

AGENCY FOR INTERNATIONAL DEVELOPMENT

Santo Domingo, Dominican Republic

UNITED STATES GOVERNMENT
ACTION MEMORANDUM

Date: January 14, 1994

From: Richard Mangrich, Project Manager

To: Raymond F. Rifenburg, Director

Subject: PVO Co-Financing Project 517-0247: Grant Award to the Center for Marine Conservation (CMC) to finance a Sustainable Resource Management Project for the Samaná Bay Watershed.

Through: John H. Thomas, Chief, General Development Office

PROBLEM: Your approval is required to award a grant under the PVO Co-Financing Project to the Center for Marine Conservation (CMC) to co-finance the Project entitled "Securing Wise Use and Sustainable Management of the Samaná Bay Watershed" which is described in the attached PIO/T.

BACKGROUND: CMC in conjunction with their Dominican partner, the Centro para la Conservación y el Eco-Desarrollo de la Bahía de Samaná y su Entorno (CEBSE), submitted a Grant Application to ENTRENA, S. A. in April, 1993 for US\$250,000 to develop a long-term management plan and the capacity within the watershed communities to ensure conservation, and sustainable use of the resources in and surrounding the bay. Specific project activities include institutional strengthening of CEBSE, development of reliable biological and socioeconomic baseline data required for development of a Natural Resources management plan, training for tourism personnel and fishermen to develop their industries in a more sustainable and environmentally friendly manner, and stimulating community residents to get actively involved in formulating development plans, coordinating clean-up campaigns and implementing environmental educational activities. In addition to conserving the environment of the Samaná Bay Watershed approximately 5,000 will benefit directly from environmental training, more sustainable tourism and fishing industries and clean-up activities.

Founded in 1972, CMC is America's leading PVO dedicated to the health of coastal and marine environments. In 1985 CMC turned its attention to the Dominican Republic, with an initial emphasis on the protection and management of the major breeding and calving grounds of the North Atlantic humpback whale. Building on the public support and interest generated by their work with the whales, CMC has continued to collaborate with Dominican

citizens and the government to develop and promote programs to address a broad scope of habitat, pollution and resource management problems facing the coastal and marine environments of the Dominican Republic.

Among its more notable achievements are securing government designation of Silver Bank as a sanctuary for endangered humpback whales, promoting the Samaná Bay region as a UNESCO biosphere reserve and establishing the NGO, CEBSE, in Samaná in 1991. CEBSE's most notable achievements have been to initiate a community environmental committee in Samaná and coordinate a coastal clean-up effort on five Samaná beaches. CEBSE is currently receiving funding from the Moriah Fund, the Tinker Foundation, the Ford Foundation and CMC, and has a paid and volunteer staff of respected Dominican professionals.

DISCUSSION:

1. REVIEW PROCESS: The initial Concept Paper submitted by CMC/CEBSE in June, 1992 requested a grant of US\$514,190 for a three-year project to strengthen CEBSE, develop a regional management plan, promote active community participation through an environmental education program and implement specific conservation activities such as beach clean-up. The USAID Preselection Committees approved the Concept Paper in December, 1992 with a grant limit of US\$250,000 and recommendations to place more emphasis on practical conservation activities such as education, public service announcements, beach clean-up, and specific programs for the economically disadvantaged people trying to earn a living in the fishing and tourism industries. It was decided by the participating NGOs that CMC would be the lead institution for the grant. CMC submitted their Grant Application to ENTRENA in May, 1993 requesting a grant of US\$250,000 which responded adequately to our recommendations by placing more emphasis on practical programs that provide the necessary incentives for Samaná residents to participate in the project. The Grant Application was circulated to members of the USAID Selection Committee for review and comments in June, 1993 and the results provided to CMC in August, 1993. The modified Grant Application presented to ENTRENA September 27, 1993, satisfactorily addressed all of the issues raised by ENTRENA and USAID as described in the attached issues review memo to the Selection Committee. The end-of-project status will be a strengthened regional environmental NGO (CEBSE), a regional management plan for sustainable use of natural resources in Samaná and community residents motivated and working together in an organized fashion for their long-range welfare.

The modified budget presented by CMC has a total project cost of US\$584,550 of which USAID is requested to provide US\$249,995 (42.8% of the total project cost excluding beneficiary contributions). CEBSE will provide US\$213,175 (36.4% of project

The PIO/T budget reflects a few minor corrections described in the budget notes. The total project cost is reduced to US\$565,954 of which USAID will provide US\$236,409 (41.8% of total project cost). CEBSE will provide US\$217,445 (38.4% of project cost) and CMC will provide US\$112,100 (19.5% of project cost). On 02/23/93 the Regional Contracting Officer approved the use of US\$13,381.80 of the CMC counterpart funds as pregrant expenses. These funds are to be counted as part of the CMC contribution to the Project.

2. PRE-AWARD SURVEY: Per State 208805 FHA/PVC informed the Mission that CMC was in good financial condition. Based on ref. cable the Controller's Office, through memo dated 11/16/93 recommended RCO that a Pre-Award Survey to CMC was not needed and also informed that this organization was eligible to receive a grant under the PVO Co-Financing Project.

3. USAID REGISTRATION: CMC has been registered as a PVO with USAID/Washington since 1989 under registration No. A0410.

AUTHORITY: Under Section III.A.4.f., Delegation of Authority No. 752 dated September 14, 1992, from Assistant Administrator of the Bureau for Latin America and the Caribbean, you are provided the authority to sign or approve PIOs.

RECOMMENDATION: That you sign the attached PIO/T, thereby authorizing the Regional Contracting Officer to negotiate and award a grant to the Center for Marine Conservation to co-finance their proposed Natural Management Project.

APPROVED: Raymond D. Kipphut

DISAPPROVED: _____

DATE: 2/23/94

CLEARANCE:

GDO:JThomas JT Date 2/23
TIO:LLaird LL Date 2/23
PDO:DChiriboga DC Date 2/25
CONT:JWButler JWB Date 2/25
DD:FConway FC Date 2/25

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES (PIO/T) *

Page 1 of 3 Pages

1. Cooperating Country Dominican Republic	2. PIO/T No. 517-0247-3-40021 ✓	3. PIO/T Amend No. Original
4. Project/Activity No. and Title 517-0247 PVO Co-Financing Project CMC Natural Resources Management	5. Appropriation Symbol(s) 72-1131021 ✓	
	6. Budget Plan Code(s) LDVA-93-25517-EG13 ✓	
7. Pro Ag No. or Project Authorization Date 9/22/89	8. Obligation Status <input type="checkbox"/> Administrative Reservation <input checked="" type="checkbox"/> Implementing Document	
9. Project Assistance Completion Date (Month, Day, Year) 8/30/96	10. Authorized Agent USAID/Dominican Republic	
11. Type of Action and Governing A.I.D. Handbook <input checked="" type="checkbox"/> [B]		12. Contract/Grant/Cooperative Agreement/ Reference Number (if this PIO/T is for an order or a modification to an award) 517-0247
A. A.I.D. Contract (HB14) C. PASA/RSSA (HB 12) B. A.I.D. Grant or Cooperative Agreement (HB 13) D. Other		

13. A.I.D. Funding (Attach a detailed budget in support of column (2) as Attachment A.

	(1) Previous Total	(2) Increase	(3) Decrease	(4) Total to Date
A. Dollars		236,409		236,409
B. U.S.-Owned Local Currency				0

14. Mission References **CMC Grant Application, USAID and ENTRENA Review Memos.**

15. Instructions to Authorized Agent **Negotiate and award a grant to the Center for Marine Conservation to implement a Natural Resources Management Project for Samana Bay in association with their Dominican NGO partner, the Centro de Conservacion y Eco-Desarrollo de la Bahia de Samana (CEBSE) as described in the attached Program Description and Illustrative Budget. Required services are to be performed on/about March 1, 1994 to on/about February 28, 1996. The Grant Application from CMC should be cited in the Grant Agreement for informational purposes. CMC is registered as a PVO with USAID/Washington. On 02/23/93 the Regional Contracting Officer approved the use of US\$13,381.80 of the CMC counterpart funds as pregrant expenses. These funds are to be counted as part of the CMC contribution to the Project.**

16. Address of Voucher Paying Office **USAID/DR by way of a direct letter of Credit with CMC.**

17. Clearances - Include typed name, office symbol, and date for all clearances

A. The Project Officer certifies (1) that the specifications in the statement of work or program description are technically adequate, and (2) that (for contract actions only) all program personnel who are defined as procurement officials under 41 U.S.C 423 have signed the Procurement Integrity Certification (OF-333).

Signature GDO: **John H. Thomas** *C. Adamczyk for* Date: **2/23/94** Phone No: 2408 **D400055** ✓

B. The statement of work or program description lies within the purview of the initiating office and approved agency programs.
 Signature: PDO: **Douglas Chiriboga** *D* Date: **2/25** C. Signature: GDO: **Richard Mangrich** *R Mangrich* Date: **2/23/94**

D. Funds for the services requested are available
 Signature: CON: **J. Wayne Butler** *J. Wayne Butler* Date: **2/25/94** E. Signature: TIO: **Larry Laird** *Larry Laird* Date: **2/23/94**

18. For the Cooperating Country: The terms and conditions set forth herein are hereby agreed to:
 Signature: Lic. **Miguel Sang Ben** *Miguel Sang Ben* Title: **Technical Secretary of Presidency** Date: **28/2/94**

19. For the Agency for International Development:
 Signature: **Raymond F. Rifenburg** *Raymond F. Rifenburg* Title: **Director** Date: **2/25/94**

FOR CONTRACT ACTIONS ONLY: SOURCE SELECTION INFORMATION--SEE FAR 3.104. THIS DOCUMENT, OR PORTIONS THEREOF, CONTAINS PROPRIETARY OR SOURCE SELECTION INFORMATION RELATED TO THE CONDUCT OF A FEDERAL AGENCY ACQUISITION, THE DISCLOSURE OF WHICH IS RESTRICTED BY LAW (41 U.S.C. 423). UNAUTHORIZED DISCLOSURE OF THIS INFORMATION MAY SUBJECT BOTH THE DISCLOSURER AND RECIPIENT TO CONTRACTUAL, CIVIL, AND/OR CRIMINAL PENALTIES AS PROVIDED BY LAW.
FOR OTHER ACTIONS: UNAUTHORIZED DISCLOSURE OF PROPRIETARY OR SOURCE SELECTION INFORMATION MAY SUBJECT AN EMPLOYEE TO DISCIPLINARY ACTION.

PIO/T No.
517-0247

20. Special Provisions

A. Language Requirements (specify) (Include funds in budget for testing, as required.)
Spanish R3, S3

B. Access to classified information will will not be required by technical specialists. (Indicate level)

C. Duty post(s) and duration of technical specialist(s) services at post(s) (months):
Samaña, 24 months

D. Dependents' travel and support will will not be funded by A.I.D.

E. Geographic code applicable to procurement under this PIO/T is: (If other than authorized in Project Authorization, attach waiver(s))
 1. 000 3. 935 5. Other (specify) Dominican Republic
 2. 899 4. 941

F. Salary approval(s) to exceed FS-1 salary ceiling are:
 1. attached 2. in process 3. N/A

G. Cooperating country acceptance of this project:
 1. has been obtained 2. is in process
 3. is not applicable to services required by PIO/T

H. Justification for use of external resources for advisory and assistance services is:
 1. attached 2. N/A

I. clearance for procurement of ADP equipment, software, and services is:
 1. attached 2. in process 3. N/A

J. OMB approval of any report to be completed by ten or more members of the general public under the statement of work is:
 1. attached 2. in process 3. N/A

K. Participant Training is is not being funded as part of this PIO/T.
(If so, attach Budget Estimate Worksheet, Form AID 1382-10)

L. Requirement (contracts only) is recommended for:
 1. small-business set aside 2. SBA 8(a) program
 3. disadvantaged-enterprise set-aside 4. No recommendation

M. Other (specify)

21. Provisions for Logistic Support	IN KIND SUPPLIED BY		FROM LOCAL CURRENCY SUPPLIED BY		TO BE PROVIDED OR ARRANGED BY SUPPLIER	N/A
	A.I.D.	COOPERATING COUNTRY	A.I.D.	COOPERATING COUNTRY		
A. Specific Items (Insert "X" in applicable column at right. If entry needs qualification, insert asterisk and explain in C. "Comments")						
(1) Office Space					X	
(2) Office Equipment					X	
(3) Housing and Utilities						X
(4) Furniture						X
(5) Household Appliances (Stoves,Refrig., etc.)						X
(6) Transportation in Cooperating Country					X	
(7) Transportation To and From Country					X	
(8) Interpreter Services/Secretarial					X	
(9) Medical Facilities (Health Room)						X
(10) Vehicles (official)						X
(11) Travel Arrangements/Tickets					X	
(12) Nightwatchman for Living Quarters						X
(13)						
(14)						
(15)						
(16)						

B. Additional Facilities Available From Other Sources:
 1. Diplomatic 2. PX 3. Commissary
 4. Other (specify, e.g., duty free entry, tax exemptions) N/A

C. Comments:

-5

PIO/T No.
517-0247

22. Relationship of Contractor or Participating Agency to Cooperating Country and to A.I.D.

A. Relationships and Responsibilities: CMC will operate under the general direction of the USAID/Mission Director and Technical Secretary of the President

B. Cooperating Country Liaison Officials: CMC: Roger E. McManus, President; Jennifer McCann, Project Manager. CEBSE: Omar Ramirez, Project Coordinator. GODR: Rafael Ortiz, Technical Secretariate of the President. *(see below)

C. A.I.D. Liaison Officials: John H. Thomas, Chief, General Development Office, Richard Mangrich, PVO Co-Financing Project Manager

23. Background Information (additional information useful to authorized agent)

- Project implementation will be monitored by the PVO Support Unit of ENTRENA, S. A. the PVO Project institutional contractor.
- Disbursements will be done through a direct USAID letter of Credit to CMC.
- CMC will not send anyone to the signing ceremony with legal authority to commit CMC. The Project Manager, Jennifer McCann will represent CMC at the signing ceremony but cannot sign. Therefore the Grant Agreement should be sent to CMC for official signature by Ms. Ledbetter. The address is: Ms. Edythe B. Ledbetter, Vice President for Finance and Administration, Center for Marine Conservation, 1725 DeSales Street, NW Ste 500, Washington, D. C. 20036. Fax (202) 872-0619

24. Summary of attachments that accompany the PIO/T (check applicable boxes)

- A. Detailed budget estimate in support of increased funding (Block 13)
- B. Evaluation criteria for competitive procurement
- C. Justification for procurement by other than full and open competition or noncompetitive assistance
- D. Statement of work or program description
- E. Waiver(s), justification(s), clearance(s), certification(s), approval(s) (specify number)
Special Provisions

25. Distribution of PIO/T

GDO: Richard Mangrich
RCO: Martin Napper
PDO: Douglas Chiriboga
CON: J. Wayne Butler
STP: Miguel Sang Ben

* The CMC official who will sign the Grant Agreement is Ms. Edythe B. Ledbetter, Vice President for Finance and Administration.

Budget Notes

The grant request from CMC for US\$249,995 has been reduced to US\$248,648 given the following corrections in calculation:

1. Annex 4 - the USAID line item amount for utilities should be US\$1,880 instead of \$2,068.
2. Annex 5 - The USAID line item amount for CEBSE/CMC travel expenses should be \$11,352 instead of \$12,925.
3. Annex 6 a - Equipment maintenance should be \$2,300 instead of \$3,300.
4. Annex 11 - The amount for CEBSE consultants should be \$13,400 instead of \$11,800.

The following modifications were made following the final Grant review:

5. Attachment 5
 - CMC international trips reduced from 4/year to 1/year and AID budget decreased from \$5,000 to \$1,200.
 - CMC national trips reduced and cost figures for Santo Domingo trip reduced to \$77 per trip. The overall reduction in the USAID budget for this line item is from \$5,492 to \$1,724.
6. Attachment 9
 - The Environmental Impact Study will be completed in year one so that the budget for year 2 is deleted, reducing the overall USAID budget for this item from \$8750 to \$4,000. Attachment 9b is therefor deleted.
7. Attachment 12
 - The cost for an overnight trip to Samana for a tourist rep. is adjusted to \$65/day reducing the overall AID portion of the tourism meeting from \$3,145 to \$2,914.
8. Attachment 14
 - The costs for day trips and overnight trips were adjusted to the new figure supplied by CMC. The AID budget on 14a-1 increases from \$1,804 to \$1,924 and on 14a-2 increases from \$2,388 to \$2,537 for a total increase in the USAID budget for this line item from \$13,697 to \$13,966.

CMC/CEBSE
GENERAL BUDGET
VALUES IN US\$

COMPONENTS AND LINE ITEMS	ANNEX	FIRST YEAR			SECOND YEAR			TOTALS			GRAND TOTAL
		AID	CEBSE	CMC	AID	CEBSE	CMC	AID	CEBSE	CMC	
ADMINISTRATIVE COSTS											
- CEBSE Personnel	1	0.00	16,233.00	1,804.00	0.00	6,803.00	11,775.00	0.00	23,036.00	13,579.00	36,615.00
- CMC Personnel	2	50,966.86	0.00	15,488.00	56,196.22	0.00	12,551.47	107,163.08	0.00	28,039.47	135,202.55
- CEBSE Consultants	3	0.00	6,240.00	0.00	0.00	6,480.00	0.00	0.00	12,720.00	0.00	12,720.00
- CEBSE/CMC Expenses	4	7,015.00	12,737.00	1,150.00	12,110.00	6,072.00	1,150.00	19,125.00	18,809.00	2,300.00	40,234.00
- CEBSE/CMC Travel	5	1,562.00	400.00	150.00	2,222.00	0.00	150.00	3,784.00	400.00	300.00	4,484.00
MAJOR EQUIPMENT				0.00							0.00
- CEBSE Major Equipment	6a	1,850.00	53,711.00	0.00	0.00	300.00	500.00	1,850.00	54,011.00	500.00	56,361.00
- Maintenance	6b	1,100.00	1,219.96	0.00	1,200.00	1,219.96	0.00	2,300.00	2,439.92	0.00	4,739.92
INSTITUTION BUILDING				0.00			0.00				0.00
- Technical Manag. Train.	7	3,000.00	0.00	0.00	5,000.00	0.00	0.00	8,000.00	0.00	0.00	8,000.00
- Strategic Plans	8	660.00	384.00	0.00	560.00	384.00	0.00	1,320.00	768.00	0.00	2,088.00
- Reserch Consultants	9	4,000.00	28,800.00	0.00	0.00	0.00	0.00	4,000.00	28,800.00	0.00	32,800.00
- Travel for CMC Experts	10	2,470.00	0.00	0.00	2,770.00	0.00	0.00	5,240.00	0.00	0.00	5,240.00
PUBLIC OUTREACH											0.00
- CEBSE Pers./Consult.	11	5,200.00	0.00	28,065.24	8,200.00	0.00	25,426.88	13,400.00	0.00	53,492.12	66,892.12
- Tourism Activities	12	3,517.00	778.00	0.00	3,377.00	778.00	0.00	6,894.00	1,556.00	0.00	8,450.00
- School System	13	8,620.00	739.00	2,500.00	9,200.00	600.00	2,200.00	17,820.00	1,339.00	4,700.00	23,859.00
- Community Committees	14	7,264.00	905.00	1,775.00	6,702.00	528.00	1,440.00	13,966.00	1,433.00	3,215.00	18,614.00
- Beach Clean up Exp.	15	200.00	7,331.00	537.00	500.00	8,071.00	637.00	700.00	15,402.00	1,174.00	17,276.00
- Press	16	0.00	300.00	400.00	0.00	300.00	400.00	0.00	600.00	800.00	1,400.00
FISHERIES PROGRAM											0.00
- CEBSE Personnel/Cons.	17	0.00	25,860.00	2,000.00	14,056.70	11,500.00	2,000.00	14,036.70	37,360.00	4,000.00	55,416.70
- Specific Activities	18	0.00	14,771.00	0.00	0.00	4,000.00	0.00	0.00	18,771.00	0.00	18,771.00
EVALUATIONS AND AUDITS											0.00
- Initial Evaluation	19	3,395.00	0.00	0.00	0.00	0.00	0.00	3,395.00	0.00	0.00	3,395.00
- Final Evaluation	19	0.00	0.00	0.00	3,395.00	0.00	0.00	3,395.00	0.00	0.00	3,395.00
- Annual Audits	19	5,000.00	0.00	0.00	5,000.00	0.00	0.00	10,000.00	0.00	0.00	10,000.00
TOTALS		105,819.86	170,408.96	53,869.24	130,588.92	47,035.96	58,230.35	236,408.78	217,444.92	112,099.59	565,953.29
ROUNDED TOTALS		105,820	170,409	53,869	130,589	47,036	58,230	236,409	217,445	112,100	565,953

Project Spending for Year 1 of AID funds only - CMC/CEBSE Project

PIO/T 517-0247
Center for Marine Conservation
Attachment A

CMC/CEBSE Year 1		MONTHS													
DESCRIPTION	App	1	2	3	4	5	6	7	8	9	10	11	12	SUB-TOTAL	
1.00	ADMINISTRATIVE COSTS														
1.20	CMC Personnel	2	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,248.00	4,238.86	50,966.86	
1.40	CEBSE/CMC Expenses	4	585.00	585.00	585.00	585.00	585.00	585.00	585.00	585.00	585.00	585.00	580.00	7,015.00	
1.50	CEBSE/CMC Travel	5	135.00	135.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	130.00	122.00	1,562.00	
2.00	MAJOR EQUIPMENT														
2.10	CEBSE Major Equip.	6a	1,850.00											1,850.00	
2.20	Maintenance	6b	550.00				550.00							1,100.00	
3.00	INSTITUTION BUILDING														
3.10	Technical Man. Train	7	1,500.00			1,000.00				500.00				3,000.00	
3.20	Strategic Plans	8	660.00											660.00	
3.30	Research Consultants	9	2,000.00	2,000.00										4,000.00	
3.40	Travel for CMC Expert	10				2,470.00								2,470.00	
4.00	PUBLIC OUTREACH														
4.10	CEPSE pers/consult	11	434.00	434.00	434.00	434.00	434.00	434.00	434.00	434.00	434.00	434.00	426.00	5,200.00	
4.20	Tourism Activities	12	617.00		300.00	600.00	600.00	850.00			550.00			3,517.00	
4.30	School System	13	900.00	550.00	900.00	550.00	900.00	550.00	900.00	900.00	550.00	900.00	470.00	8,620.00	
4.40	Community Committees	14	610.00	610.00	610.00	610.00	610.00	610.00	600.00	600.00	600.00	600.00	594.00	7,264.00	
4.50	Beach Cleanup	15					200.00							200.00	
6.00	EVALUATION														
6.10	Initial Evaluation	19	3,395.00											3,395.00	
6.20	Annual Audits	19							5,000.00					5,000.00	
TOTAL			17,484.00	8,562.00	7,207.00	7,157.00	10,577.00	7,707.00	6,907.00	7,397.00	12,397.00	7,097.00	6,897.00	6,430.86	105,819.86

Explanation of Selection Process for CMC

During the course of the seven years of the PVO Co-Financing Project No. 517-0247 approximately 35 Grantees will be selected based upon their meeting the eligibility and selection criteria outlined in the Participation Manual under the project. Applications are accepted continuously under this project for review. In order to finance Projects, A.I.D. advertised the existence of the PVO fund established under the PVO Co-Financing Project through a series of Orientation Conferences held in five different regions of the Dominican Republic. A Participation Manual describing the eligibility and selection criteria for grant awards was provided to all known PVOs/NGOs in the Dominican Republic. CMC decided, with no prompting from A.I.D., to submit a proposal to co-finance the Natural Resources Management Project.

The project will stimulate communities in the Samana Bay Watershed to get involved in efforts to develop and begin implementing long term management plans for the sustainable use of the areas natural resources. The two major industries in the areas tourism and fishing, will be targeted. Residents who depend on these industries for subsistence should be attracted to actively participate in the development of activities that will reward them economically as the resources are exploited in a rational, sustainable manner. A broad spectrum of residents are expected to get involved in project activities which will generate a spirit of cooperation within the community to continue development of self-help measures in the area. The project represents an appropriate use of USAID funds to promote wise natural resource management, the protection of the endangered humpback whale and an attitude of self-development in a democratic fashion among the economically disadvantaged population of the region.

A. Program Description

1. PURPOSE:

The purpose of this project is to construct a framework on which to develop the community's capacity to ensure conservation, wise management, and sustainable use of natural resources of the Samana Bay region. During this two year project, a consortium made up of staff from the Center for Marine Conservation (CMC) and the Samana-based Center for the Conservation and Eco-Development of Samana Bay (CEBSE) will work to develop within CEBSE the technical and administrative skills necessary to effectively focus public, industry, and government attention on positive change for the Samana Bay region and its future. This consortium will also design and implement community outreach and education activities to ensure that the poor of the region will participate in democratic decision making and activities related to the sustainable management of the community's natural resources on which their livelihoods depend, including participation in development of a regional natural resources management plan.

2. GEOGRAPHICAL AREA:

The Dominican Republic's Samana Bay, located in the northeast, is one of the largest Bays in the Caribbean Islands, and an estuary of international importance, measuring roughly 50 by 17 kilometers. The Bay proper covers 858 square kilometers of water and the entire watershed is more than 10 times the area of the Bay itself. A destination for migrating, endangered humpback whales, it is also the site of some of the largest remaining mangrove and seagrass habitats in the Caribbean, providing habitat for a rich variety of fauna, including numerous fish species of value to commercial and recreational fishermen, and the basis for the area's growing tourism industry.

Project activities will be focussed in three areas within the Bay watershed. The first is Samana. CEBSE's offices are located in Samana, and all pilot activities have taken place there. This is also the seat of the provincial government. The second area, Sanchez, is home to 15% of the fishermen in the region. Located at the head of the Bay, the waters off Sanchez encompass important spawning grounds, and human activities in this area could affect the entire Bay. The Third area, Sabana de la Mar is located on the opposite side of the Bay and also has a large fishing population. Although currently relatively undeveloped, plans to increase tourism in that area make it an excellent location to test designs for management of tourism growth.

3. MAJOR ACTIVITIES

a) CEBSE Institutional strengthening:

Although CEBSE has had much success during its first year, there is a strong need to continue staff training to ensure its long-term effectiveness. Training during the project life will include courses in the following subjects: accounting (one person; one week), fund-raising (one person; one week), technical training (to include personnel management, conflict resolution techniques, and public speaking) (three people; one week), and environmental education (one person; three weeks). Much of this expertise will help ensure that CEBSE creates a strong foundation for its own operation, enhancing the efficacy of its conservation and eco-development efforts. Courses will be offered by the Institute for Leaders in Santo Domingo and by Solidarios and funded under the project.

CMC will also provide CEBSE with expertise in areas including public outreach, beach cleanups, fisheries management, coastal zone management, and strategic planning.

b) Development of Baseline Data:

Effective management of the natural resources of Samana will require changes in the use of those resources by the residents of the area. To ensure the most effective and realistic development of a regional management plan to implement those changes, it is necessary to have accurate biological and socioeconomic baseline data of the area in order to identify viable alternatives to current resource exploitation. This will include an evaluation of fisheries exploitation to determine the actual impact of fishermen on fish stocks and fish habitat. Also, an objective assessment of biodata will be conducted, including inventories of marine macro algae, coral reefs, and vertebrate and invertebrate macrofauna.

Initial socioeconomic data will be collected by the public outreach coordinator of area residents on sociocultural, demographic, and educational characteristics. In addition, information will be compiled on names and status of federations, associations, and other organized groups throughout the region, and their role in the community determined.

Three monitoring sites will be established and monitored by one of the Community Committees to track the effect of human activity on local resources. Sites will be chosen for: 1) their proximity to a human settlement, 2) importance as spawning areas, 3) situation at the confluence of bodies of water, or 4) other environmentally significant characteristics. Community involvement in site monitoring will contribute to developing a

more educated constituency that will see the benefit of long-term protection of these natural resources. Data collection will assist decision makers and scientists in future regional decisions and provide an expanded opportunity for participants in the internship program (see below) to take part in both scientific and public outreach efforts. Data gathered will be available for both the environmental impact statement and the regional management plan.

Although not funded by AID, CMC/CEBSE will complete the data collection phase of this project by the end of year one, with monitoring to continue beyond that time. All information will be shared with the community and used in the development of the regional management plan. Specifically, CMC/CEBSE will consult with several governmental and non-governmental agencies including the Dominican Botanical Museum and the Department of Fisheries, in the collection of data on the Samana Bay region's natural resources.

c) Creating sustainable local industries:

i. Tourism

The natural beauty of the Bay has been of increasing attraction to tourists. The major attractions of the area include the beaches, Cayo Levantado, Los Haitises National Park, two Scientific Reserves, and whale watching. According to a study by the Dominican Secretary of Tourism (1990), Samana received 6,000 tourists in 1985 while in 1990 it received about 25,000, each spending about US \$80 per day. The number of hotel rooms increased from 11,000 in 1988 to 23,000 in 1990. The number of tourists participating in whale watching increased from 165 in 1985 to 4,150 in 1992. Healthy natural resources is critical to the existence of the region's largest and fastest growing industries and employers.

Despite this increase in tourist visits, the percentage of local residents benefiting from this industry remain low. This is due, in part, to the lack of a central location near the dock where residents could set-up booths for the sale of handicrafts and food. Another factor is the generally low quality and narrow diversity of crafts as compared to other tourist spots in the Dominican Republic.

To ensure that the management and growth of tourism in the area best serves the needs of the residents, CEBSE/CMC will meet with representatives of the tourist industry to identify problems and find solutions. Approximately 100 people will be included in these discussions to take place over approximately 18 months. CEBSE has already held two tourism workshops and numerous meetings with individual business people to identify strategies

for better management of whale watching and park tours.

CMC/CEBSE will also work with Peace Corps volunteers and the non-profit Foundation for the Development of Samana Bay on the issues of quality and diversity of local crafts. Local artist will be given the opportunity to travel to another Dominican tourist site to examine other types of marketable crafts. These new crafts will then be developed by the local people. CMC/CEBSE will work directly with the tourist industry both locally and internationally. For example, local tourism representatives and bus tour agencies will be encouraged to set up timetables that allow tourists ample opportunity to purchase items in town. In addition, CMC has begun to contact foreign travel agencies, providing information about Samana's attractions and local initiatives to conserve natural resources in the area.

CMC/CEBSE will offer three four-day workshops developed jointly with the industry for approximately 20 people each for boat operators and tour guides to cover applicable regulations, the importance of customer relations and service, environmentally sound touring in parks and other natural settings, and the history of the natural resources.

CMC/CEBSE will develop a brochure to explain the natural resources of the area, the concept of the biosphere reserve, and regulations which the industry agrees to follow. This educational tool will not only inform tourists about local natural resources, but also reveal the effort the community is making to protect the environmental health of the region. The brochure will be available in the first year of this project.

ii. Fisheries

The Samana Bay region is considered the most productive fishery zone in the Dominican Republic representing about 33% of the country's artisanal coastal fishing industry and supporting about 3,000 and their families, in the areas of Sanchez, Miches, Sabana de la Mar, and Samana. The Bay's high productivity has much to do with its active spawning habitats created by flora such as the vast quantity of mangroves and seagrass, and other natural structures that provide physical protection, combined with an ideal climate.

Little is being done, however, to ensure sustainability and long-term conservation of the fisheries. Spawning areas in seagrass are being destroyed by pollution, and the cutting of mangroves is removing that protection as well. Pollution is generated by a multiplicity of sources. The increased population is producing amounts of sewage beyond the capacity of rudimentary sanitation systems. Contaminants are running off from agriculture and industries located on the Rio Yuna. A

preliminary study conducted by Cornell University has revealed that dangerous levels of contaminants are being leached into the water system from the many rice beds along the river. In addition, large quantities of heavy metals including mercury have been found in marine life such as sponges. These elements can be passed on to humans, with potentially lethal results.

Although there are no official figures, according to a 1992 sociological study (McCann 1992) there is anecdotal evidence provided by local residents that fewer fish of smaller size are being caught. Fishermen are now fishing the juveniles, sometimes not allowing them to reach adult size or to reproduce, thereby decreasing recruitment for the fisheries.

While there are laws regarding legal fish and mesh sizes, as well as closed seasons, there is little enforcement nor any other immediate incentive to abide by these regulations. In fact, little publicity has been given most regulations with the result that most fishermen are unaware of any restrictions. Without effective management of this resource, fishermen and their families eventually will be deprived of income as well as of their principle source of protein.

The Samana project will work with all segments of the fishing community including the associations, the individual fishermen, the buyers and fish markets, government agencies, and non-governmental organizations to create effective management for the area. The project will target: improving the administrative and organizational abilities of fishermen; providing opportunities for fishermen to acquire appropriate technology; and educating fishermen in effective resource management techniques. The study mentioned above revealed that local fishermen do understand that the increasing pressure on the resource increases the possibility of its disappearance, making them receptive to designing a new way of managing the fisheries.

CMC/CEBSE has already begun the project with interviews of more than 400 fishermen to elicit their views on the needs of the fishing industry and, by extension, the community. These interviews have allowed fishermen to become familiar with CMC/CEBSE project staff as well as with basic concepts of improved natural resource management. CMC/CEBSE will ascertain at weekly meetings what the fishermen see as goals for the industry and the impediments to reaching those goals. These meetings will also cover fundamental administrative matters such as record-keeping and engine maintenance. Approximately three workshops a year will address the legal aspects of fishing and seek to overcome the general ignorance of existing regulations. This will be a starting point for greater involvement of the fishermen in the actual design of fishing regulations with the

Department of Fisheries. It is planned that in year two a commission made up of fishermen, scientists, government agencies, and non-governmental organizations will be formed to assist in effectively managing the area's fisheries. As shown on the attached Work Plan, these workshops will occur over a period of approximately one year. They will be designed for 10 to 20 people per workshop.

d) Developing Community Empowerment:

i. Community Committees:

CEBSE has been working to strengthen a local Samana Bay community group and used the development and coordination of the first Samana Bay beach-clean-up as the focus for the group's organization. The Comité para el Bienestar y Desarrollo de Samana, handled promotion, donations, and implementation with CMC/CEBSE assistance. The group was successful in acquiring all of the necessary materials for the clean-up including donations from hotels, local businesses, and individuals. To promote the clean-up, Committee members gave talks to different community sectors including schools and women's clubs to encourage participation. Both the press and local politicians were supportive, providing CEBSE a successful introduction into the community. In the end, more than 260 people volunteered their time to collect more than 4 tons of trash during the one-day event, a striking accomplishment in a community with no history of civic volunteerism.

Although the Committee was created specifically for the clean-up, the success of that project motivated the group to look to the future, and expand its activities. The Committee has begun efforts to enhance public services to the Samana area through the acquisition of an ambulance, a fire truck, and the development of an AIDS public education program. The Committee has already been successful in pressuring authorities to threaten closure of businesses that persist in littering along the town's waterfront. This year's clean-up will be expanded as well to include the Pueblo Viejo River, a major conduit for contaminants entering the Bay. It is expected that at least 500 people will be involved in planning and conducting this event. Committee membership reflects a social cross section of Samana, and one of CEBSE's high school age interns is working with the Committee.

Because of the success of the pilot project, CMC/CEBSE plans to use the Samana sector model in both Sanchez and Sabana de la Mar. CMC/CEBSE will meet with community leaders in each sector, and identify their concerns about the future of the Samana region. A committee of local residents will be established as the local contact for the CEBSE staff project leader in each sector, with one member hired on a part-time basis as outreach coordinator by

CEBSE.

The committees will meet at least twice monthly, and CMC/CEBSE will work with them to set priorities. The committees will identify local resource management issues and help develop workable strategies for achieving local conservation objectives. Their action will ensure not only that the community is kept informed of regional and national planning that affects their sector, but that they have meaningful input into that planning as well.

CMC/CEBSE will request their support in the development of bimonthly community presentations, training courses, involvement in the development of the management plan, and in the development of the internship program. An effort will be made to ensure that the presentations and discussions take place in the towns and in the outlying areas. The community committees will also be asked to participate in efforts to monitor endangered species and conduct a biological inventory.

During year two, the framework will be in place to involve these committees in the development of the regional management plan: formal working agreements with federal departments and agencies will have been concluded; CEBSE will have become an active member of the relevant national commissions (see B.8., below); and the Samana area will have achieved designation as a UN Biosphere Reserve. At that point, the committees will be able to play an effective role in designing long-term protection for their local resources. Community Committee recommendations will be conveyed to the federal and regional agencies creating the management plan through CEBSE's direct participation in the process.

ii. Environmental Education

The project places emphasis on educational activities targeted to Samana youth. The Community committees will bring information on Samana's natural heritage to schools through class presentations. They will also conduct drawing and writing contests with themes highlighting human interaction with coastal flora and fauna, and sustainability and conservation of natural resources. The winners of these events will be able to go on whale watching trips to farther their environmental education. The drawings and stories will be used in a CEBSE calendar, which CMC/CEBSE is planning to distribute as an educational tool. The committees expect to reach at least 1000 students through presentations to schools and youth groups, and to have approximately 300 students participate in contests.

Teacher training/field trips will also be offered through the committees. Committee members will meet with 40 to 45 teachers and school directors in the beginning of Year 1 to set goals and objectives of the training program. CEBSE will hold two four-day

workshops, for 20 people each.

An internship training program will serve two functions: to promote the inclusion of young community members in decision-making and community service, and to provide basic skills training unavailable elsewhere in Samana. The local part-time outreach coordinator and the CMC and CEBSE project leaders will choose program participants and design internship projects. Projects might include working with the public outreach coordinator on the development of educational materials including slide presentations; assisting coordination of teacher training courses; or helping elementary school groups to conduct community awareness and action projects. This six-month internship will provide a young community member with additional skills such as public speaking, computer skills, organization, teamwork, and leadership - skills they would need to eventually take leadership in CEBSE and CEBSE coordinated projects, community decision-making, or to take advantage of other employment opportunities. During the two year period of this grant it is expected that eight students will serve internships with CEBSE.

4. BENEFICIARIES:

Through protection of the natural resources on which their economy depends, the entire population of the Samana region (250,000) will benefit indirectly from this program. Approximately 17% of Samana's population earns less than RD\$100 pesos per month and the unemployment rate is 19.4%. Of those employed in Samana Province, 32% work in either fishing or agriculture and an increasing number in tourism. Thus, the future of this community is inextricably tied to the health of the coastal and marine ecosystems.

CMC/CEBSE projects are aimed at the two principal regional industries, fishing and tourism, and at strengthening CEBSE as an institution. The following people will directly benefit from these projects through training and improved management of resources (To estimate impact on employees' families, multiply employees by six, the average size of a family in the Samana region):

Tourism

Beneficiary type	Male	Female	Total
Tour Guides			75
Hotel employees			130
Restaurant employees			100
Dive shop employees			6
Whale watch company employees			30
Recreational fishing company employees			6

Marine transport	50
Subtotal	397 x 6 = 2,382

Fishing

Beneficiary type	Male	Female	
Fishermen	2,947 x 6 =		17,682

CEBSE Training and Community Outreach

Beneficiary type	Male	Female	
CEBSE staff	17	5	22
Committee participants			90
Teachers and school Directors			85
students	500	500	1000
Interns			8
Community residents (attendees at presentations)	270	270	540
Beach clean-up participants	250	250	500
		Subtotal	2,245
	Total		22,309

All direct beneficiaries will be reported by gender in the semi-annual reports.

5. IMPACT ON DEMOCRATIC VALUES:

Residents will have an opportunity to develop democratic values through direct involvement in the management of their own resources. This involvement will enhance their decision-making capacity, and make them more effective advocates for themselves and their communities in environmental and other matters. Educational opportunities - such as the internship program - will enhance participants abilities to take a controlling role in their region's future.

6. POTENTIAL FOR PROJECT EXPANSION

During the Project bases will be established in Samana, Sanchez, and Sabana de la Mar with the focus on benefiting the residents of those areas. CEBSE will conduct evaluation and planning exercises to review its successes and consider the most effective method of expanding the program to encompass environmental problems associated with agricultural activity and other non-point source and point-source pollution.

7. INTERINSTITUTIONAL COORDINATION

CMC/CEBSE will work with existing associations and foundations on appropriate issues. The active participation and leadership of

local scientists, environmentalists, students, business leaders, civic organizations, government officials, and natural resource managers will continue to be sought. Examples include: the Center for Marine Biological Research (CIBIMA), the marine biology department of the Autonomous University of Santo Domingo; the National Park Service; the National Museum of History; and Grupo Jaragua, Inc., a nonprofit organization which monitors implementation of the Jaragua National Park's management plan and works with the National Park Service to protect the park and other Dominican natural resources.

Further, CEBSE shall develop official working agreements with all government agencies that have jurisdiction over the resources in the Samana Bay region. This includes the National Park Service, and the Dominican Botanical Garden. Agreements of Cooperation have been reached with four Dominican non-profit organizations. In addition, CEBSE is in the process of developing official working agreements with the Secretary of Agriculture, which will cover the Department of Fisheries, Wildlife and Natural Resources, the Secretary of Education, and the Secretary of Tourism. These agreements will allow CEBSE to coordinate more effectively the development of the regional management plan. CEBSE has also gained recognition as the official advisor to the Congressional Committee on Natural Resources, and the presidential Committee for the Replanning of Samana Bay. In addition, CEBSE is a member of the Committee for Development of Tourism for the Peninsula of Samana (under the Dominican Secretary of Tourism), and serves, by Presidential Decree, on the management committee for the Los Haitises buffer zone.

CEBSE's ability to forge links with key decision-makers in the national and regional government, international agencies, and academic institutions, will help insure both the success of the overall project and that the people of Samana will indeed have an impact on decisions affecting their lives.

In addition, CMC has a cooperative agreement with the non-profit organization World Wildlife Fund. Their expertise in ecotourism and sustainable development will be available to this project.

8. TECHNICAL ASSISTANCE

The CMC project manager will spend at least three quarters of her time in the Dominican Republic and work with the CEBSE coordinator to implement all project activities and work with community groups on conservation issues.

In addition, other CMC staff, including the Chief Research Scientist, the Pollution Prevention Program Director, the Habitat Conservation Program Director, and the Education Coordinator will provide short-term expertise on biodiversity, fisheries, marine

pollution, policy formulation, environmental education and fund-raising.

CEBSE has a core group of experts who will work on this Project including a marine biologist formerly with the Dominican Department of Fisheries, as Executive Director; a marine biologist who has developed several of the existing park management plans in the Dominican Republic, and a life-long resident of Samana and teacher for 19 years, as Educational Coordinator. Several leading Dominican specialists in marine biology, aquaculture and legal matters will provide voluntary assistance.

See attached Personnel Chart for more details.

B. Implementation

1. SEE ATTACHED WORK PLAN

The biological baseline data will be developed by several governmental and non-governmental organizations including the marine research department at the Autonomous University of Santo Domingo, the Dominican Botanical Gardens, and the Department of Wildlife. All members in the community committees and all beach clean-up volunteers will donate their time to this effort.

An overhead projector, slide projector along with some office supplies will be procured with grant funds in the United States and/or the Dominican Republic.

2. MONITORING PLAN

The CMC project coordinator and CEBSE program manager will hold biweekly meetings to monitor and discuss the development and implementation of the project. The project will be reviewed regularly by CMC's Vice President for Programs, President, and Board of Directors.

Project monitoring will focus on implementation of activities and the application of training received by beneficiaries to accomplish project targets and objectives.

A variety of monitoring instruments will be used to help assure that the programming of activities and events match the necessities of the different groups.

- Regular meetings
- Semi-annual reports
- Monthly programming and brief, one-page progress reports
- Financial reports

Year 1/Year 2 CMC/CEBSE Work Plan

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Year 1/Year 2 CMC/CEBSE Work Plan		Months																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 Institutional Building																									
A Managerial Training Implemented																									
	a) CEBSE member attends fund raising training course						X										X								
	b) CEBSE staff participates in accounting training course	X																							
	c) CEBSE Exec. Dir/President participate in institution building courses				X										X										
	d) CEBSE member participate in technical skills development training program							X																	
B Strategic Planning and Evaluation System Developed																									
	a) CEBSE and CMC complete 5 year strategic plan	X	X	X																					
	b) CEBSE and CMC complete 2 year detailed strategic plan for all CMC/CEBSE projects	X	X	X																					
	c) Review Strategic Plans												X												
	d) CEBSE and CMC develop and implement internal and external project evaluation	X	X	X							X	X											X	X	
	e) CEBSE and CMC develop and implement 3 year fund raising strategy							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	f) Semester Reports						X					X							X					X	
	g) Yearly audit											X												X	
2 Research																									
	a) Biodiversity inventory research	X	X	X	X	X	X	X	X	X	X	X	X												
	b) CMC/CEBSE present results to community													X	X										
	c) Socioeconomic baseline data collection	X	X	X	X	X	X	X	X	X	X	X													
	d) CMC/CEBSE present results to community												X	X											
	e) CMC/CEBSE develop and implement monitoring plan																			X	X	X	X	X	
	f) CMC/CEBSE complete environmental impact statement										X	X	X												
3 Sustainable Industries																									
A Tourism																									
	a) Develop diagnostic plan			X	X	X																			
	b) Develop strategic plan				X	X	X																		
	c) Meet with industry to accomplish plan							X			X	X			X			X				X		X	
	d) Workshops for tourist guides/captains/boat owners										X	X	X									X	X	X	
	e) Develop materials for workshops										X	X	X	X								X	X	X	
	f) Develop Samana Bay region brochure			X	X	X																			
	g) Coordinate with local Peace Corps small business efforts						X	X	X	X	X	X	X	X	X	X	X					X	X	X	

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Year 1/Year 2 CMC/CEBSE Work Plan

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Year 1/Year 2 CMC/CEBSE Work Plan	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
h) Provide opportunity for community member to travel to other tourist areas in the DR to expand products and learn about tourism											X													
i) Work with Santo Domingo and Puerto Plata tour operators to promote ecologically sound tourism								X	X	X	X	X	X	X						X	X	X	X	
j) Work with Santo Domingo and Puerto Plata tour operators to encourage opportunities for sale of local artisanal products								X	X	X	X	X	X	X						X	X	X	X	
B Fisheries																								
a) Develop diagnostic plan with all sectors of the fishing community			X	X	X	X																		
b) Develop strategic action plan					X	X	X	X																
c) Workshops/training for fishermen							X			X		X			X				X			X		
d) Fisheries monitoring program									X	X	X	X	X	X										
e) Publications/brochures										X	X								X	X				
4 Community Empowerment/Public Outreach																								
A Community Committees (CC)																								
a) Ensure establishment of committees in Sanchez and Sabana de la Mar				X	X	X																		
b) CMC/CEBSE meet with all Committees 2 times per month to set and achieve goals and objectives			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
c) Plan bimonthly community presentations with each committee				X		X		X		X		X		X		X		X		X		X		
d) Hire local part-time assistant for each committee							X																	
e) Develop management plan strategy									X	X														
f) Develop management plan with CC											X	X	X	X	X	X	X	X	X	X	X	X	X	
g) Monitoring Program						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
B School systems																								
a) Meet with Directors and teachers to set and achieve goals and objectives	X		X		X																			
b) Develop training workshops/ field trips on natural resource issues for teachers							X	X					X	X					X	X				
c) Drawing/Writing contests for school children								X	X											X	X			
d) Development and distribution of calendar										X	X	X										X	X	
e) Presentations			X	X					X	X			X		X					X		X		
f) Select high school students to participate in internship program			X					X						X						X				
g) Whale watching										X														

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Year 1/Year 2 CMC/CEBSE Work Plan

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	Year 1/Year 2 CMC/CEBSE Work Plan	Months																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
C	Beach clean ups																								
	a) Develop working groups with community committee							X												X					
	b) Give presentations to schools and community							X	X	X										X	X	X			
	c) Meet with Press (radio, newspaper, TV)								X													X			
	d) Collect donations from community								X												X				
	e) Implement the beach clean up									X													X		
	f) Present the Data to CMC										X												X		
	e) Present awards to community										X												X		

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Semi-annual progress and financial reports will be prepared and submitted to ENTRENA and USAID/Santo Domingo respectively. The reports are due within one week following the end of every six-month period.

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CMC/CEBSE - Calendar of Products Year 1/Year 2

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Products	Starting Conditions	Final Expected Results	Months																							
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 Institutional Building																										
5 year strategic plan (SP)	No 1994-2000 strategic plan	Improved long term planning, more efficient performance	X	X	X																					
2 year strategic plan	No 1994-1996 strategic plan	Improved long-term planning, more efficient performance	X	X	X																					
SP review document	No strategic plan	Improved long-term planning, more efficient performance																								
Evaluation plan (in/external)	No evaluation plan	Improved long-term planning, more efficient performance	X	X	X							X	X												X	X
Fund raising strategic plan	Unstructured fund raising plan	Institution sustainability							X	X																
Semester Report	Required	Required							X				X							X						X
Yearly Audit	Required	Required											X													X
2 Research/Plans																										
Biological inventory	General info on area	Better understanding of region's natural resources, needed data for effective management plan (MP)											X	X												
Socioeconomic baseline data	General info on region	Better understanding of region's socioeconomic issues, needed data for MP											X	X												
Monitoring program	No monitoring	Better understanding of human impacts, improved data on region's nat. resources																			X	X	X	X	X	X
Environmental impact study	No Environ. impact study	Improved understanding of human impacts, data for development of MP											X	X	X											
3 Sustainable Industries																										
A Tourism																										
Tourist industry diagnostic plan	No diagnostic plan	Improved industry coordination, efforts to achieve sustainability, info for MP				X																				
Tourist industry strategic plan	No strategic plan	Improve industry coordination, efforts to achieve sustainability, info of MP								X																
Brochure	Insuff. public information	Increased educational materials					X																			
Tourism workshops	No training offered, poor tours	Educational tours offered, increased protection of resources, guides receive increased financial gain										X	X	X										X	X	X

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Products	Starting Conditions	Final Expected Results	Months																							
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Workshop materials	inadequate materials	more effective workshop										X														X
Coordinated whale watching schedules	Insufficient coordination	Less pressure on whales, improved industry coordination										X	X	X												
B Fisheries																										
Fisheries diagnostic plan	No diagnostic plan	Improved fisheries management, fishermen organized and participating in regional decision making. Information for MP							X																	
Fisheries strategic action plan	No strategic action plan	Improved fisheries management, fishermen organized and participating in regional decision making. Information for MP									X															
Training workshops	No training	Increased understanding of legislation and user group participation in fisheries decision making							X		X		X		X		X		X		X		X		X	
Fisheries monitoring program	No monitoring program	Increased information on landings. Info. for MP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Monitoring progress reports	No reports	To assist in development of fisheries recommendations								X															X	
4 Public outreach																										
A Community Committees (CC)																										
3 fully functioning CC	1 existing CC	Community influence in regional decision making				X	X	X																		
CC diagnostic plan	no diagnostic plan	Clear understanding of problems and goals of CC							X																	
CC strategic plans	No strategic plan	Focused community, info for MP participation								X	X															
Management plan (MP)	No MP	Plan for regional management											X	X	X	X	X	X	X	X	X	X	X	X	X	
Community presentations	No presentations	Increased community understanding of issues							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

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CMC/CEBSE - Calendar of Products Year 1/Year 2

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Products	Starting Conditions	Final Expected Results	Months																									
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
Meetings with authorities	Few organized meetings	More action on community improvement efforts										X						X							X			X
B School system																												
CMC/EBSE Strategic plan with regional schools	Weak and poorly financed nat resource gov. component	Increased coordinated effort on nat resource education	X	X	X																							
Training workshops	No training	Increased understanding							X	X						X	X				X	X						
2 Drawing/writing contests	No contests	Increased understanding								X	X											X	X					
2 Calendars	No calendars	Reward									X	X														X	X	
School presentations	No presentations	Increased interaction between community and nat resources		X	X					X	X			X	X							X	X					
8 internships	No internship program	Training, knowledge								X															X			
C Beach Cleanups																												
Press on Beach Cleanups	Poor national understanding of problem	Public awareness								X															X			
Annual beach cleanups	Annual beach cleanups	Increased amount of data, community voluntary involvement in community improvement activity								X														X				

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Contents of Reports:

ENTRENA

- General project status and progress during the semester.
- Table demonstrating progress measured against the product targets and impact indicators.
- Table demonstrating counterpart contributions with a description of each item.
- Problems and delays with implementation.
- Major activities and corrective actions for the next semester.
- Copy of the semester financial report to be submitted to USAID.
- Any other information which may provide a better understanding of project progress.

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- Summary by budget elements of the amounts obligated, expenditures, and funds remaining. Separate columns should summarize the amounts advanced, liquidated and outstanding.
- Include a section on problems and delays with disbursements, cash flow, liquidations, etc.
- Include quantified amounts of contributions to the project from all counterparts, including CMC/CEBSE. Auditable evidence of reported contributions from all sources must be maintained in CMC/CEBSE files for review by ENTRENA, and/or Auditors.
- Any other financial information deemed desirable by CMC, ENTRENA and/or USAID.

3. EVALUATION PLAN

CMC will conduct the baseline evaluation of the project and will hire external consultants to conduct the final evaluation with project funds. Evaluation design, methodology and team composition must be approved by ENTRENA who will then monitor the overall effort and help analyze the results. The baseline evaluation shall be completed within the first six months after the signing of the Grant Agreement and a copy submitted to ENTRENA. The baseline evaluation shall measure the actual situation at the beginning of the project regarding the indicators listed in the attached schedule of products and set reasonable targets which CMC and the community organizations expect to achieve in those areas. The baseline evaluation will also record any pertinent findings which may cause project assumptions to vary.

The final evaluation shall measure progress toward achieving the verifiable impact targets established during the baseline evaluation. A copy shall be submitted to ENTRENA within 3 months following the end of the project.

C. Sustainability

CMC's development staff will continue working with CEBSE to target both national and international donors for financial support. CEBSE has already received funding commitments for the project from the Mariah Fund, the Tinker Foundation and the Ford Foundation. In addition, CEBSE has received core support from the Swiss Organization Helvetas.

This project offers training for CEBSE staff and civic leaders in relevant areas such as public outreach, administration, personnel management and organizational development, fund raising, strategic planning and environmental monitoring. This training will provide CEBSE staff the skills to successfully achieve both its immediate goals as well as long-term growth for the organization.

The concept of sustainability is at the very heart of the CMC/CEBSE collaboration. Fishing, tourism, and farming are the three major sources of income in the Samana region, and their sustainability depends directly on the health of the region's natural resources. CMC/CEBSE plans to work during the project period with both the fishing and tourism sectors to ensure that the industries are managed in a manner that provide the greatest benefit for the existing community without greatly sacrificing for future generations.

In order to secure project continuity and long-term sustainability of conservation efforts community members will be an integral part of both development and implementation through community committees. They will also have the responsibility for developing new plans of action for themselves with the assistance of CMC/CEBSE. Management plans for the fishing and the tourism industries will rely heavily on input from the local members of those industries.

Special Provisions

A. Disbursement will be made by USAID to CMC through a direct letter of Credit as described in the Standard Provisions. A copy of the required quarterly financial report shall also be submitted to USAID/Santo Domingo and include a report utilizing the format found on the attached sheet, the "source" and "origin" of all goods and services purchased/provided with grant funds by CMC or its first tier of subcontractors/recipients. The terms "source" and "origin" are defined below:

Source of Goods - The country location of the shipment port.

Source of Services - The country location or incorporation of the firm supplying the service.

Origin of Goods - The country location where the commodity is manufactured or produced.

Origin of Services - The country location where the service payment is spent.

B. CMC agrees to the following during implementation of the project:

1. CMC shall submit semiannual progress reports to ENTRENA within one week following the end of every 6 months after the effective starting date of the Grant. Contents are described in the Monitoring Plan of the Program Description.

3. CMC will be responsible for conducting a baseline and final evaluation of the project as described in the Evaluation Plan of the Program Description.

4. CMC shall submit to USAID audits of CMC and CEBSE after the end of the each year of implementation which complies, in form and substance, to USAID audit standards. These audits should include, in a separate section, relevant findings and recommendations pertaining to the activities financed with this Grant.

5. CMC will maintain an inventory control system acceptable to USAID for the accounting of non-expendable commodities purchased under this Grant. Within 30 days after the effective date of this Grant the Grantee will submit its inventory control system to ENTRENA, S. A. for approval. The Grantee will submit semiannual reports to ENTRENA listing the non-expendable commodities, serial/model numbers, descriptions, purchase price and end-use location.

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6. CMC shall submit the Plan for Financial Sustainability to be developed under the project to ENTRENA for review by the end of the first project year.

7. CMC shall submit the completed Natural Resources Management Plan for the Samana Bay Watershed to ENTRENA for review by the end of the second project year.

