may need to be refocused to ensure plans, schedules, and assignments remain current. Also, where there are real successes or new opportunities beyond what was contemplated, management decisions can be made to channel more resources into those growth areas.

M&E system implementation

The users of the M&E system include project staff, partners, USAID, as well as relevant government agencies. Therefore, establishing an effective performance measurement system requires developing an understanding and agreement

among all stakeholders of the project. Hence, where appropriate, the project team will involve stakeholders in the implementation and use of the M&E system, and in subsequent performance reviews. The reasons that it is important to involve the entire project technical and management team, and the wide range of partners that will participate in the project in the implementation of the M&E system, include the following:

- *Efficiency.* Project technical team members have first-hand knowledge of activities, and immediate results in their areas of work, and are best suited to collect, supervise the collection of, and verify basic M&E data in their respective technical areas.
- *Ownership.* By being involved in the M&E system, the system belongs to the entire team and partners. This will ensure that the set of information generated is relevant, and consistent with the interests of the entire team, and project partners.
- *Feedback.* Having collected, and analyzed M&E information, project team members will have first-hand information on project progress, and will be able to use M&E information to guide program implementation.
- *Capacity Building.* M&E is a key management skill for the partners and beneficiaries of the project as well. By being involved in M&E, technical team members can also transfer M&E skills to a wider range of stakeholders.

In a sense, M&E implementation began with the planning workshop held in July 2007, in San Salvador, when the field and home office team, along with the principal subcontractor reached consensus on the project's technical approach. The next steps will be to fully validate the indicators and targets with the local partners and continue to refine the proposed M&E system as the project moves forward.

Indicators and targets

To provide the comprehensive coverage needed for project progress review, troubleshooting, and other management tasks, the M&E system will track two main types of indicators: impact (positive and negative) and performance. Where appropriate, indicators will be disaggregated by sector, geographic location, and gender.

- *Impact Indicators.* Impact indicators, such as increased investments and improved management capabilities, measure the effects, or results, of project output. Impact indicators contribute directly to USAID SO reporting. The project team will review the targets during the first year of project

operations to determine if they are realistic, and if not, propose adjustments to them.

- *Performance Indicators.* Performance indicators track the immediate inputs and outputs of the project, as well as deliverables. These are products that are directly attributed to project activities, such as, the number of hectares under management, people trained, and studies conducted. Performance indicators provide the means for monitoring project progress. They also provide feedback to managers on project performance and help identify areas where implementation strategies may need to be adjusted. Performance indicators for the M&E system are selected based on the overall strategic approach to the project and closely reflect the work plan, capturing the main activities of the project.

The indicators listed in the table below, which were originally submitted with the proposal have been reviewed and validated by the project team. However, given the large number of local partners and stakeholders, and the time available for the submission of this document, these indicators and the PMP in general, should be considered the starting point for development of a robust PMP that satisfies USAID reporting requirements. During start-up activities, the project team will conduct a series of meetings or workshops with strategic partners to ground truth the work plan and the PMP. During this process the data sources and process for obtaining them will be identified, responsibility for data acquisition and analysis will be assigned, the procedures for reporting of performance monitoring information will be put in place, and, in close coordination with partners and USAID, performance baselines and indicator targets will be established.

The targets proposed, as with the indicators above, have been validated by the project team in the planning meeting, but they would need to be verified again once the baseline information is obtained and the proper consultation with the local partners has been conducted. This is because this early in the implementation of the project, the data have not been obtained to realistically set targets for all the indicators. Baseline data collection and verification will be one of the project priorities during the first few months of M&E activities. Once this is completed, the baselines proposed here will be reassessed and, if necessary, modified with the approval of USAID.

Data Collection, and Reporting

The M&E system will be the basis for quarterly and annual reports to USAID. The project team will collect and analyze performance information regularly; results from the analyses will help determine whether adjustments to the implementation plan are required. The COP, who will assume the overall responsibility for the M&E system, will ensure that all M&E data and information from the project are easily accessible and readily convertible into USAID's own internal reporting systems. Each technical specialist will be responsible for managing primary data

collection and entry in his or her technical area. The COP will assign the team members different responsibilities for the consolidation and analysis of the M&E information, and will supervise the overall M&E system.

The project technical staff will then be responsible for collecting baseline information on their data items to establish a start-of-project status. This will be completed within the first three months of M&E system implementation. As new partners are added throughout the life of the project, baseline information for new partners will be collected to measure the performance and the impact of the activities carried out.

The project technical staff are best placed to provide first-order quality control for the various M&E data elements. They are responsible for verifying data against original sources and other forms of verification that may be required, such as cross-verification from alternate data sources. The COP is responsible for quality control and for the preparation of the periodic reports where M&E information is provided.

The annual report will contain in-depth analysis of annual progress, update of annual targets, discussions of progress and hurdles, and presentation of success stories, lessons learned, and best practices. In addition to providing quantitative data, the technical staff will also provide written narratives covering major achievements during the reporting period and/or major obstacles that hampered progress.

USAID Indicators Compared to Work Plan Indicators

USAID Indicator	Location within PMP	Accumulated USAID Target/Year	Overall Total
OP#1: Number of hectares in areas of biological significance under improved management as a result of USG Assistance	B.2.1	2008: 115,000 ha 2009: 310,000 ha	425,000 ha
OP#2: Number of policies, laws, agreements or regulations promoting sustainable natural resource management	A.1.1	2008: 4 2009: 3	7
OP#3: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	A.1.3, B.4.2, C.2.2	2008: 330 2009: 420	750
Mission #1: Number of management plans and conservation agreements implemented in target areas	B.1.1, B.2.1	2008: 11 2009: 5	16
Mission #2: Value (USD) of non-USG financed conservation efforts leveraged, payments for environmental services, or additional budgetary revenues provided for conservation by governments	A.3.2, A.1.2, A.2.1	2008: \$2.3 million 2009: \$3.6 million	\$5.9 million

SO 2: Economic Freedom: Open, Diversified, Expanding Economies

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
Project Objective: Improved Management and Conservation of Critical Watersheds					
Component A: Sustainable Finance for Areas of Critical Biodiversity Importance					
KRA.1: Policy reforms for local generation and retention of environmental revenues and funding adopted					
Indicator A.1.1 Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	Priority will be given to co-management, concession and entrance fee regulations and municipal ordinances for conservation fees under local retention and transparent fiscal mechanisms.	Regulatory reforms and municipal ordinances adopted	<ul style="list-style-type: none"> • Transboundary site • Administrative level • Type of instrument 	Baseline: 0 PY1 (2008): 4 PY2 (2009): 3 Total: 7	<ul style="list-style-type: none"> • Sign accords with governments • Convene stakeholder groups and agree on critical route • Draft and submit regulatory modifications • Tender and award of concessions and co-management (Bocas del Toro) • Allot co-management agreements (Gulf of Honduras) • Terms of reference for administration of revenues
Indicator A.1.2 Revenues generated and retained locally at each transboundary site	Enabling regulations will allow collection of fees from three main sources: protected area entrance fees (7 areas), concessions fees (2 areas); and municipal conservation excise taxes and fees (4 municipalities)	Fees collected (US\$)	<ul style="list-style-type: none"> • Transboundary site • Administrative level • Protected area • Payment type 	Baseline: \$100,000 (est.) PY1 (2008): \$500,000 PY2 (2009): \$800,000 Total: \$1.3 million	<ul style="list-style-type: none"> • Fee surveys • Establish revenue administration scheme • Propose entrance fee rate • Audit funds • Resurvey visitors

¹ For planning purposes Project Year 1 (PY1) is 15 months (July 2007 – September 2008)

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets¹	Key Milestones
Indicator A.1.3 Number of civil society representatives in targeted sites with improved advocacy skills to conserve biodiversity	Success will be determined by careful selection of participants and Key Skills to be Aquired (KSA) trainers and a well-focused, hands-on curriculum supporting all relevant KRAs	Civil society and municipal representatives	<ul style="list-style-type: none"> • Transboundary site • Resource user group • Issue • Gender 	Baseline: 0 PY1 (2008): 100 PY2 (2009): 250 Total: 350	<ul style="list-style-type: none"> • Select specific issues and groups • Award grants • Prepare issue statements • Participants lobby authorities
KRA A.2: New revenues streams for management of key transboundary sites from financial mechanisms generated					
Indicator A.2.1 Percent increase in financing available over original baseline from new revenue streams for management of key transboundary sites	Increase in revenues streams principally from three sources: governments from 2008 and 2009 cycle, multi-lateral (IDB: Bocas del Toro, Gulf of Honduras programs) and regional initiatives (MAR Fund).	Percent over original baseline	<ul style="list-style-type: none"> • Transboundary site • Administrative level • Protected area • Revenue source 	Baseline: TBD PY1 (2008): 15 over baseline PY2 (2009): 30 over baseline Total: 30 over baseline	<ul style="list-style-type: none"> • Conduct "natural capital" valuation • Perform MARFin calculations • Prepare briefing papers • Implement MAR Fund action plan • Sign MOU with IBD and other donor initiatives as appropriate
Indicator A.2.2 Number of decision-makers who posses necessary KSAs on conservation issues	Officials who make budgetary decisions need information and first-hand knowledge of the social and economic consequences and benefits of conservation.	Individuals	<ul style="list-style-type: none"> • Country • Site • Administrative level • Gender 	Baseline: 0 PY1 (2008): 30 PY2 (2009): 40 Total: 70	<ul style="list-style-type: none"> • Prepare briefing papers • Organize strategic site visits • Exchange with local stakeholders • Prepare follow-up information

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
KRA A.3: Appropriate private sector business models to generate revenues to effectively conserve protected areas and buffer zones applied					
Indicator A.3.1 Number of businesses models	Business models that generate revenues for conservation include various Payment for Environmental Services (PES) schemes for water, wastewater treatment, port/protected area linkages, forestry incentive funds; direct private forestry investment; eco-tourism clusters	Models	<ul style="list-style-type: none"> • Business model • Sector • Site 	Baseline: 2 PY1 (2008): 5 PY2 (2009): 3 Total: 8 business models applied in 15 enterprises	<ul style="list-style-type: none"> • Survey of PES experiences • Sign MOUs with port authorities for EMS • Sign agreements between PA and port authority • Prepare forestry and agriculture investment profiles • Conclude forestry and agriculture investment deal • Conclude MOU with IPAT-Bocas tourism board "Authentic Panama" and other organizations.
Indicator A.3.2 Investment generated	Investment in business models that generate revenues for conservation, including PES, forestry and eco-tourism clusters	Investment (US\$)	<ul style="list-style-type: none"> • Sector • Type of business 	Baseline: 0 PY1 (2008): \$300,000 PY2 (2009): \$500,000 Total: \$800,000	<ul style="list-style-type: none"> • Sign MOUs with port authorities • Sign agreements between PA and port authority • Prepare forestry and agriculture profiles • Conclude forestry and agriculture deals • Conclude an MOU between IPAT and Bocas tourism board

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
Component B: More Consistent Implementation of Existing Management Plans for Areas of Critical Biodiversity Importance					
KRA B.1: Local decision-makers develop and implement land use plans					
Indicator B.1.1 Number of land-use management plans and conservation agreements implemented in target areas	Planning is valuable only to the extent that plans are applied in the field. The focus are zoning plans in Bocas del Toro, Lago Izabal/Rio Dulce, and selected agribusinesses in the project areas	Plans implemented	<ul style="list-style-type: none"> Area Type of organization 	Baseline: TBD <i>Regional Land Use</i> PY1 (2008): 2 PY2 (2009): 0 <i>Private Lands</i> PY1 (2008): 5 PY2 (2009): 5 Total: 12 Number of hectares (Year 1: 50,000; Year 2: 150,000) in areas of biological significance under improved management (OP#1)	<ul style="list-style-type: none"> Sign agreements and MOUs Draft and submit zoning regulations for approval
KRA B.2: At least two existing watershed and/or protected area management plans under implementation in each transboundary site					
Indicator B.2.1 Number of watershed and/or protected area management plans and conservation agreements implemented in target areas	Maximum beneficial impact over short-term in protected lowland areas with management plans, increasing visitation, and limited capacity to manage visitors: Punta de Manabique, Rio Dulce, Isla Bastimentos, San San-Pond Sak	Increase in number and quality of actions implemented in existing plans	<ul style="list-style-type: none"> Country 	Baseline: TBD PY1 (2008): 4 PY2 (2009): 0 Total: 4 Number of hectares (Year 1: 65,000; Year 2: 160,000) in areas of biological significance under improved management (OP#1)	<ul style="list-style-type: none"> Confirm status Implement key plan elements Generate and reinvest entrance fees Grant concessions Award grants

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
KRA B.3: Monitoring plans actively used to manage areas to address specific threats to biodiversity					
Indicator B.3.1 Number of monitoring plans expanded or enhanced	Monitoring is most useful and sustainable if information is accessible and responds to the user needs. Support to monitoring at two levels: (i) linked to implementation of land-use and protected area plans under KRA B.1 and B.2.; (ii) monitoring by resource user groups under voluntary standards/guidelines.	Plans or programs	<ul style="list-style-type: none"> • Site • User 	Baseline: TBD PY1 (2008): 4 (2 civil society, 2 private) PY2 (2009): 6 (2 civil society, 3 private, 1 regional) Total: 10	<ul style="list-style-type: none"> • Survey of existing site-specific plans • User analysis • Award small grants • MOU with AMASURLI • Design protocol for monitoring BMP with agribusinesses • Compare resource user monitoring systems
KRA B.4: Transboundary cooperation on enforcement of environmental regulations improved					
Indicator B.4.1 Number of organizations and agencies cooperating on CITES, pollution control and other environmental enforcement activities	The increase in regional commerce and tourism require better cooperation on enforcement and implementation of environmental regulations by government agencies, including port authorities, and civil society organizations.	<ul style="list-style-type: none"> • Groups cooperating 	<ul style="list-style-type: none"> • Site 	Baseline: TBD PY1 (2008): 6 PY2 (2009): 4 Total: 10	<ul style="list-style-type: none"> • Sponsor exchanges • Sign MOUs between groups • Design training program • Design and promote voluntary standards • Design monitoring plans • Award grants
Indicator B.4.2 Number of individuals trained from organizations and agencies to support indicator B.4.1	Key individuals trained to enhance enforcement of CITES and environmental management plans	<ul style="list-style-type: none"> • Individuals trained 	<ul style="list-style-type: none"> • Site • Gender 	Baseline: 0 PY1 (2008): 180 PY2 (2009): 120 Total: 300	<ul style="list-style-type: none"> • Develop training program • Prepare training material • Conduct training workshops and events

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
Component C: Private Sector Management and Investment					
KRA C.1: Public/private alliances to fund tourism infrastructure serving key transnational protected areas established					
Indicator C.1.1 Investments generated from public-private partnerships	Alliances should mobilize resources and investment in tourism linked to conservation of critical areas: Credit for sustainable tourism; cruise ship operators; GDA opportunities	Investment (US\$)	<ul style="list-style-type: none"> • Transboundary site • Business 	Baseline: 0 PY1 (2008): \$1 million PY2 (2009): \$1.6 million Total: \$2.6 million	<ul style="list-style-type: none"> • Sustainable Tourism Alliance established • Sign MOU with Agexpront for BDS to small tourism operators (Guatemala) • Establish GDA initiative • Adopt "Authentic Panama" concept in Bocas del Toro • Design new financial instruments
KRA C.2: Green certification principles at transboundary sites adopted by private enterprises					
Indicator C.2.1 Number of private enterprises that adopt green principles	Green certification is a business strategy where voluntary standards and step-wise approaches are appropriate especially for tourism operators, agribusinesses and port operators	<ul style="list-style-type: none"> • Enterprises adopting green principles 	<ul style="list-style-type: none"> • Site • Sector • Size 	Baseline: 5 (est.) Enterprises PY1 (2008): 15 PY2 (2009): 15 Total: 30	<ul style="list-style-type: none"> • Sign MOUs with port authorities • Conduct EMS benchmarking • Sign MOUs with agribusinesses • Develop expanded BMP protocols with agribusinesses • Develop voluntary tourism standard for Bocas del Toro • Prepare voluntary standards for new user groups
Indicator C.2.2 Number of key individuals trained in applying certification principles	Individuals from key sectors of tourism, agribusiness and port operations trained in certification principles	<ul style="list-style-type: none"> • Individuals trained 	<ul style="list-style-type: none"> • Sector • Site • Gender 	Baseline: 0 PY1 (2008): 50 PY2 (2009): 50 Total: 100	<ul style="list-style-type: none"> • Develop training program • Prepare training material • Conduct training workshops and events

Performance / Impact Indicator	Definition/Notes	Units	Disaggregation	Baseline/Targets ¹	Key Milestones
KRA C.3: Hectares under green certification significantly increased					
Indicator C.3.1 Area under green certification increased	Green certification can be an important competitiveness factor and transform enterprises when investments if tied to business plans and marketing strategies. Rainforest Alliance Certified, Green Deal, FSC and WWF BMPs are some examples of certification programs.	Percent	<ul style="list-style-type: none"> • Standard • Sector • Size of firm 	Baseline: TBD PY1 (2008): 20% increase over baseline PY2 (2009): 40% increase over baseline Total: 40% increase over baseline	<ul style="list-style-type: none"> • Assess comparative advantages of standards • Integrate standards into business plans • Assess adoption of sustainable tourism standard to Bocas del Toro • Procure finance for certification services to SMEs

KRA A.1: Policy reforms for local generation and retention of environmental revenues and funding adopted

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.1.1

Name of Indicator: **Number of policy/regulatory reforms adopted**

DESCRIPTION

Precise Definition(s): Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance

Unit of Measure: Number

Disaggregated by: Transboundary site, administrative level, type of instrument

Justification & Management Utility: Regulations and municipal ordinances formalize local arrangements

PLAN FOR DATA ACQUISITION

Data collection method: Report by project staff

Method of data acquisition: Normal staff activity

Data Source: Actual regulations and ordinances as drafted

Frequency and timing of data acquisition: Reported to COP as accomplished, reported to USAID quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: COP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): NA

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: NA

Presentation of Data: Copies of actual regulations and ordinances as drafted

Review of Data: Annual

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity, no baseline needed

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	2 municipal ordinances drafted 2 regulatory reforms drafted		Elections in Guatemala may delay activity until new officials installed
2009	3		
Total	7		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.1: Policy reforms for local generation and retention of environmental revenues and funding adopted

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.1.2

Name of Indicator: Revenues generated and retained locally at each transboundary site

DESCRIPTION

Precise Definition(s): Revenues or fees that are collected locally and spent locally

Unit of Measure: Local currency converted to US \$

Disaggregated by: Transboundary site, administrative level, protected area, payment type

Justification & Management Utility: Revenues or fees collected locally and spent locally indicate decentralized management

PLAN FOR DATA ACQUISITION

Data collection method: Review of relevant financial records by project staff

Method of data acquisition: Project staff visits and/or reporting from local partner

Data Source: Local financial records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Accuracy of financial records

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Comparison to baseline

Presentation of Data: Charts, tables, narratives as appropriate.

Review of Data: Quarterly

Reporting of Data: Quarterly

OTHER NOTES

Notes on Baselines/Targets: Baseline: \$100,000 (rough estimate)

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	\$500,000		
2009	\$800,00		
Total	\$1.3 million		This indicator partly covers Mission indicator #2 requirements. See KRA A.3.2. This amount is part of the \$2.1 million life of project target under KRA A.1. The business models developed under KRA A as well as other activities will generate investments and revenues that will count toward this target.

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.1: Policy reforms for local generation and retention of environmental revenues and funding adopted

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.1.3

Name of Indicator: **Number of civil society representatives in targeted sites with improved advocacy skills to conserve biodiversity**

DESCRIPTION

Precise Definition(s): Members of civil society organizations, park employees, representatives of local governments receiving directed training

Unit of Measure: Number

Disaggregated by: Transboundary site, resource user group, issue, gender

Justification & Management Utility: Improving advocacy skills fosters outreach effectiveness and transparency

PLAN FOR DATA ACQUISITION

Data collection method: Registration during training events by project staff

Method of data acquisition: Documentation of participation

Data Source: Training attendance and participation sheets

Frequency and timing of data acquisition: Per event basis

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Project staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: TBD

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity, baseline is 0.

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	100		
2009	250		
Total	350		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.2: New revenues streams for management of key transboundary sites from financial mechanisms generated

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.2.1

Name of Indicator: Increase in revenue streams available for conservation activities

DESCRIPTION

Precise Definition(s): Percentage increase in revenue available for conservation implementation in relevant management plans above original baseline

Unit of Measure: Local currency converted to US\$

Disaggregated by: Transboundary site, administrative level, protected area, revenue source

Justification & Management Utility:

PLAN FOR DATA ACQUISITION

Data collection method: Review of relevant financial records by project staff

Method of data acquisition: Project staff visits and/or reporting from local partner

Data Source: Local financial records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Accuracy of financial records

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Comparison to original baseline

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: Targets are compared to original baseline, not previous year

Other Notes: Current status in many areas shows no increases and significant funding deficits

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	15 %		15% over original baseline
2009	30%		30% cumulative over original baseline
Total	30%		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.2: New revenues streams for management of key transboundary sites from financial mechanisms generated

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.2.2

Name of Indicator: Number of decision-makers who possess improved key skills for improved outreach for financing conservation issues

DESCRIPTION

Precise Definition(s): Decision makers receiving project training in soliciting new revenue streams for conservation

Unit of Measure: Number of individuals

Disaggregated by: Country, site, administrative level, gender

Justification & Management Utility: Decision-makers information and first-hand knowledge of the social and economic consequences and benefits of conservation will be improved with specific project training.

PLAN FOR DATA ACQUISITION

Data collection method: Registration during training events by project staff

Method of data acquisition: Documentation of participation

Data Source: Training attendance and participation sheets

Frequency and timing of data acquisition: Per event basis

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trainet database, performance of participants after training

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity, Baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	30		
2009	40		
Total	70		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.3: Appropriate private sector business models to generate revenues to effectively conserve protected areas and buffer zones applied

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.3.1

Name of Indicator: Private-sector business models to generate revenues for conservation activities

DESCRIPTION

Precise Definition(s): New business models that generate revenues for conservation including Payment for Environmental Services (PES) that are used to increase available revenue for conservation in project areas.

Unit of Measure: Number of business models

Disaggregated by: Business model, sector, site

Justification & Management Utility: Private sector business models will help develop the skills needed for managing additional revenue streams in a responsible and transparent manner.

PLAN FOR DATA ACQUISITION

Data collection method: Business development specialist activities with businesses will involve development of models, and monitoring of revenue streams as part of normal duties

Method of data acquisition: Acceptance of business model by enterprise serving protected area, participating in conservation or conducting business related to biodiversity conservation

Data Source: Actual business models developed

Frequency and timing of data acquisition: Per acceptance of model by business. Financial data on quarterly basis

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Acceptance of business models by both administration and labor force

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Performance of business models in generating revenues integrated with relevant KRAs

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: One business model may be applied by other similar business in different areas for greater utility in extending private sector business models. 8 developed, 15 applied

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	5		
2009	3		
Total	8		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA A.3: Appropriate private sector business models to generate revenues to effectively conserve protected areas and buffer zones applied

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: A.3.2

Name of Indicator: Investment generated for conservation activities

DESCRIPTION

Precise Definition(s): Revenue generated by application of new business models

Unit of Measure: Local currency converted to US\$

Disaggregated by: Sector, type of business

Justification & Management Utility: Measures amount of funds available for conservation

PLAN FOR DATA ACQUISITION

Data collection method: Project staff will collect data directly from enterprises applying business models

Method of data acquisition: Data reporting and publication will be key part of agreements/business models

Data Source: Financial Records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Accuracy of financial records

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Comparison to baseline of 0

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New business models, baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	\$300,000		
2009	\$500,000		
Total	\$800,000		This indicator partly covers Mission indicator #2 requirements. See KRA A.1.2. This amount is part of the \$2.1 million life of project target under KRA A.1. The business models developed under KRA A as well as other activities will generate investments and revenues that will count toward this target.

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA B.1: Local decision-makers develop and implement land use plans			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: B.1.1			
Name of Indicator: Number of land-use management plans and conservation agreements implemented in target areas			
DESCRIPTION			
Precise Definition(s): Existing plan for land-use including zoning with established elements implemented in-field			
Unit of Measure: Number of plans. Number of hectares in areas of biological significance under improved management (OP#1)			
Disaggregated by: Area, type of organization			
Justification & Management Utility: Planning is valuable only to the extent that plans are applied in the field.			
PLAN FOR DATA ACQUISITION			
Data collection method: Review of relevant land use plans by project staff			
Method of data acquisition: Publicly available plans (Regional) Private Plans developed through training events			
Data Source: Actual plans, secondary GIS sources including Google® Earth images			
Frequency and timing of data acquisition: Quarterly			
Estimated Cost of Data Acquisition: Normal staff activity			
Individual responsible: COP with STTA GIS specialist			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: Initiation of relevant project activity			
Known Data Limitations and Significance (if any): Possible disclosure reluctance from private land owners			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: Dec 2007			
Procedures for Future Data Quality Assessments: Annual review by relevant specialists			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Comparison of proposed action plans and actual state			
Presentation of Data: Maps, Charts, tables, narratives as appropriate			
Review of Data: Quarterly			
Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly			
OTHER NOTES			
Notes on Baselines/Targets: Plans currently exist, baseline is 0			
Other Notes: Plans form basis for monitoring all project activities			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008	2 regional 5 private		
2009	5 private		
Total	2 regional/10 private		Implementation % similar to park management index developed by USAID/PROARCAS will be used in analysis
THIS SHEET LAST UPDATED ON: JULY 16, 2007			

KRA B.2: At least two existing watershed and/or protected area management plans under implementation in each transboundary site

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: Indicator B.2.1

Name of Indicator: Number of watershed and/or protected area management plans and conservation agreements implemented in target areas

DESCRIPTION

Precise Definition(s): Existing protected area plans in vulnerable lowland areas with identified elements implemented

Unit of Measure: Number of plans, Number of hectares in areas of biological significance under improved management (OP#1)

Disaggregated by: Country

Justification & Management Utility: Planning is valuable only to the extent that plans are applied in the field.

PLAN FOR DATA ACQUISITION

Data collection method: Review of relevant plans by project staff and local partners

Method of data acquisition: Partnership with local authorities to obtain official copies of plans

Data Source: Publicly available existing management plans

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: COP with STTA GIS specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Availability of legitimate source and GIS shape files (non-“pirated”)

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Comparison of proposed action plans and actual state

Presentation of Data: Maps, charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: Plans currently exist, baseline is 0

Other Notes: Plans form basis for monitoring all project activities, park management index developed by USAID/PROARCAS will be used in analysis

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	4		Implementation begins in the first year and continues through the LOP (115,000 ha)
2009	-		Continuation of implementation (310,000 ha)
Total	4		In addition to the number of plans, project will improve the management of a total of 425,000 ha as defined by OP#1.

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA B.3: Monitoring plans actively used to manage areas to address specific threats to biodiversity

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: B.3.1

Name of Indicator: **Number of monitoring plans expanded or enhanced**

DESCRIPTION

Precise Definition(s): Plans backed by objective criteria to measure implementation and assist enforcement related to biodiversity conservation

Unit of Measure: Number, Hectares encompassed in monitoring plans

Disaggregated by: Site, user

Justification & Management Utility: Monitoring is most useful and sustainable if information is accessible and responds to the user's needs.

PLAN FOR DATA ACQUISITION

Data collection method: Project staff reporting on relevant parameters

Method of data acquisition: Local partner and civil society reporting based on applicable plans

Data Source: Status of land-use, protected area

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: COP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: TBD

Presentation of Data: Maps, charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, progress reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: Different level plans will have different uses and requirements

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	4		2 civil society, 2 private
2009	6		2 civil society, 3 private, 1 regional
Total	10		1 regional, 4 civil society, 5 monitoring plans on private lands implemented

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA B.4: Transboundary cooperation on enforcement of environmental regulations improved

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: B.4.1

Name of Indicator: Number of organizations and agencies cooperating on and improving CITES, pollution control and other environmental enforcement activities

DESCRIPTION

Precise Definition(s): Number of persons and organizations involved in improving their capacity to support enforcement officials on biodiversity conservation, water quality and CITES.

Unit of Measure: Number of persons, Number of groups

Disaggregated by: Site

Justification & Management Utility: Civil society involvement will help improve enforcement of CITES and natural resource conservation. Expanding enforcement through broader civic participation promotes good environmental governance.

PLAN FOR DATA ACQUISITION

Data collection method: Project staff will maintain training records of activities conducted

Method of data acquisition: Reporting required for participation and grant support

Data Source: Participant registration in training events, local partner reports

Frequency and timing of data acquisition: As training is conducted, data will be reported, reported to USAID quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: COP

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Analysis of groups participating, Relevant Endangered species, follow up actions by enforcement authorities

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity, baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	180/6 groups		
2009	120/4 groups		
Total	300/10 groups		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA B.4: Transboundary cooperation on enforcement of environmental regulations improved

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: B.4.2

Name of Indicator: Number of individuals from organizations and agencies to support cooperation on enforcement of environmental regulations

DESCRIPTION

Precise Definition(s): Individuals from key sectors of tourism, agribusiness and port operations trained in cooperation on enforcement of environmental regulations including CITES

Unit of Measure: Number of individuals

Disaggregated by: Site, gender

Justification & Management Utility: Training key individuals will improve their abilities and stimulate the implementation of certification principles

PLAN FOR DATA ACQUISITION

Data collection method: Registration during training events by project staff

Method of data acquisition: Documentation of participation

Data Source: Training attendance and participation sheets

Frequency and timing of data acquisition: Per event basis

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Project staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trainet

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	180		
2009	120		
Total	300		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA C.1: Public/private alliances to fund tourism infrastructure serving key transnational protected areas established

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: C.1.1

Name of Indicator: Investments generated from public-private partnerships

DESCRIPTION

Precise Definition(s): Investments in tourism that are both ecologically and financially sustainable

Unit of Measure: Local currency converted to US\$

Disaggregated by: Transboundary site, business

Justification & Management Utility: Increased resources and investment in tourism linked to conservation of critical areas are needed for both sustainable tourism and biodiversity

PLAN FOR DATA ACQUISITION

Data collection method: Review of relevant financial records by project staff

Method of data acquisition: Project staff visits and/or reporting from local partner

Data Source: Local financial records

Frequency and timing of data acquisition: Monthly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Accuracy of financial records

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Source and destination of new investments

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: As appropriate, joint reviews with the finance sources and project team

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New alliances and financial instruments, baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	\$1 million		
2009	\$1.6 million		
Total	\$2.6 million		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA C.2: Green certification principles at transboundary sites adopted by private enterprises

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: C.2.1

Name of Indicator: Number of private enterprises that adopt green principles

DESCRIPTION

Precise Definition(s): Private enterprises that adopt accepted “green” principles as recognized by certification organizations

Unit of Measure: Number of private enterprises

Disaggregated by: Site, sector, size

Justification & Management Utility: Principles as recognized by certification organizations provide objective criteria for incorporating environmental practices into business activity.

PLAN FOR DATA ACQUISITION

Data collection method: Review of relevant certification records by project staff during project activities

Method of data acquisition: MOUs and BMP protocols will incorporate project reporting and integration of other KRAs

Data Source: Certification organization records, Business models and financial records / training records

Frequency and timing of data acquisition: Quarterly

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Business development specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): Costs of certification may leave some businesses voluntarily applying standards. Definition takes this into account.

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Analysis of Costs and Benefits of certification and effectiveness of “green” principles

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: Estimated baseline of 5 enterprises, actual TBD

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	15		
2009	15		
Total	30		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA C.2: Green certification principles at transboundary sites adopted by private enterprises

PERFORMANCE INDICATOR REFERENCE SHEET

Indicator Number: C.2.2

Name of Indicator: Number of individuals trained in adopting green certification principles

DESCRIPTION

Precise Definition(s): Individuals from key sectors of tourism, agribusiness and port operations trained in certification principles

Unit of Measure: Number of individuals

Disaggregated by: Sector, site, gender

Justification & Management Utility: Training key individuals will improve their abilities and stimulate the implementation of certification principles

PLAN FOR DATA ACQUISITION

Data collection method: Registration during training events by project staff

Method of data acquisition: Documentation of participation

Data Source: Training attendance and participation sheets

Frequency and timing of data acquisition: Per event basis

Estimated Cost of Data Acquisition: Normal staff activity

Individual responsible: Project staff

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Initiation of relevant project activity

Known Data Limitations and Significance (if any): TBD

Actions Taken or Planned to Address Data Limitations: TBD

Date of Future Data Quality Assessments: Dec 2007

Procedures for Future Data Quality Assessments: Annual review by relevant specialists

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Trainet

Presentation of Data: Charts, tables, narratives as appropriate

Review of Data: Quarterly

Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly

OTHER NOTES

Notes on Baselines/Targets: New activity baseline is 0

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2008	50		
2009	50		
Total	100		

THIS SHEET LAST UPDATED ON: JULY 16, 2007

KRA C.3: Hectares under green certification significantly increased			
PERFORMANCE INDICATOR REFERENCE SHEET			
Indicator Number: C.3.1			
Name of Indicator: Area under green certification increased			
DESCRIPTION			
Precise Definition(s): Area encompassed by or positively affected by certification process			
Unit of Measure: Hectares,% over baseline			
Disaggregated by: Standard, sector, size of firm			
Justification & Management Utility: Determination of area indicates extent of certification, increase in area indicates implementation progress			
PLAN FOR DATA ACQUISITION			
Data collection method: Review of relevant certification records by project staff			
Method of data acquisition: Certification reports, participatory mapping			
Data Source: Certification organizations			
Frequency and timing of data acquisition: Quarterly			
Estimated Cost of Data Acquisition: Normal staff activity			
Individual responsible: Business development specialist			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: Initiation of relevant project activity			
Known Data Limitations and Significance (if any): New areas coming in and out of certification make baseline determination difficult at best			
Actions Taken or Planned to Address Data Limitations: TBD			
Date of Future Data Quality Assessments: Dec 2007			
Procedures for Future Data Quality Assessments: Annual review by relevant specialists			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Comparison to baseline, GIS comparison with management plans			
Presentation of Data: Maps, charts, tables, narratives as appropriate			
Review of Data: Quarterly			
Reporting of Data: Reported to COP as accomplished, reported to USAID quarterly			
OTHER NOTES			
Notes on Baselines/Targets: Areas coming in and out of certification complicate baseline calculations			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2008	20%		Over initial baseline
2009	40%		Over initial baseline
Total	40%		Over initial baseline
THIS SHEET LAST UPDATED ON: JULY 16, 2007			

ANNEX C
Year One Budget

(See separate worksheets)