



USAID | **ECUADOR**
FROM THE AMERICAN PEOPLE

PARTNERSHIPS FOR BIODIVERSITY IN ECUADOR'S PACIFIC LOWLANDS AND COAST

**THREE MONTH START-UP PLAN
JUNE 15 TO SEPTEMBER 15, 2009**

This report was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

PARTNERSHIPS FOR BIODIVERSITY IN ECUADOR'S PACIFIC LOWLANDS AND COAST

THREE MONTH START-UP PLAN

Contract No. EPP-I-00-06-00013-00 TO 377

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.

CONTENTS

- Executive Summary 2
- Section I –Introduction 3
 - A. Contract Background3
 - B. Project Description3
 - C. Results Framework4
 - D. Organizational Structure and Management Plan5
- Section II – Technical Start-up 7
 - A. Our Approach7
 - B. Collaboration with Donors and Other In-Country Projects7
 - C. Work Planning Process8
 - D. Performance Monitoring Planning8
 - E. Communications Planning8
- Section III – Administrative Start-up 10
 - A. Our Approach10
 - B. Personnel11
 - C. Financial Planning11
 - D. Procurement Needs11
 - E. Field Offices12
 - F. Integration of Implementing Partners12
- Section IV – Detailed Technical Start-up Implementation Plans 13
 - A. Technical Plan (timelines, milestones, and target completion dates).....13
 - B. Rapid Assessment Plan13
 - C. Gantt Chart16

EXECUTIVE SUMMARY

During the period covered by this start-up plan, we will simultaneously gather existing information on the project intervention areas to develop an intervention plan per area and to work on existing opportunities that the project can bring to completion successfully. During this period, we also expect to contact ministries and to sign the official MOUs.

Chemonics and our partners developed this plan during the week of June 29th in Quito with the participation of Rocío Cedeño (USAID/PBEPOTR) and Thomas Rhodes (USAID/Ecuador Director of Economic Development, Growth and Environment).

The plan covers the first three months following contract award and is composed of both technical and administrative activities. This start/up work plan will lead to a more detailed 12-month work plan and a 36-month work plan. The annual work plan will be updated once a year.

SECTION I – INTRODUCTION

A. Contract Background

Ecuador is one of the most biodiverse countries in the world. The coast and lowlands of Ecuador have critical ecosystems with high biodiversity and high endemism, but these areas have also been seriously deforested for timber or agriculture. The deforestation of mangrove forests and overfishing have been especially damaging. One of USAID’s long standing objectives is to coordinate efforts with the Government of Ecuador to preserve the country’s diverse natural resources. USAID seeks to work to develop alternatives to logging, harmful fisheries practices, and the expansion of agriculture in forested and protected areas, in order to ensure the sustainable livelihoods of people living in and around protected areas. To achieve its strategic objective, USAID issued a request for proposals to develop local capacity to improve the conservation of biodiversity in critical habitats and to foster increased incomes while safeguarding natural resources.

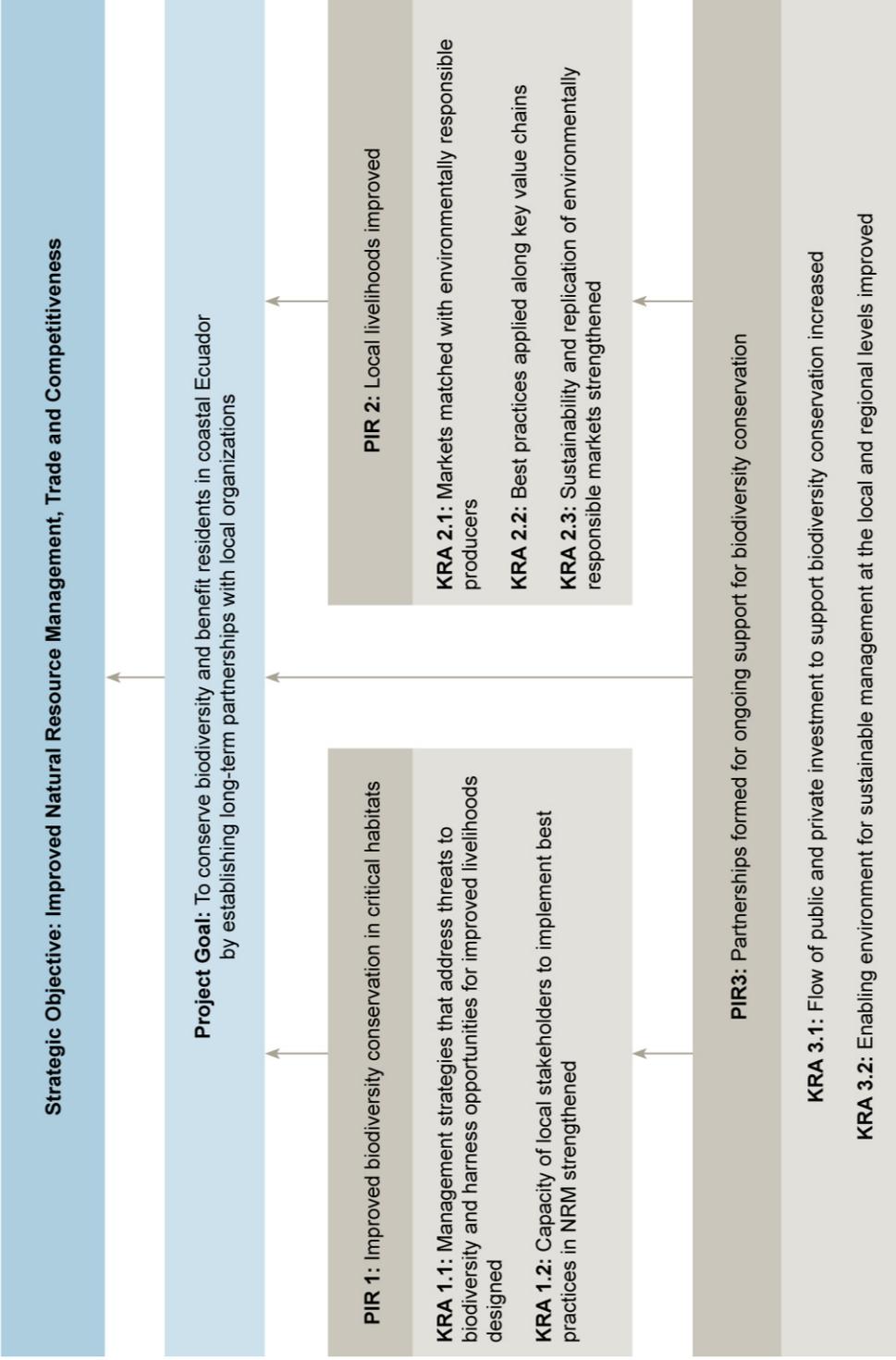
B. Project Description

This project will focus on improving biodiversity in critical habitats by increasing the capacity of local stakeholders and increasing opportunities for improved livelihoods in three selected regions in the Ecuadorian coast and Eastern lowlands. To improve the conservation of biodiversity in critical habitats, the project will use participatory and market driven approaches to create lasting partnerships among stakeholder groups that are addressing opportunities in the most threatened terrestrial and marine ecosystems. To improve livelihoods, we will promote value-chain linkages with environmentally responsible producers.

C. Results Framework

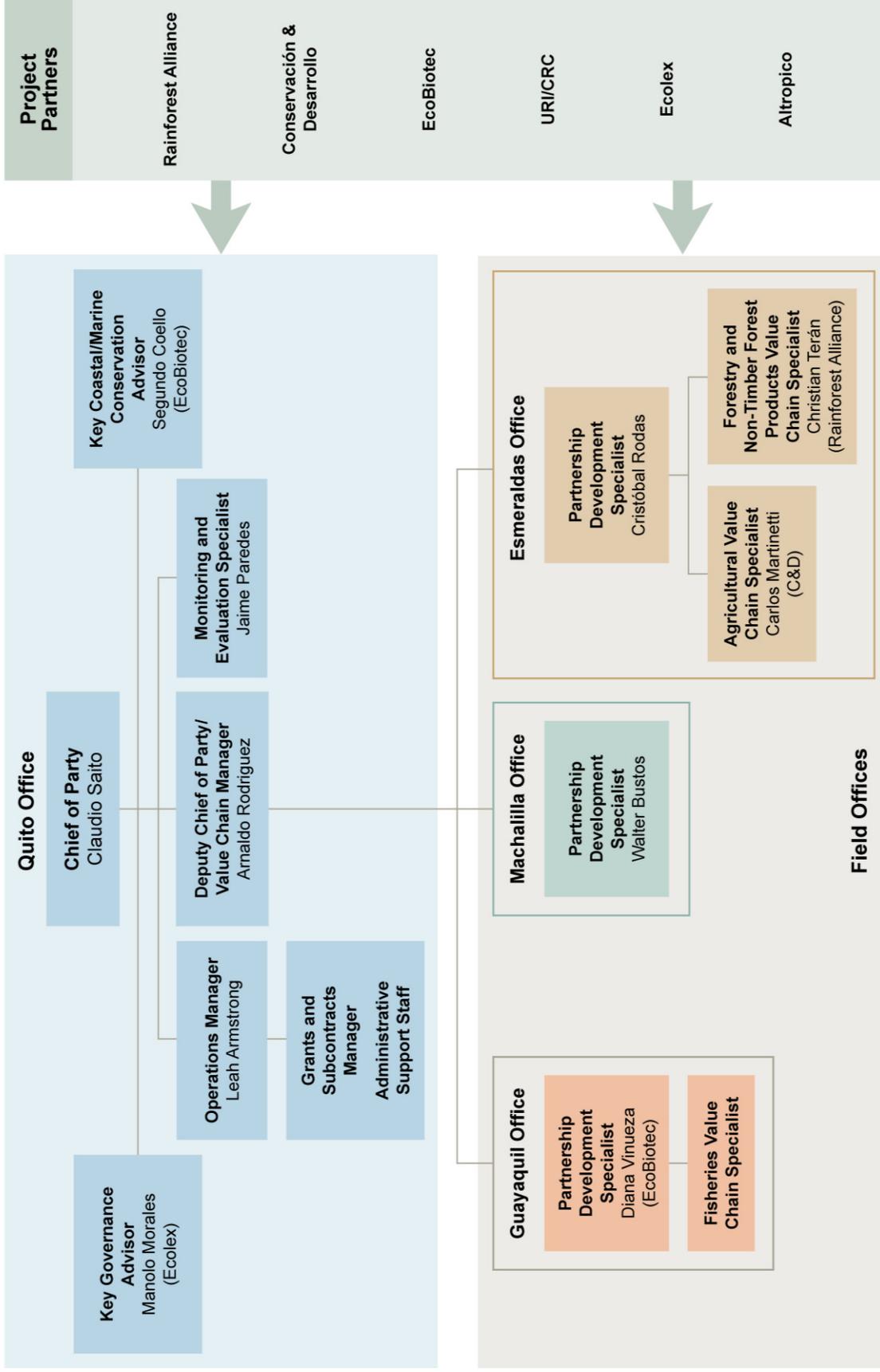
The results framework in section C of the contract and on the following page supports a results driven approach and will guide work planning and performance monitoring and evaluating. All activities will be directly related to the results. On a higher level, the project goal matches USAID/Ecuador’s Strategic Objective: Improved Natural Resource Management, Trade, and Competitiveness. For work planning and performance, the measurement of three intermediate results will drive all project actions:

1. Improved biodiversity conservation in critical habitats
2. Local livelihoods improved
3. Partnerships formed for ongoing support for biodiversity conservation



D. Organizational Structure and Management Plan

What follows is the organizational chart presented in the proposal. We are in the process of hiring the staff under short-term contracts while we obtain our registration and RUC. Thus far, COP Claudio Saito, Arnaldo Rodriguez, DCOP, Leah Armstrong, Operations and Communications Manager, and Patricia Huilca, Administrative Assistant, have been incorporated into the team and are working in a provisional office starting July 6th. The rest of the team are in the process of incorporation and should be on board in the next weeks.



SECTION II – TECHNICAL START-UP

A. Our Approach

In this section, we briefly discuss our overall technical start up approach. In section IV, we will discuss the work plan in detail. Following this section, we have included a Gantt chart, which lists activities, timelines, products, deliverables and resources planned for the first three months of the project.

Even though this is a start-up plan, where normally administrative activities predominate, Chemonics and its subcontractors are hitting the ground running by identifying and collaborating in activities that are already under way. These activities offer high potential for quick success that will generate products at the end of the three months. These products will serve four purposes:

1. Generate credibility and momentum by accomplishing concrete results that introduce the project to its clients;
2. Provide a basis for short, mid, and long-term alliances with stakeholders in the target areas (regions);
3. Serve as a platform to launch project activities for the next 12 month period;
4. Establish the base line for the development of the PMP and M&E activities.

B. Collaboration with Government, Donors and Other In-Country Projects

The success of the project depends on our ability to coordinate work with the authorities of the Government of Ecuador (GoE). In particular, we will work with the Ministerio del Ambiente (MAE), Ministerio de Turismo (MINTUR), Ministerio de Agricultura, Ganadería, Acuacultura y Pesca (with Subsecretaría de Recursos Pesqueros and Unidad de Promoción y Desarrollo Forestal –PROFORESTAL-), Dirección Nacional de Dirección Nacional de los Espacios Acuáticos (DIRNEA), and the Ministerio de Relaciones Exteriores (for Plan Ecuador in the Northern border with Colombia). In order to align our activities with the GoE and to create relationships with the different ministries and programs, the program will negotiate an Inter-ministerial MOU (Memorando de Entendimiento Interministerial). This agreement will be facilitated by the USAID mission.

In consultation with COTR Rocio Cedeño, we held an “informal” lunch meeting with Manuel Bravo, Vice Minister of Environment, and Manfred Altamirano, Sub Secretary for Coastal and Marine Management. The purpose of the meeting was both to introduce COP Claudio Saito and Ivo Kraljevic as well as to briefly discuss strategies for collaboration, and future steps with the ministries.

Starting the week of July 13th, we are planning to visit other USAID projects, donors and government institutions to pursue opportunities for potential collaboration and synergies and to maximize the use of existing experiences and information beneficial to the project.

C. Work Planning Process

The work plan was developed together with our local partners Conservación y Desarrollo (CyD), Altrópico, EcoBiotec, Ecolex, and Rainforest Alliance (RA). The role of our sixth partner, the University of Rhode Island's Coastal Resource Center (CRC), is to provide targeted assistance and will be defined following the results of the rapid analyses, which will be carried out in the first three months.

During the first week in country Claudio Saito, Ivo Kraljevic, Arnaldo Rodriguez, and Jaime Paredes met with the subcontractors, individually and as a group, to develop this three-month work plan. On Monday, June 29th and Tuesday, June 30th, we held meetings with each subcontractor to get to know each other better, to discuss the role the partners will play, to explain our subcontracting procedures, and to ask each subcontractor to come to the Wednesday session with concrete activities they could implement in the first three months within the parameters of the scope of work of the project. The work planning session was held on Wednesday, July 1st, with the participation of COTR Rocio Cedenó and SO Director Thomas Rhodes.

The contributions of our subcontractors were incorporated into the work plan and the draft Gantt chart of activities was reviewed on Friday, July 3rd. The core team finalized the plan over the week and validated it on Monday, July 6th before submission.

D. Performance Monitoring Planning

We will develop the Performance Monitoring Plan (PMP) and the Monitoring and Evaluation (M&E) system within the first three months of the contract. Baselines will be established using the data from the rapid analysis, which is described in the detailed technical activities below.

E. Communications Planning

During the first three months, the Operations and Communications Manager will work with the Chief of Party to lay the groundwork for assuring clear internal communications among program components (and project offices) and with other USAID/Ecuador programs. She will also lead event-management and outreach to local and national media for the "Kick-Off Event for Press and Partners" (to be implemented by July 30th), as well as for any signing ceremonies that may occur. In addition, the project will begin to build its library of lessons learned/success stories and will assist USAID/Ecuador in preparing communications pieces, presentations, and reports to Washington, as requested. Furthermore, our technical experts will co-author or help the contractor's partners to write articles and/or prepare presentations that publicize the projects early successes, partnerships, and activities. Also, in accordance with the TO, the following deliverables will be prepared:

1. **Branding and Marking Plan** (to be submitted by August 14th): The Branding and Marking Plan will describe the public communications, commodities, program materials, and other items that will visibly bear or will be marked with the USAID Standard Graphic Identity and those that may be co-branded, depending on the level of participation of the GOE or other organizations. Chemonics' corporate identity or logo will not appear on any USAID-funded program materials.
2. Following previous discussions with USAID, we plan to **develop a proposal for a local (Spanish) project name and acronym** together with our local partners, for COTR approval. Following COTR approval, all project staff and partners will be informed of the results and trained to use consistent terminology that conforms to USAID's communication objectives.
3. **Communications Plan** (to be submitted by September 14th): The plan will outline communication tools, building on the contractor's local partners systems and expertise, and will describe the audiences, messages, and methods the contractor will use to communicate project activities and results.

SECTION III – ADMINISTRATIVE START-UP

A. Our Approach

Chemonics has adaptable start-up systems that will allow us to realize efficiencies in cost and start-up time in the project's three offices. In preparing our three-month work plan, we have carefully structured our time to meet milestones and produce results in the short- and long-term.

During the first month, start-up will be facilitated by two start-up specialists from Chemonics Home Office, who will facilitate streamlined reporting and communications between Chemonics' project management unit (PMU) in Washington, DC and our Ecuadorian team from the beginning. Our Chief of Party and Operations and Communications Manager will work with these specialists and the PMU during the first three months to follow Chemonics' comprehensive start-up manuals and checklists and to ensure adherence to USAID regulations.

Leadership in the project office. Chief of Party (COP), Claudio Saito, will provide overall leadership to the program and serve as the principle point of contact with USAID and our Ecuadorian government partners. Mr. Saito will ensure smooth operation and coordination of administrative and technical components of the program. He will directly oversee the DCOP/value chain coordinator, the operations/communications manager, and the monitoring and evaluations specialist in Quito. He will also oversee the work of the key governance and coastal/marine conservations advisors. Ultimately, the Chief of Party, in consultation with his technical staff and the home office director (described below), will determine how and when to utilize our short-term level of effort and input from subcontractors. This organizational structure is designed to promote regular communication between our three project offices, USAID, and our partners.

The Operations and Communications Manager will work with the Chief of Party to instruct all field-office staff on Chemonics' systems and the importance of contract compliance to achieving our key results. This organization and detailed checklists will ensure that key milestones described in our contract are achieved.

Home-office backstopping. Project results will be achieved through the hard work and competence of the field team. Home-office backstopping and support services will be provided by a PMU, based in Washington, DC. The PMU will consist of a project director, who will serve as the senior-level support person interacting with the COP and USAID to ensure project responsiveness, as well as to provide technical and managerial guidance. The manager, who oversees contract and financial management and works with the field team to identify upcoming needs and keep momentum going; and an associate who handles administrative backstopping.

B. Personnel

During the next three months, Chemonics plans to contract all long-term staff to work in the project office in Ecuador. In the next two weeks, the home office PMU will be responsible for most personnel matters relating to third country nationals and expatriates. The PMU will ensure that long-term employment agreements for Chief of Party, Claudio Saito, and Operations and Communications Manager, Leah Armstrong, are in place. The PMU will also facilitate the Chief of Party's and his spouse's travel to post, the shipment of their household effects, and the documentation required for their visas. The PMU will also ensure that all allowance provisions and limitations for the Chief of Party are thoroughly explained and accurately invoiced.

In Ecuador, personnel matters will involve working with USAID to determine Chemonics' registration in Ecuador and identifying a labor lawyer before we hire staff as long-term personnel. During the next few weeks, our start up team in Ecuador—including Chemonics home office director and manager, and the project's operations and communications manager and chief of party—will ensure that we are complying with local labor laws and practices, as well as with USAID regulations and Chemonics policies. Ultimately, the home office manager will be responsible for these matters.

The startup team will also work to identify any staffing gaps in personnel and begin drafting a policy manual for the project. As staff members are hired, the operations and communications manager will ensure that each employee understands Chemonics' systems and the importance of USAID contract compliance to achieving our key results.

C. Financial Planning

The project's financial management is critical to achieving our results. We will carefully work to budget our resources in accordance with programmatic activities and in compliance with our budget detailed in Section B.3 of the contract.

During the next three months, Chemonics will register in country, select a bank, and establish the project bank account. We expect that at the conclusion of these activities, Chemonics will send a field accountant from our home office to install our project accounting software and ensure that all expenses are processed according to the accounting principles required for this cost plus fixed fee completion contract.

D. Procurement Needs

During the next three months, Chemonics will ensure that all team members fully understand the need to comply with USAID's procurement regulations for this contract, before purchasing items or services. We will also plan to ship the necessary goods for making our offices operational within the next few weeks. This will help us minimize delays in setting up our offices, which can occur because of customs and import regulations.

E. Field Offices

In the first quarter we will establish three offices: the main office will be in Quito, with site offices in Guayaquil and Esmeraldas. The Quito central office will be responsible for overall technical direction, coordination, administration, communications, and monitoring and evaluation. We have already started looking and expect to find an office space in Quito in the next few weeks. Our office in Guayaquil will be co-located in EcoBiotec's facilities, which will result in a cost savings to USAID. The Guayaquil office will also support a fisheries value chain specialist in collaboration with our Partnership Development Specialist, who will be working from the headquarters of Machalilla National Park. The office space in Esmeraldas will be the most challenging logistically, and we plan to prioritize this after the Quito office. We expect to have all offices opened by September 2009.

F. Integration of Implementing Partners

During the next three months the Grants and Subcontracts Manager will complete the grants and subcontracts manual to govern the competition, award, and implementation of these distinct instruments. These partnerships will be critical to the success of the project and we will prioritize our grants and subcontracts based on activities presented in our proposal and developed during work planning. We have already engaged our subcontractors in strategy discussions and expect to draft subcontracts within the next few months.

SECTION IV – TECHNICAL START- UP DETAILED IMPLEMENTATION PLANS

A. Technical Plan (timelines, milestones, and target completion dates)

The Gantt chart below lists the activities, the timelines and the products to be generated in the first three months of the contract. The chart is preceded by a brief description of the rationale and nature of the proposed activities as well as the expected results.

B. Rapid assessments Plan

Baseline and implementation strategy. We have modified the initial proposed methodology for ecological and social-economic assessments using the MOMS (management-oriented monitoring system) methodology and adapted the CBNRM (community based natural resource management) methodology instead. The rationale for this change is 1) abundance of analysis and studies performed in the past in the coastal region, 2) general weariness of local stakeholders with surveys, evaluations and studies, which translate into a lack of credibility for anyone proposing to carry them out.

The objective of these assessments is to identify ready to go activities that fit within project parameters and to identify potential clients, alliances and partners. In the process, the assessments will generate a document and a Geographic Information System (GIS) based on secondary information that analyzes threats, opportunities and limitations for the conservation of critical habitats in the Ecuadorian coast and the livelihood of local populations. The assessment will also identify key clients (including local governments), communities, firms, and potential alliances; gather relevant information and lessons learned generated by USG-funded projects (ESTA, PRODEL, ProCOSTAS) as well as from other donors and NGOs-funded projects; and identify or update information on projects funded by the GOE. The assessment will be strongly focused on the identification of opportunities—like opportunities for GDAs and the promotion of demand-driven production—that can produce immediate results. The final product of this activity will be the development of an intervention strategy outlining the activities to be undertaken by region and the expected results. The intervention strategy will be continuously revised and updated throughout the life of the project.

This activity will include bibliographical research, field visits, meetings with donors, NGOs and managers of current and past projects, key representatives of the GoE, especially MAE, MINTUR and Armada del Ecuador, and meetings with USAID's Regional Environmental Officer.

At all times we will use the principle that for products to be commercially successful, a producer must produce what sells and not simply focus on selling what is produced. We will prioritize our work with entrepreneurs ready to venture into business transactions. We will also work with commercially successful products only if and when they meet sustainability standards and promote conservation.

At least two intermediate presentations of the results will be presented to USAID during this period.

The specific analyses performed in this assessment will include:

1. Threats and opportunities for conservation of critical ecosystems in or around protected areas with particular focus on economic activities –tourism, mangrove concessions, etc.-.
2. Threats (land tenure conflicts, expanding agriculture, deforestation) and opportunities (Socio Bosque or value chains for products that can foster or incentivize conservation –cocoa, cockle, alternative aquaculture-) posed to the conservation of critical ecosystems in community and private lands or coastal waters. This analysis will also identify key communities to work in productive activities, but only those with a direct link to conservation.
3. Analyze current and potential value chains. Some value chain analyses have already been performed by USG-funded projects (tourism in PN Machalilla, RE Manglares Churute by the ESTA and Red Productiva; cocoa by PRODEL; NTP by Red Productiva); hence, there is no need to perform new ones. Rather we will focus on identifying critical points where the project can have immediate impact. Value chain analyses for cockle and crab will be performed (as well as for other products, if high potential is identified) in order to identify potential markets, opportunities and limitations. Rainforest Alliance will identify and analyze market opportunities overseas for organic chocolate in order to further the development of a marketing strategy.
4. Analysis of the absence of laws in the areas of intervention, particularly those related to land tenure, mangrove concessions and conservation corridors. Analysis of the legal constraints that agricultural, forestry, tourism and fishing firms face will be addressed as well.
5. Identify new Conservation Corridors and assess their viability. To start we will assess the already identified potential corridor between Mache Chindul Ecological Reserve and Muisne, on private, public and community-owned lands. This activity is particularly important to guarantee the conservation of the watershed maintaining the water quality of the estuary. Subsequently, we will undertake new potential corridors.
6. Current status of forestry and fisheries. Since forestry is a particularly important component of the project, this analysis will lead to a Forestry Action Plan, after the assessment is completed.
7. Loan and financial barriers, identifying banks and credit institutions interested in conservation and poverty mitigation.

This assessment will incorporate its findings into a geographic information system (GIS), engineered to contain the latest data on forest –including mangroves- coverage, poverty, roads, land tenure, expansion of monocultures, and deforestation. The system will provide easy access to information and quick updating and will be a useful tool for project monitoring.

Result Driven Short term Activities. Based on the research already performed for the development of the proposal for this project, the team has identified some projects of easy implementation and quick gain.

These particular interventions will be focused on the following:

1. Altropico has identified 4 communities in buffer zone of the Cotacachi Cayapas Reserve with the opportunity to access to Socio Bosque. For this reason, the project, through Altropico will support these 4 communities to complete their paperwork in order to qualify to access this initiative.
2. Both, Ecolex and Altropico have also identified conflicts on land tenure and resource management between Chachi and Afroecuadorian communities in the buffer zone of the Cotacachi Cayapas Reserve. During this period Ecolex and Altropico will generate a proposal for conflict resolution. Once these conflicts are resolved, opportunities for Socio Bosque will emerge.
3. Perform a quality control of 2 potential products: cockle (in the northern region) and crab (in the Gulf of Guayaquil). Since these products depend on well preserved mangroves their trade is linked to an incentive to preserve habitats. However, before attempting to commercialize these products it is critical to determine the safety of the harvest. This includes analysis, performed by Ecobiotec of pesticides, heavy metals and bacteria, in different sites.
4. Provide technical assistance to mangrove concessionaries to access funding for monitoring and surveillance in Northern Esmeraldas and the Gulf of Guayaquil. Currently, the Ministry of Environment offers a US\$ 20.000 grant to mangrove concessionaries. Ecobiotec will provide assistance to at least 2 concessionaries in the Gulf of Guayaquil and 2 in Northern Esmeraldas.

On the following pages we present the technical work plan in the form of a Gantt chart.

Three month Start up Plan												
X=one week * =areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region				
									Global	1. Cayapas Mataje / Chachi	2. Muisne Cojimies / Mache Chindul	3. Machalla NP
Rapid assessment, baseline and implementation strategy												
Development of Geographic Information System		XX	XXXX	XX	DCoP, M&E	A geographic information system in Quito, Guayaquil and Esmeraldas, with web-based capabilities	Independent subcontractor		*			
Analysis of threats, opportunities and limitations for conservation, including climate change		XX	XXXX	XX	Segundo Coello, IM&E	A report that identifies current conservation situation, key clients, market opportunities, potential alliances;	EcoBiotec, Ecolex, Altrapico		*			

Three month Start up Plan												
	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region				
X=one week *=areas where interventions take place								Global	1. Cayapas Mataje / Chachi	2. Muisne Cojimes / Mache Chindul	3. Machilla NP	4. Gulf of Guayaquil and Churute
Assess accumulation of contaminants in cockles and red crabs to determine the safety of the harvest.			XXXX		Segundo Coello, M&E	relevant information and lessons learned generated by USG, other donors and NGOs funded, updated information on projects funded by the GOE.	Certified Independent Laboratory, Ecobiotec		*	*	*	*
Market opportunities, key firms and review of existing value chain analysis for products that can foster conservation		XX	XXXXX	XX	DCoP, M&E		Altropico, C&D, RA	*				

Three month Start up Plan												
X=one week *=areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region				
								1. Cayapas Mataje / Chachi	2. Muisne Cofimies / Mache Chindul	3. Machalla NP	4. Gulf of Guayaquil and Churute	
Gather relevant information and lessons learned generated by USG-funded projects (ESTA, PRODEL, ProCOSTAS) as well as from other donors and NGO-funded projects; and identify or update information on projects funded by the GOE		XX	XXXX	XX	DCoP, Segundo Coello, M&E		EcoBiotec, Ecolex, Altropico, RA, C&D	Global				
Identify key clients (including local governments), communities, firms, and potential alliances. Develop a list of potential communities to be part of the project, including data on their current income level and the extent of deforested areas.		XX	XXXX	XX	DCoP, Segundo Coello, M&E		EcoBiotec, Ecolex, Altropico, RA, C&D	*				

Three month Start up Plan										
	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region		
X=one week *=areas where interventions take place								Global	1. Cayapas Mataje / Chachi	
									2. Muisne Cojimes / Mache Chindul	
									3. Machilla NP	
									4. Guff of Guayaquil and Churute	*
Value chain analyses of cockles.		XX	XXXX	XX	DCoP, M&E		CyD			
Value chain analyses for red crabs		XX	XXXX	XX	DCoP, M&E		CyD			

Three month Start up Plan									
	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region	
X=one week * =areas where interventions take place								Global	1. Cayapas Mataje / Chachi 2. Muisne Cofimies / Mache Chindul 3. Machilla NP 4. Gulf of Guayaquil and Churute
Overseas market opportunities overseas for organic chocolate		XX	XXXX	XX	DCoP, M&E		RA	*	
Analysis of absence of laws and regulations in the intervention areas, particularly those related to land tenure, mangrove concessions and conservation corridors, as well as an analysis of the legal constraints that agricultural, forestry, tourism and fishing firms face.		XX	XXXX	XX	Segundo Coello, M&E		Ecolex	*	

Three month Start up Plan													
X=one week *=areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region					
	Identify potential new Conservation Corridors and assess their viability.		XX	XXXX	XX	Segundo Coello, IM&E		Ecolex	*	Global	1. Cayapas Mataje / Chachi	2. Muisne Cojimies / Mache Chindul	3. Machaila NP

Three month Start up Plan									
	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region	
X=one week * =areas where interventions take place								Global	1. Cayapas Mataje / Chachi 2. Muisne Cojimies / Mache Chindul 3. Machalla NP 4. Gulf of Guayaquil and Churute
Assess current status of forestry and fisheries		XX	XXXX	XX	CoP, Segundo Coello, IM&E		Ecolex, Altropico, CyD, RA, EcoBiotec	*	

Three month Start up Plan										
X=one week *=areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region		
	Conduct rapid assessment to determine financial barriers. Identify banks and credit institutions interested in conservation and poverty mitigation.									Global
										2. Muisne Cojimies / Mache Chindul
										3. Machalla NP
										4. Guff of Guayaquil and Churute
				XX	DCoP		Independent consultant, CyD	*		

Three month Start up Plan

	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region
X=one week *=areas where interventions take place								Global
								1. Cayapas Mataje / Chachi
								2. Muisne Cojimies / Mache Chindul
								3. Machalla NP
								4. Gulf of Guayaquil and Churute
Baseline				X	CoP, DCoP, M&E, Segundo Coello	Based on all the reports and analyses, and on the indicators and deliverables requested by USAID, a baseline will be established, including current conservation, legal and policy status, communities that will participate in the process, current level of income of the communities		

Three month Start up Plan												
X=one week * =areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region				
									Global	1. Cayapas Mataje / Chachi	2. Muisne Cojimies / Macho Chindul	3. Machalla NP
Activities taking advantage of current opportunities												
Support 4 communities in the buffer zone of the Cotacachi Cayapas Reserve to access Socio Bosque.		xx	xxxx	xx	CoP	Complete paperwork for the 4 communities in order to qualify for the Socio Bosque program	Altopico		*			

Three month Start up Plan												
X=one week *=areas where interventions take place	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region				
	Develop a proposal for conflict resolution on land tenure and resource management between Chachi and Afroecuadorian communities in the buffer zone of the Cotacachi Cayapas Reserve. During this period, Ecolex and Altropico will generate a proposal for conflict resolution.		XX	XXXX	XX	Manolo Morales	A report with a concrete proposal (next steps, communities involved, extension of the territory, costs) to solve conflicts between Chachi and Afroecuadorians. This will define the opportunities for their participation in the Socio Bosque program.	Altropico, Ecolex	Global	1. Cayapas Mataje / Chachi	2. Muisne Cojimies / Macho Chindul	3. Machalla NP

Three month Start up Plan

	Jun	Jul	Aug	Sep	Coordinator	Deliverables	Implementing entity	Region
X=one week *=areas where interventions take place								Global 1. Cayapas Mataje / Chachi 2. Muisne Cojimies / Mache Chindul 3. Machilla NP 4. Gulf of Guayaquil and Churute
Provide technical assistance to mangrove concessionaries to access funding for monitoring and surveillance in Northern Esmeraldas and the Gulf of Guayaquil.		XX	XXXX	XX	Segundo Coello	A proposal, in behalf of at least 4 mangrove concessionaries, to MAE to access a US\$ 20,000 grant for monitoring and surveillance.	Ecobiotec, CyD	*

