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**SUSTAINABLE
FORESTS AND COASTS**
IMPROVING LIVELIHOODS BY CONSERVING BIODIVERSITY

DETAILED FY10 WORK PLAN AND GENERAL FY11 AND FY12 WORK PLAN

September 14, 2009

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**DETAILED
FY10 WORK PLAN
AND GENERAL FY11
AND FY12 WORK PLAN**

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ACRONYMS

ESTA	Ecuadorian Sustainable Tourism Alliance
C&D	Conservación y Desarrollo
CCAW	Conservation of Central American Watersheds
CRC	Coastal Resources Center
FECCHE	Federación de Centros Cháchis de Ecuador
ENSO	El Niño Southern Oscillation
GDA	Global Development Alliance
KfW	Kreditanstalt für Wiederaufbau
KRA	Key Result Area
MAE	Ministerio del Ambiente de Ecuador
PA	Protected Area
PIR	Project Intermediate Results
RA	Rainforest Alliance
USAID	U.S. Agency for International Development

EXECUTIVE SUMMARY

The USAID/Ecuador Sustainable Forests and Coasts Project is a biodiversity conservation effort for the Ecuadoran Coast designed to benefit residents in dry forests and tropical rainforests by establishing long-term partnerships to ensure the sustainability of activities beyond the life of the project. Through these objectives, the project also expects to make a contribution in the area of adaptation to climate change and will align its strategy with that of USAID's Global Climate Change Program.

The project's intervention strategy will be aligned with the Government of Ecuador's conservation and development policies. In particular, the project will work in close coordination with the Ministerio de Ambiente de Ecuador (MAE) (primarily the Subsecretariat for Marine and Coastal Management), the Ministry of Agriculture and Livestock (MAGAP) (especially the Subsecretariat for Fisheries), the Ecuadoran Navy, Plan Ecuador, the Ministry of Tourism (MINTUR) and the Ministry of Industries and Productivity (MIPRO).

This project will be implemented under a three-year base period contract (with the possibility of two additional option years). It collaborates with six main subcontractors—Rainforest Alliance (RA), Conservación y Desarrollo (C&D), EcoBiotec, Ecolex, Altrópico and the Coastal Resources Center of the University of Rhode Island — herein after referred to as *partners*, which will implement project activities together with Chemonics International. It is anticipated that additional partners, particularly at the local level, will join the project during the implementation period.

This work plan describes in narrative form the expected results, target goals, and planned activities. It includes a detailed timeline for implementation covering the October 2009-September 2010 (FY10) period, as well as general plans for the second and third years of project implementation (FY11 and FY12 respectively). The work plan is summarized in a chart in Annex 1, Annex 2 includes the project maps and Annex 3 includes the Organizational Chart.

Prior to determining intervention areas and activities from July through September, 2009, the project conducted a rapid assessment of the environmental (including climate change) and socioeconomic situation in the geographic regions originally selected in the proposal. The assessment specifically analyzed value chains, existing markets and potential products, and reviewed the legal and political land tenure situation in each region. The project then defined areas of intervention and strategies in conjunction with the MAE and the USAID Environmental Team. As a result, the project identified six priority geographical areas for project implementation, with five beginning in FY10. Three priority areas are in the province of Esmeraldas, one in Manabí, and two in Guayas.

The project analyzed main threats and opportunities in each intervention area to determine relevant intervention strategies and activities. The work plan is based on the results framework, which includes three Project Intermediate Results (PIRs) and their respective Key Results Areas (KRAs), described below. The narrative of the work plan details the specific goals and activities for each KRA.

PIR 1 (**Biodiversity conservation in critical habitats improved**) reflects the project's main objective, which is biodiversity conservation. All project activities tie into this PIR and

address the need to conserve the last remnants of ecosystems and critical habitats on the Ecuadoran Coast. This PIR includes two KRAs:

1. KRA 1.1 (**Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed**) and its activities are focused on responding to identified threats and opportunities in project intervention areas. The overarching objective of the activities under this KRA is to create incentives for conservation through efficient management coalitions and systems, which include surveillance and enforcement. The intervention strategies for this KRA were designed around 1) **integrated watershed management that generates water resources to coastal-marine ecosystems**; 2) **improved management of mangrove concessions and rainforests**, and 3) **Responses to climate change**. The main goal in terms of the watersheds is to develop agro-forest-pasture systems that foster the interconnectedness of critical habitats within the watershed, by offering compensatory payment mechanisms for biodiversity conservation — particularly the Programa Socio Bosque — and minimizing the impacts generated by the El Niño Southern Oscillation (ENSO) and climate change.

This KRA will also offer technical assistance to local organizations in areas such as natural resource management, capacity building for responding and adapting to climate change, and legal assistance as an incentive for conservation.

2. KRA 1.2 (**Capacity of local stakeholders to implement best practices in natural resource management strengthened**) focuses on training local stakeholders in natural resource management, organizational management, climate change, environmental services and legal issues related to conservation.

PIR 2 (**Local livelihoods improved**). The purpose of the USAID Sustainable Forests and Coasts Project is biodiversity conservation. Because many of the primary threats stem from human pressures exacerbated by poverty and the lack of economic alternatives, the objective of this PIR is to reduce such threats by creating incentives for conservation and by improving livelihoods for residents of communities in and/or around critical ecosystems.

This PIR includes three KRAs:

1. KRA 2.1 (**Markets matched with environmentally responsible producers**) focuses on creating economic incentives for conservation by promoting sustainable agro-forest-pasture and fishery systems as substitutes for activities that threaten conservation, extending vegetative coverage, and rehabilitating degraded ecosystems through the interconnection of critical habitats within intervention areas, etc. The project will establish mechanisms to match these products with environmentally responsible markets.
2. KRA 2.2 (**Best practices applied along value chains**) involves working with products in existing value chains as well as products characterized by low volume and poor quality, but with the potential to be linked to local markets. These efforts will bring immediate benefits to environmentally responsible producers through technical assistance to improve quality and production, and incentives for conservation. This KRA also includes a forestry plan that will help to assess the potential of this activity after the first year of the project.

3. **KRA 2.3 (Sustainability and replication of environmentally responsible markets strengthened)** focuses on ensuring sustainable links between environmentally responsible producers and markets and biodiversity conservation. The sustainability of these links will be generated through the establishment of trade relationships, best practices and long-term promotion that are not project-dependent. This will lead to improved livelihoods, thereby reducing threats to biodiversity conservation. The development of a financial sustainability plan will enable the project to define intervention strategies and identify the financial aspects of these links and contributions to conservation.

PIR 3 (Partnerships formed for ongoing support for biodiversity conservation) consolidates and promotes partnerships to leverage public and private funds in order to ensure the financing and sustainability of project activities and build institutional capacity.

This PIR includes two KRAs:

1. **KRA 3.1. (Flow of public and private investment to support biodiversity conservation increased)** focuses on identifying funding sources for conservation through public-private partnerships, developing innovative businesses in areas with high levels of biodiversity, and the development and support of payment mechanisms for environmental services to ensure sustainability of these activities after project end.
2. **KRA 3.2. (Enabling environment for sustainable management at the local and regional level improved)** is centered on building institutional capacity, coordinating actions and supporting government ministries (mainly the MAE and potentially others related to project activities). It also provides technical assistance for the development of strategies, policies and management plans related to project areas and initiatives.

This KRA also includes the documentation and dissemination of success stories and lessons learned to ensure the replication of successful activities.

The USAID Sustainable Forests and Coasts project integrates an adaptive management concept to its overall strategy and activities, including design, management, and monitoring to systematically test assumptions in order to adapt and learn, ultimately leading to adjustments to our implementation strategy if needed.

IMPLEMENTATION STRATEGY

The intervention strategy of the USAID/Ecuador Sustainable Forests and Coasts Project is based on a series of initiatives to conserve the remnants of high biodiversity areas on the Ecuadoran coast. The strategy seeks to benefit populations living in and/or around these areas by establishing partnerships with local, regional and international organizations and, in doing so, ensure the long-term sustainability of these initiatives.

Prior to determining intervention areas and activities the project, in collaboration with local partners, conducted a rapid assessment, from July to September 2009, of the environmental and socioeconomic situation in the areas originally selected in the proposal. It included an analysis of specific value chains, existing markets and potential products, as well as a review of the legal and political land tenure situation in each region. Field visits in coordination with representatives from USAID, the MAE, NGOs and representatives of other projects underway in the regions complemented the rapid assessment. The assessment also include a geographic review of regions along the Coast with high levels of biodiversity, using a geographic information system (GIS) that created overlays of data on forest coverage, key conservation areas, important bird areas (IBAs), watersheds and poverty levels (see the maps in Annex 2). Finally, interviews with key development and conservation stakeholders in Ecuador contributed to strengthening the analysis done by partners and staff in the field. Lastly, the project presented and made final revisions to the work plan's intervention strategy with MAE representatives and USAID officials on September 4th, 2009.

The project used the following **criteria for the intervention strategy** to design work plan activities:

1. ***Compliance with USAID criteria for the use of funds for biodiversity:*** Interventions under the Sustainable Forests and Coasts Project will 1) have explicit biodiversity objectives; 2) base its activities on a threats analysis; 3) monitor biodiversity indicators; and 4) have a positive impact on biodiversity conservation.
2. ***Alignment with the policies of the Government of Ecuador:*** The project intervention strategy is aligned with the conservation and development policies of the Government of Ecuador and will be implemented in close coordination with the MAE (primarily the Subsecretariat for Marine and Coastal Management), the MAGAP (especially the Subsecretariat for Fisheries), the Ecuadoran Navy, Plan Ecuador and MINTUR.
3. ***Target efforts in areas important to biodiversity conservation:*** The areas selected fall under some management category, in particular, **watersheds** containing remnants of

important ecosystems where threats to conservation have been clearly identified, along with opportunities for effective intervention.

4. ***Focus on mitigating or reducing threats due to climate change:*** USAID views climate change and development as inextricably linked. USAID's Global Climate Change Program has implemented "win-win" solutions that provide climate-related benefits while meeting sustainable development objectives. Aligned to this policy, the Sustainable Forests and Coasts Project will a) reduce growth in greenhouse gas emissions by changing slash and burn practices and training residents in forest fire control; b) reduce deforestation and improve land management; and c) strengthen Ecuador's ability to respond to the challenges posed by climate-related impacts and risks.
5. ***Target efforts in areas and activities that are conducive to the conservation of important expanses of threatened ecosystems,*** rather than focusing on numerous smaller activities or areas where interventions might be no more than short-term palliative efforts.
6. ***Draw from the lessons learned from past interventions:*** The rapid assessment has facilitated identification of positive and negative experiences in past interventions in order to design activities that build on the positive experiences and avoid repeating activities that had little impact. Moreover, in an effort to avoid duplication of efforts, an efficient coordinating structure has been established among the implementing partners and with other conservation and development stakeholders in the implementation areas. Particular emphasis has been placed on creating synergies among the partners and ensuring consistency with USAID-funded projects and with initiatives implemented by other entities of the Government of Ecuador, in particular the MAE.
7. ***Intervene in market-based economic development projects:*** Based on the premise that one of the most serious threats to biodiversity is the lack of economic opportunities for populations living in and/or around areas rich in biodiversity, the project will implement market-based activities (and not exclusively on the supply side) to generate immediate benefits for disadvantaged communities. In other words, to produce what can be sold, rather than try to sell whatever can be produced. As a strategy, the project will focus on products that have direct benefits for biodiversity conservation.
8. ***Sustainability beyond the life of the project:*** From the outset, the strategy has been to establish structures and exit strategies that ensure the continuity of its interventions beyond the project period. Strategies such as leveraging funds, public, private, and community partnerships, and coordination with anchor firms and responsible markets are meant to ensure the sustainability of these successful experiences and facilitate their replication in other coastal areas.
9. ***Adaptive management:*** The USAID Sustainable Forests and Coasts project integrates an adaptive management concept to its overall strategy and activities, including design, management, and monitoring to systematically test assumptions in order to adapt and learn, ultimately leading to adjustments to our implementation strategy if needed.

INTERVENTION STRATEGIES BY GEOGRAPHIC AREA

Based on the intervention criteria described above, the project identified six priority geographic areas for implementation of activities over the three years of the project.

These areas are distributed as follows:

- a. **Esmeraldas:** Two beginning in FY10 in the Gran Reserva Chachi and its buffer zone and the watersheds of the Reserva Marina Galera San Francisco. A third in the second year following a feasibility study in the Muisne River watershed.
- b. **Manabí:** One beginning in FY10 in the Ayampe River watershed, including a portion of the Parque Nacional Machalilla.
- c. **Guayas:** Two beginning in FY10 in the Reserva de Producción Faunística Manglares El Salado and in the Reserva Ecológica Manglares Churute and its buffer zones.

Prior to defining intervention areas and corresponding activities, the project analyzed the main threats and opportunities in each area. The following table summarizes these findings:

Threats to conservation	Opportunities for conservation	Intervention strategy
Gran Reserva Chachi and its buffer zone		
<ul style="list-style-type: none"> • Illegal activities (logging and poaching) • Depletion of natural resources • High poverty levels • High levels of social and environmental conflict • Insecurity • Land tenure gaps • Insufficient surveillance and enforcement • Mining concessions 	<ul style="list-style-type: none"> • Forest management • Economic development opportunities • Existing projects and initiatives in the area • Programa Socio Bosque • Federación de Centros Cháchis de Ecuador (FECCHE) strengthened in environmental issues 	<ul style="list-style-type: none"> • Consolidate surveillance and enforcement system in community protected areas. • Application of best practices in forest management and production (timber and non-timber forest products) directed toward responsible markets. • Support processes to access Programa Socio Bosque

Threats to conservation	Opportunities for conservation	Intervention strategy
Muisne River watershed (including Re Mache Chindúl)		
<ul style="list-style-type: none"> • Illegal activities (logging and poaching) • Deforestation • High poverty levels • Weak organizational structures • Land tenure gaps • Land trafficking • Degradation of the Muisne Estuary • Collapse of the cockle [<i>concha prieta</i>] population • Reduction in water volume • Expansion of the agricultural frontier, including single crop farming and raising cattle • Insufficient surveillance and enforcement • Deficient administration of protected areas 	<ul style="list-style-type: none"> • Change in municipal administration • Interest in water management • Economic development opportunities • Programa Socio Bosque • Other projects and initiatives undertaken in the area • Tourism 	<ul style="list-style-type: none"> • Assessment for the establishment of a financial compensation mechanism for biodiversity conservation to sustain integrated watershed management (in the first year). • Depending on the outcomes of the assessment in the first year, integrated watershed management (beginning the second year) including the recovery of degraded habitats and protection of elevated areas in the watershed.

Threats to conservation	Opportunities for conservation	Intervention strategy
Reserva Marina Galera San Francisco and coastal watersheds		
<ul style="list-style-type: none"> • Deforestation (run-off/damage to coral reefs) • Expansion of the agricultural frontier, especially cattle raising • Reduction in water volume • Limited economic alternatives and disconnection from markets. • Illegal activities (logging, poaching)) • Limited capacity for protected areas management • Insufficient surveillance and enforcement (land and marine) • Gaps in land tenure • Land purchases for vacation homes and tourism development. • Marine tortoise nests affected by feral animals • Slash and burn agriculture 	<ul style="list-style-type: none"> • Projects and initiatives underway in the area • Area selected by the Global Environmental Facility (GEF) coastal-marine project • Local stakeholders organized and enthusiastic 	<ul style="list-style-type: none"> • Adopt a comprehensive approach to problems in the watersheds and coastal areas that affect the marine reserve, particularly run-off • Development of a management plan, initially for Rio San Francisco (FY10), followed by Galera and Bunche • Agro-forest-pasture demonstration projects • Technical assistance for land legalization and access to credit as incentives for conservation • Support for Socio Bosque processes • San Francisco beach management for Destino Azul certification • Lobster management (including strengthening market linkages depending on a value chain analysis) • Implementation (or support) of surveillance and enforcement systems

Threats to conservation	Opportunities for conservation	Intervention strategy
Ayampe River Watershed		
<ul style="list-style-type: none"> • Gaps in land tenure • Deforestation • Forest fires • Run-off • Encroachment of farming and cattle raising frontier • Slash and burn farming • Insecurity • Extraction of materials from the river and beaches • Tortoise nests affected by egg consumption, feral animals, and lack of beach management • Limited organizational level • Limited economic alternatives • Land purchases for development as a vacation and tourist destination • Insufficient surveillance and enforcement 	<ul style="list-style-type: none"> • Water is a key issue (main source) supplying water resources to 8 parroquias (with water resource boards) • Owners interested in private conservation efforts and ecotourism • Potential for ecotourism (birds, forest, beaches, landscapes) • Farms with agroforestry systems • Experience of other projects and initiatives in the area • Concession to be issued for small mangrove forest 	<ul style="list-style-type: none"> • Integrated watershed management • Agro-forest-pasture demonstration projects • Technical assistance for legalization of lands and access to credits as conservation incentives • Support for Socio Bosque processes • Promotion of the watershed and beaches (for nature tourism and birders) • Management planning for beaches between Puerto Rico and Ayampe (to obtain Destino Azul certification) • Implementation (or support) of surveillance and enforcement systems, including forest fire response • Development of mechanisms for payment of environmental services

Threats to conservation	Opportunities for conservation	Intervention strategy
Reserva de Producción Faunística Manglares El Salado		
<ul style="list-style-type: none"> • Destruction of critical habitats (mangroves, salt-marsh channels and protective forests in Cerro Blanco and la Prosperina) and vulnerable urban areas-services, due to unregulated occupation of areas and events associated with the ENSO and climate change. • Pollution of estuary waters and sediments • Impact of high water on sewage and drainage systems • Flooding in residential and industrial areas 	<ul style="list-style-type: none"> • Possibility of working on a replicable model on responses to climate change and to the risks associated with the El Niño phenomenon. • Proximity to Guayaquil • Wealth of information about the area and management issues 	<ul style="list-style-type: none"> • Support for Ecuador's climate change strategy by developing a local pilot process and model that identifies areas of vulnerability based on key factors. • Consolidation of a management committee focused on the zone. • Preparation of an inter-institutional work plan.

Threats to conservation	Opportunities for conservation	Intervention strategy
Reserva Ecológica Manglares Churute		
<ul style="list-style-type: none"> • Shrimpers in and around the reserve • Probable pollution by agrochemicals • Strong pressure on crab populations on and outside the reserve • Invasion of black tilapia in the channels • Persistent land tenure problems • Obsolete management plan • Limited capacity for surveillance and enforcement • Piracy and insecurity in the channels • Insufficient budget for reserve management 	<ul style="list-style-type: none"> • Successful mangrove concessions near the reserve • Concessions in process on Isla Mondragrón • Crabbers' access to the reserve has been organized • Responsible shrimp and tilapia fishers adjacent to the reserve • Progress in links to tourism • Organized local stakeholders • Included in the GEF marine project • Regularization of shrimpers 	<ul style="list-style-type: none"> • Support mangrove conservation by coordinating efforts on and outside the reserve. • Promote a coordinated surveillance and enforcement system • Managed crabbing on the reserve • Support for mangrove concession-holders in fishing management and market links (crab meat production) • Continuity with ESTA project (linkages to markets with strong retail capacity).

NARRATIVE DISCUSSION OF THE WORK PLAN

This section of the plan contains a narrative of the anticipated results, established goals and planned activities. It also offers a detailed implementation timeline for FY10, as well as general plans for the second and third year of project implementation. The responsible staff and organizations, which are assigned by activity, are responsible for implementing and focusing all activities so as to achieve quality and timely results.

The work plan is based on the results framework, which includes three project intermediate results (PIRs). Each PIR, in turn, is broken down into key result areas (KRAs), each with specific goals and activities.

The following table outlines the project's results framework:

PIR 1: Biodiversity conservation in critical habitats improved	KRA 1.1 Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed
	KRA 1.2 Capacity of local stakeholders to implement best practices in NRM strengthened
PIR 2: Local livelihoods improved	KRA 2.1 Markets matched with environmentally responsible producers
	KRA 2.2 Best practices applied along key value chains
	KRA 2.3 Sustainability and replication of environmentally responsible markets strengthened
PIR 3: Partnerships formed for ongoing support for biodiversity conservation	KRA 3.1 Flow of public and private investment to support biodiversity conservation increased
	KRA 3.2 Enabling environment for sustainable management at the local and regional level improved

PIR 1: Biodiversity conservation in critical habitats improved

Project intermediate result 1 (PIR 1) reflects the project's primary objective, which is biodiversity conservation. All project activities are linked to this PIR and are based on the need to conserve the last remnants of ecosystems and critical habitats on the Ecuadoran Coast. All activities related to this PIR will be implemented in close coordination with the Government of Ecuador, the MAE in particular, as well as with local authorities.

Goals for PIR 1, by KRA	
KRA 1.1	KRA 1.2
Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed.	Capacity of local stakeholders to implement best practices in NRM strengthened.
3-year project goals: <ul style="list-style-type: none"> • 220, 564 hectares of terrestrial areas of intervention under improved management • 135,188 hectares of coastal-marine ecosystems areas of intervention under improved management • 10 areas within areas of intervention under a monitoring system 	3-year project goals: <ul style="list-style-type: none"> • 600 stakeholders trained in best practices for natural resources • 20 initiatives co-financed
Project Goals FY10 <ul style="list-style-type: none"> • 160,359 hectares of terrestrial areas of intervention under improved management • 104,771 hectares of coastal-marine areas of intervention under improved management • 5 areas within areas of intervention under a monitoring system 	Project Goals FY10 <ul style="list-style-type: none"> • 200 stakeholders trained in best practices for natural resources • 6 initiatives co-financed
Project Goals FY11 <ul style="list-style-type: none"> • 220,564 hectares of terrestrial areas of intervention under improved management • 135,188 hectares of coastal-marine areas of intervention under improved management • 8 areas within areas of intervention under a monitoring system 	Project Goals FY11 <ul style="list-style-type: none"> • 400 stakeholders trained in best practices for natural resources • 14 initiatives co-financed
Project Goals FY12 <ul style="list-style-type: none"> • 220,564 hectares of terrestrial areas of intervention under improved management • 135,188 hectares of coastal-marine areas of intervention under improved management • 10 areas within areas of intervention under a monitoring system 	Project Goals FY12 <ul style="list-style-type: none"> • 600 stakeholders trained in best practices for natural resources • 20 initiatives co-financed

KRA 1.1: Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed

This KRA and its activities focus on responding to the threats and opportunities identified for each project intervention area. The main purpose of these activities is to create incentives for conservation through coalitions and efficient management systems that include surveillance and enforcement. The intervention strategies under this KRA have been designed in function of 1) integrated management of watersheds that supply coastal-marine ecosystems (watersheds that drain into the Reserva Marina Galera San Francisco, with emphasis on the San Francisco River in FY11 and the Ayampe watershed, FY10), and the Muisne River

watershed beginning in FY11, depending on the feasibility of creating a compensation mechanism for biodiversity conservation; 2) improved mangrove concession management (in the Reserva Ecológica Manglares Churute and the Golfo de Guayaquil) and improved rainforest management (in the Gran Reserva Chachi and its buffer zone); and 3) a response to climate change. The underlying goal in the watershed strategy is to develop agro-forest-pasture systems that foster the interconnectedness of critical habitats within the watersheds, create compensation mechanisms for biodiversity conservation, in particular the Programa Socio Bosque, and minimize the impacts of the El Niño phenomenon and climate change.

This KRA will also offer technical assistance to local organizations in natural resource management, capacity-building for responding and adapting to climate change, and legal assistance as an incentive for conservation.

KRA 1.1: Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed							
Activities	Responsible staff/ organization(s)	FY10				FY11	FY12
		1	2	3	4		
1. Develop conservation coalitions	Partnership development specialists, all partners						
2. Develop and implement integrated watershed management systems emphasizing agro-forest-pasture systems and the integration of critical habitats.	Chief of party, deputy chief of party, partnership development specialists, all partners						
3. Create incentives for conservation in the Gran Reserva Chachi and its buffer zone and in the mangrove concessions in the Reserva Ecológica Manglares Churute	Partnership development specialists, Rainforest Alliance, Altrópico (for the Gran Reserva Chachi and its buffer zone); Ecobiotec (for mangrove concessions)						
4. Support for local stakeholders in natural resource management	Partnership development specialists, all partners						
5. Technical assistance to develop the management plan for the Reserva Marina Galera San Francisco and for the management committee of the Galera San Francisco	Ecobiotec						
6. Response to climate change	Chief of party, Coastal Resources Center						
7. Legal assistance as an incentive for conservation	Ecolex						
8. Technical assistance for the development and/or strengthening of surveillance and enforcement systems	Partnership development specialists, all partners						

Description of activities for KRA 1.1

1. Develop conservation coalitions

Beginning the first quarter the project's partnership development specialists and implementing partners — led by the chief of party and coordinated by the MAE — will serve as the catalyst for establishing conservation coalitions, which may include local committees or groups formed to discuss and coordinate actions in intervention areas to avoid duplication and foster complementarity of action. These coalitions will include

public, private, and community sectors. To be effective, they will support catalytic stakeholders (individuals as well as organizations) working in the designated areas. Small matching investment funds — from the project's small grants fund — will serve as incentives to strengthen the coalitions. At the same time, links will be developed with ongoing and potential projects.

Responsible staff/organization(s): Partnership development specialists, all partners

2. *Develop and implement integrated watershed management systems emphasizing agro-forest-pasture systems and the integration of critical habitats.*

This activity focuses on the development –in the first quarter of FY10- of an integrated water management system that emphasizes agro-forest-pasture systems and the integration of critical habitats — by forming or strengthening corridors — in the watersheds of: 1) Galera Estuary, the San Francisco River and the Gunche River (which feed into the Galera San Francisco); 2) Ayampe River (which includes a portion of the Machalilla protected area and part of the Chongón Colonche Mountain Range). The Muisne River watershed (which includes a portion of the Reserva Ecológica Mache Chindúl) is a potential location for project activities beginning the second year (depending on the feasibility of developing a mechanism of compensation for biodiversity conservation).

A comprehensive watershed management system -based on land use, social organization, land tenure and threats caused by, or that contribute to, climate change and actions implemented by other stakeholders- will be the core strategy for the immediate interventions beginning in the second quarter of FY10. The project will create incentives for conservation and will establish links to landowners and producers located in the watershed through agreements, support for the regularization of land tenure, access to credit, technical assistance, access to markets, training and small grants.

With regard to low-lying areas of the watershed, during the first year, technical assistance will be provided for management of the San Francisco beaches (Galera San Francisco) and Las Tunas (Ayampe River watershed).

Responsible staff/organization(s): Chief of party, deputy chief of party, partnership development specialists, all partners

3. *Create incentives for conservation in the Gran Reserva Chachi and its buffer zone and in mangrove concessions in the Reserva Ecológica Manglares Churute*

In northern Esmeraldas, the project will work in the Capulí and El Encanto communities (centros), expanding the area under improved management (with an emphasis on improved forestry practices. It will provide technical assistance for the preparation of forestry management plans for non-timber and timber products. Within this activity, it will also assist communities in and around the reserve to access to the Programa Socio Bosque.

In the Gulf of Guayaquil, in FY10, two mangrove concessions (Balao and 6 de Julio) will receive immediate support in implementing natural resources best management practices. Based on the experiences of the mangrove concession in Balao and 6 de Julio, technical assistance will be made available to promote additional concessions and best practices in the Reserva Ecológica Manglares Churute, its buffer zone, and other areas to be determined after the first year.

Responsible staff/organization(s): Partnership development specialists, Rainforest Alliance, Altrópico (for the Gran Reserva Chachi and its buffer zone); Ecobiotec (for mangrove concessions)

4. *Support for local stakeholders en natural resource management*

Working through its implementing partners, the project will provide technical assistance to Ecuadoran stakeholders in natural resources management and the access of matching funds for certain pilot activities.

The project will provide technical assistance in such areas as agro-forest-pasture systems, forest management, and reforestation, recovery of degraded habitats and management of non-timber species. In coastal-marine areas, it will offer technical assistance in the management of mangrove concessions and commercial species (e.g., red crab).

This activity will promote research and monitoring systems that can generate important information for other project activities, and will seek support from local and national universities and other institutions. It will support organizational strengthening efforts that promote conservation and facilitate implementation of project interventions.

Responsible staff/organization(s): Partnership development specialists, all partners

5. *Technical assistance for the preparation of the management plan for the Reserva Marina Galera San Francisco and its management committee*

This activity consists of providing technical assistance directly to the MAE which has expressed interest in developing a management plan for the recently established (2008) Reserva Marina Galera San Francisco. Provision of technical assistance is pending the MAE's authorization to draft the plan.

In addition to supporting the plan, technical assistance will include support to local organizations in establishing the management committee for the marine reserve and will coordinate activities to be implemented with local organizations, such as the Instituto Nazca, NGOs, TNC, CI, and others.

Responsible staff/organization(s): Ecobiotec

6. *Response to climate change*

Climate change (responses and contributing factors) is a priority of the project. This activity involves the development of a pilot project on the Reserva de Producción Faunística Manglares El Salado (including urban areas of Guayaquil City). The pilot will consist of a vulnerability study (environmental, social and economic) –expected to be completed in the first quarter of FY10- and adaptation to threats caused by climate change and the ENSO, leading to the development of a risk management system. The pilot is

expected to produce inputs that can subsequently be incorporated into Ecuador's Climate Change Strategy. This activity will be carried out in conjunction with the USAID/OFDA Global Climate Change Program and the MAE.

In case of an El Niño in 2010, and depending on its intensity and the degree of threat to populations and biodiversity in project target areas, support through small grants and technical assistance will be offered to national organizations, channeled by the Technical Secretariat for Risk Management. Other cross-cutting activities — run-off reduction, mangrove conservation, greenhouse gas reduction, reducing deforestation, and reforestation — are also part of the project's commitment in response to this threat.

Responsible staff/organization (s): Chief of party, Coastal Resources Center

7. *Legal assistance as an incentive for conservation*

This activity consists of offering legal assistance — land tenure, conflict resolution — as an incentive to participate in and support the project's conservation initiatives, including watershed conservation, agro-forest-pasture systems, reforestation, mangrove concessions and access to the Programa Socio Bosque.

Beneficiaries include stakeholders of the private and community sectors.

Responsible staff/organization(s): Ecolex

8. *Technical assistance for the development and/or strengthening de surveillance and enforcement systems*

This activity involves technical assistance for the development and/or strengthening of surveillance and enforcement systems in project intervention areas — Gran Reserva Chachi and its buffer zone, as well as critical conservation areas in the selected watersheds and in the mangrove concessions — in coordination with the conservation coalitions.

Responsible staff and organization(s): Partnership development specialists, all partners

KRA 1.2: Capacity of local stakeholders to implement best practices in natural resource management strengthened

This KRA focuses on training local stakeholders in natural resource management, organizational management, climate change, environmental services and legal issues relevant to conservation. It should be noted that from the project's standpoint, training is a means (along with technical assistance, incentives, and so forth) to enhance local capacity in biodiversity conservation.

It is important to emphasize that capacity building is intrinsically linked to hands-on implementation of activities, in which participants gain practical knowledge that can be immediately applied in the field. All in-country training modules lasting longer than 15 hours intermittently or 3 days consecutively will be reported to TrainNet.

KRA 1.2: Capacity of local stakeholders to implement best practices in national resource management strengthened

Activities	Responsible staff/organization(s)	FY10				FY11	FY12
		1	2	3	4		
1. Develop a comprehensive training plan on natural resource management	C&D with input from all partners						
2. Develop a comprehensive training manual on natural resource management	C&D with input from all partners						
3. Comprehensive training in natural resource management, organizational management, climate change, environmental services and legal issues relevant to conservation	C&D and all partners						

Description of activities under KRA 1.2

1. Development of a comprehensive training plan in natural resource management

During the first quarter, C&D will draft a comprehensive training plan, in coordination with all partners (including components on conservation and productivity in terrestrial and marine-coastal settings). This plan will address information and knowledge gaps among Ecuadoran stakeholders in the area of biodiversity conservation. The training plan will include modules, schedules, places, target clients, methodology and logistics for the three base years of the project.

Responsible staff/organization(s): C&D with input from all partners

2. Development of a comprehensive training manual on natural resource management

Once the plan has been finalized, comprehensive training manuals on natural resource management and production issues will be developed — one for terrestrial ecosystems and another for coastal-marine ecosystems and climate change. The manuals will serve as the basis for training programs using the field school methodology.

The topics to be covered in the manuals include, but will not be limited to, the following:

Natural resource management:

- Best practices in techniques for agroforestry systems
- Best practices in forest management techniques (including protection, rehabilitation, production and marketing of timber and non-timber products)
- Climate change
- Environmental law, legal status of lands, and land tenure
- Surveillance and enforcement
- Response to climate change
- Compensation for biodiversity conservation
- Organization

Productivity and quality:

- Best practices for production along the value chain
- Marketing
- Business planning
- Accessing and managing credit and financial resources
- Best environmental practices and certification for productive activities
- Tourism-related topics

Responsible staff/organization(s): C&D with input from all partners

3. *Comprehensive training in natural resource management, organizational management, climate change, environmental services and legal issues relevant to conservation.*

Ecuadoran stakeholders will receive training in natural resource management, using field schools and outreach specialists from the mangrove concessions. The program will follow the training plan developed under the first activity of this KRA and use the manuals developed under the second one. Other training methods will also be used (workshops, seminars) for key stakeholders, including those from the public sector.

Responsible staff/organization(s): C&D and all partners

PIR 2: Local livelihoods improved

The purpose of the USAID Sustainable Forests and Coasts Project is biodiversity conservation. Because many of the primary threats stem from human pressures exacerbated by poverty and the lack of economic alternatives, the objective of this PIR is to reduce such threats by creating incentives for conservation and improving the living conditions of local communities in and/or around critical ecosystems. All activities related to this PIR will be implemented in close coordination with the Government of Ecuador, specifically the MAE, MINTUR, MAGAP and MIPRO.

Goals of PIR 2, by KRA		
KRA 2.1	KRA 2.2	KRA 2.3
Markets matched with environmentally responsible producers	Best practices applied along key value chains	Sustainability and replication of environmentally responsible markets strengthened
Project goals after 3 years: <ul style="list-style-type: none"> • 16 producer organizations linked to new markets • 30 percent increase in sales • 1,700 families with improved economic benefits 	Project goals after 3 years: <ul style="list-style-type: none"> • 1,700 households with increased economic benefits 	Project goals after 3 years: <ul style="list-style-type: none"> • 1,650 producers trained in best management practices along value chains
Project Goals FY10 <ul style="list-style-type: none"> • 3 producer organizations linked to new markets 	Project Goals FY10 <ul style="list-style-type: none"> • 500 households with increased economic benefits 	Project Goals FY10 <ul style="list-style-type: none"> • 400 producers trained in best management practices along value chains
Project Goals FY11 <ul style="list-style-type: none"> • 8 producer organizations linked to new markets 	Project Goals FY11 <ul style="list-style-type: none"> • 900 households with increased economic benefits 	Project Goals FY11 <ul style="list-style-type: none"> • 1,000 producers trained in best management practices along value chains

Project Goals FY12 <ul style="list-style-type: none">• 16 producer organizations linked to new markets	Project Goals FY12 <ul style="list-style-type: none">• 1,700 households with increased economic benefits	Project Goals FY12 <ul style="list-style-type: none">• 1,650 producers trained in best management practices along value chains
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KRA 2.1: Markets matched with environmentally responsible producers

The Sustainable Forests and Coasts Project will focus on creating economic incentives for conservation, by promoting sustainable agro-forest-pasture farms and fishery systems as substitutes for activities that threaten conservation, extending vegetative coverage and rehabilitating degraded ecosystems, etc. The project will create mechanisms to match these products with environmentally responsible markets.

KRA 2.1: Markets matched with environmentally responsible producers							
Activities	Responsible staff/organization(s)	FY10				FY11	FY12
		1	2	3	4		
1. Develop or facilitate commercial relations between environmentally responsible producers and the market to improve livelihoods of populations associated with key conservation areas	Deputy chief of party, Rainforest Alliance, C&D						
2. Develop business and marketing plans	Deputy chief of party, C&D						

Description of activities under KRA 2.1

1. *Develop or facilitate commercial relationships between environmentally responsible producers and the market to improve the livelihoods of populations associated with key conservation areas*

During the assessment phase (July to September 2009), our partners established that the quantity (or volume) of commercial products in the intervention areas that could be linked to key value chains was limited. The assessment indicates that production in these areas is confined to various products produced on small farms mainly for their own consumption, and that low volumes, poor quality and lack of access limit marketing opportunities. Based on this information, the project will work to facilitate agreements between environmentally responsible producers and local markets (in or near the watersheds). In the case of products that can be linked to key value chains at the national level or for export, it will facilitate agreements between anchor firms and producers to improve access to markets and production, with a focus on biodiversity conservation and based on market incentives as well as initiatives co-funded by the project and anchor firms.

Responsible staff/organization(s): Deputy chief of party, Rainforest Alliance, C&D

2. *Assistance for business development as an incentive for conservation*

This activity focuses on providing technical assistance in business planning to local entrepreneurs interested in opening pilot businesses based on innovative products with identified markets. Business planning is a crucial step, both as an incentive for new businesses and in terms of access to credit and financing. It will facilitate the prompt and effective establishment of links between new businesses and their end markets.

Responsible staff/organization(s): Deputy chief of party, C&D

KRA 2.2: Best practices applied along key value chains

This KRA involves working with products in existing value chains as well as low volume, poor quality products that have the potential to be linked to local markets. It will generate immediate benefits for environmentally responsible producers through technical assistance to improve quality and production and create incentives for conservation.

This KRA also includes a forestry work plan to help to evaluate its potential after the first year of the project.

KRA 2.2: Best practices applied along key value chains							
Activities	Responsible staff/organization(s)	FY10				FY11	FY12
		1	2	3	4		
1. Build on ongoing value chains for immediate impacts and long-term sustainability	Deputy chief of party, Rainforest Alliance and C&D						
2. Increase productivity and the quality of environmentally responsible products in project intervention areas	Deputy chief of party, C&D, Rainforest, Ecobiotec						
3. Project forestry action work plan	Chief of party, Chemonics Senior Vice President John Nittler, Rainforest Alliance						

Description of activities under KRA 2.2

1. Build on ongoing value chains for immediate impacts and long-term sustainability

The project team and partners have identified the following existing value chains with immediate conservation potential: cacao, crab, non-timber products, certified wood products, crafts and tourism. This activity focuses on providing technical assistance (production and quality, associativity, links to end markets, access to credit) to key stakeholders along these value chains. The emphasis will be on matching environmentally responsible producers with anchor firms, and the latter will also receive technical assistance to encourage and strengthen environmental responsibility. Lessons learned from other projects will be taken into account, such as the Ecuador Local Business Development Program (PRODEL) and the Productive Network Project.

Responsible staff/organization(s): Deputy chief of party, C&D, Rainforest Alliance

2. Increase productivity and the quality of environmentally responsible products in project intervention areas.

For this, activity project partners will focus on products generated on a small scale that can be linked to local markets. It will provide technical assistance, matching funds for pilot initiatives, access to credit and training, including the comprehensive training described in KRA 1.2, in order to: 1) **Increase productivity** with an emphasis on agro-forest-pasture systems and mangrove concessions; and 2) **Improve quality** in harvesting, processing, pest control, refrigeration and transportation chains, etc.

Responsible staff/organization(s): Deputy chief of party, C&D, Rainforest, Ecobiotec

3. Project forestry action plan

During the early months of project implementation, the Rainforest Alliance, with the collaboration of Chemonics Senior Vice President John Nittler and the chief of party, will draft a forest action plan that identifies intervention strategies and responses to the main threats and opportunities associated with forest activities in project intervention areas. This plan will provide guidance for the project's forestry interventions.

This plan is specific for the project and has no intention to serve as a document to provide policy guidance at the local or national level.

Responsible staff/organization(s): Chief of party, John Nittler, Rainforest Alliance

KRA 2.3 Sustainability and replication of environmentally responsible markets strengthened

This KRA focuses on ensuring the sustainability of links between environmentally responsible producers and markets and biodiversity conservation. The sustainability of these links will be enhanced through the establishment of trade relationships, best practices and long-term promotional activities that are not project-dependent, leading to improved livelihoods for the local population and reduction of threats to biodiversity conservation. The financial sustainability plan will enable the project to determine intervention strategies and identify the financial aspects of these links and the contributions to conservation.

KRA 2.3: Sustainability and replication of environmentally responsible markets strengthened							
Activities	Responsible staff/organization(s)	FY10				FY11	FY12
		1	2	3	4		
1. Promote best practices and/or certification	Deputy chief of party, Rainforest Alliance and C&D						
2. Facilitate the promotion of environmentally responsible products through the public and private sectors	Deputy chief of party, Rainforest Alliance and C&D						
3. Financial sustainability plan	Deputy chief of party, Rainforest Alliance, Expert						

Description of activities under KRA 2.3

1. Promote processes for best practices and/or certification

The project will facilitate best practices and/or certification beginning with shade grown cacao for small and medium-sized producers, as well as agricultural, livestock and forest products produced by farms with a comprehensive management structure. These processes will also be promoted and strengthened among anchor firms and end buyers to ensure the continuity of best practices for conservation beyond the project period.

The project will also support beach management strategies in support of obtaining Destino Azul certification for Las Tunas, San Francisco and Ayampe beaches in coordination with the MAE and MINTUR.

Responsible staff/organization(s): Deputy chief of party, Rainforest Alliance, and C&D

2. Facilitate the promotion of environmentally responsible products through the public and private sectors

The deputy chief of party, with the support of the C&D and Rainforest Alliance, will match environmentally responsible producers with national and international markets, through anchor firms and trade promotion entities (Corporación de Promoción de Exportaciones e Inversiones (CORPEI), Comité Ecuatoriano de Desarrollo Económico y Territorial (CEDET), Ecuador Invest and the Fondo Mixto de Promoción Turística, among others).

Responsible staff/organization(s): Deputy chief of party, Rainforest Alliance, and C&D

3. Financial sustainability plan

During the first year of project implementation, an international consultant will design a plan to evaluate and project the economic impact of project interventions (including market-oriented activities, voluntary payments for biodiversity conservation, and contributions to protected areas); this will lay the foundations for the financial sustainability of links between producers, markets and biodiversity conservation beyond the project period. The plan will be reviewed and updated annually.

Responsible (s): Deputy chief of party, Rainforest Alliance, and specialist

PIR 3: Partnerships formed for ongoing support for biodiversity conservation

This third component consolidates and promotes partnerships to leverage public and private funding to ensure the financing and sustainability of project initiatives. In order to establish the foundation for sustainability after the life of the Project, all activities will be aligned with the policies and strategies of the Government of Ecuador.

Goals for PIR 3, by KRA	
KRA 3.1	KRA 3.2
Flow of public and private investment to support biodiversity conservation increased.	Enabling environment for sustainable management at the local and regional level improved.
Project goals after 3 years: <ul style="list-style-type: none"> US\$ 2,600,000 in public and/or private investment leveraged (including payments for environmental services) 12 coalitions and alliances created and/or strengthened 	Project goals after 3 years: <ul style="list-style-type: none"> Strategies, policies and management plans related to project areas and initiatives supported
Project Goals FY10 <ul style="list-style-type: none"> US\$ 700,000 in public and/or private investment leveraged (including payments for environmental services) 4 coalitions and alliances created and/or strengthened 	Project Goals FY10 <ul style="list-style-type: none"> Strategies, policies and management plans related to project areas and initiatives supported

Project Goals FY11 <ul style="list-style-type: none"> US\$ 1,700,000 in public and/or private investment leveraged (including payments for environmental services) 8 coalitions and alliances created and/or strengthened 	Project Goals FY11 <ul style="list-style-type: none"> Strategies, policies and management plans related to project areas and initiatives supported
Project Goals FY12 <ul style="list-style-type: none"> US\$ 2,600,000 in public and/or private investment leveraged (including payments for environmental services) 12 coalitions and alliances created and/or strengthened 	Project Goals FY12 <ul style="list-style-type: none"> Strategies, policies and management plans related to project areas and initiatives supported

KRA 3.1: Flow of public and private investment to support biodiversity conservation increased

This KRA focuses on identifying funding sources for conservation through public-private partnerships, the development of innovative businesses in areas rich in biodiversity, and the establishment — and support for the development — of payment mechanisms for environmental services to ensure the sustainability of these activities beyond the project.

KRA 3.1: Flow of public and private investment to support biodiversity conservation increased							
Activities	Responsible staff/organization(s)	FY10				FY11	Fy12
		1	2	3	4		
1. Assessment on a feasible model to link the tourism product in the Reserva Ecológica Manglares Churute to nature tourism markets	Deputy chief of party						
2. Promote tourism products in watersheds, especially in the elevated areas	Deputy chief of party, partnership development specialists						
3. Synergies and partnerships with donors and public and private agencies to leverage funds	Chief of party, all partners						
4. Identify opportunities and implement a compensation mechanism for biodiversity conservation	Rainforest Alliance, short-term consultant						
5. Assist private or community landowners to access the Socio Bosque incentives program	Ecolex, Altrópico and Rainforest Alliance						
6. Access to funds and assistance for environmentally responsible producers	C&D, short-term expert consultants, EcoBiotec (for concessions)						

Description of activities under KRA 3.1

1. Assessment on a feasible model to link the tourism products in the Reserva Ecológica Manglares Churute to nature tourism markets

The Ecuadorian Sustainable Tourism Alliance (ESTA) will complete its work in the Reserva Ecológica Manglares Churute in September 2009. After significant investment in

infrastructure and training, it is necessary to effectively link this product to the market, particularly through Galapagos operators. During the first quarter, the deputy chief of party will estimate the feasibility of linking the tourism product to the market. If the findings of the assessment support feasibility, in the second quarter, the project will proceed to develop a business model and necessary interventions to improve the community's product, and facilitate the involvement of the private sector and the establishment of a mechanism to generate financial benefits for the Reserva Ecológica Manglares Churute and the communities in coordination with the MAE while leveraging funds from the MINTUR in cooperation with other USAID and donor projects.

Responsible staff/organization(s): Deputy chief of party

2. *Promote tourism products in the watersheds, especially in the elevated areas*

Taking advantage of the flow of visitors drawn mainly to the beach and sun, the deputy chief of party, with the support of small hotels located around the watersheds and in coordination with the Ministry of Tourism and local governments, will facilitate promotion of the Ayampe River watershed and the Reserva Marina Galera San Francisco (including its watersheds), with a view toward increasing the flow of financial resources to those areas.

This activity will create incentives and invigorate the economy in the direction of private and community landowners. Ultimately, it will spur investment in the development of tourism products and services that benefit conservation and the restoration of critical habitats. Particular emphasis will be placed on birding, taking advantage of the expertise of local guides trained by ESTA in the Machalilla protected area. This activity will also link products generated in the watersheds (crafts) to resorts and hotels in the region.

Responsible staff/organization(s): Deputy chief of party

3. *Synergies and partnerships with donors and public and private agencies to leverage funds*

As a first step in creating partnerships and synergies conducive to leveraging funds, the chief of party and partners, in coordination with the MAE, will seek out synergies and partnerships with stakeholders from different sectors that will be useful in this regard. Partnerships will be established that will make it possible to continue the activities beyond the project period, by leveraging at least US\$ 2.6 million.

Responsible (s): Chief of party, all partners

4. *Identify opportunities and implement a compensation mechanism for biodiversity conservation*

During the first year, the project will identify incentives and compensation mechanisms for biodiversity conservation based on successful experiences in other regions of the country. These incentives and mechanisms will help to ensure the financial sustainability of its initiatives. Support for Socio Bosque is described below. All these activities will be implemented in coordination with the MAE.

Responsible staff/organization (s): Rainforest Alliance, short-term consultant

5. Support private and/or community landowners to access the Socio Bosque incentives program

The project regards the Programa Socio Bosque as an important incentive for conservation. In this activity, Altrópico, Ecolex and Rainforest Alliance will provide technical and legal assistance to private and community landowners in project areas to enable them to access the Programa Socio Bosque.

Responsible staff/organization(s): Altrópico, Ecolex and Rainforest Alliance

6. Access to funding and assistance for environmentally responsible producers

A project partner, C&D, has conducted a study on the financial needs of producers in project target areas. It has also identified banks and financial institutions (public and private), ascertained the amounts and conditions for obtaining financing, and so forth.

With this information, C&D will serve as a *broker* between financial institutions and producers and small businesses to facilitate their access to financing. C&D will accompany the beneficiaries throughout the process to ensure the effective use of the resources and establish a link with biodiversity conservation. These efforts will be complemented by a short-term consultancy with experts involved in developing these types of financial mechanisms in Latin America in the context of other USAID projects implemented by Chemonics International.

In addition to the aspects described above, this activity includes technical assistance to access the MAE’s competitive funds for mangrove concession holders.

Responsible staff/organization(s): C&D, short-term expert consultants, EcoBiotec (for concessions)

KRA 3.2: Enabling environment for sustainable management at the local and regional level improved

This KRA focuses on building institutional capacity, coordinating actions and providing support to ministries (mainly the MAE and potentially others relevant to project activities). It includes technical assistance for the development of strategies, policies and management plans related to project areas and initiatives.

This KRA also includes the documentation and dissemination of lessons learned to ensure the replication of successful activities.

KRA 3.2: Enabling environment for sustainable management at the local and regional level improved							
Activities	Responsible staff/organization(s)	FY10				FY11	Fy12
		1	2	3	4		
1. Coordination with ministries in project-related policies and strategies as requested	Chief of party						
2. Document and disseminate technical materials, success stories, lessons learned, and foster their replication	Operations, grants, and communications manager						

Description of activities under KRA 3.2

1. *Coordination with the public sector and support for the MAE in project-related policies and strategies as requested.*

The project will maintain constant coordination with the Marine and Coastal Subsecretariat and the Natural Capital Subsecretariat of the MAE, as well as with other ministries (MINTUR, MAGAP, and MIPRO), regional governments and other authorities related to the project, its activities, and intervention areas.

During the first year, the project will provide technical assistance for the development of a management plan for the Reserva Galera-San Francisco, and for Ecuador's National Strategy on Climate Change, as the MAE has requested.

Responsible staff/organization(s): Chief of party

2. *Document and disseminate lessons learned and foster replication*

The operations, grants, and communications manager will be responsible for documenting and disseminating lessons learned, technical reports, progress, and success stories, using electronic platforms (USAID and MAE Web sites and related portals), field schools as well as other means, including conventional media. The target audience for this activity will be the public, private and community sectors, other projects, donors and the media.

The project will strengthen the capacity of local and grassroots organizations to ensure the sustainability of initiatives beyond the project.

Responsible staff/organization(s): Communications manager

ANNEX 1: WORK PLAN CHARTS

PIR 1: BIODIVERSITY CONSERVATION IN CRITICAL HABITATS IMPROVED

<i>KRA 1.1: Management strategies that address threats to biodiversity and harness opportunities for improved livelihoods designed</i>							
Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Develop conservation coalitions	Partnership Development Specialists, all partners						
2. Develop and implement integrated watershed management systems emphasizing agro-forest-pasture systems and the integration of critical habitats.	COP, DCOP, Partnership Development Specialists, all partners						
3. Create incentives for conservation in the Gran Reserva Chachi and its buffer zone and in the mangrove concessions in the Reserva Ecológica Manglares Churute	Partnership Development Specialists, RA, Altrópico (for the GRCh and its BZ); Ecobiotec (for mangrove concessions)						
4. Support for local stakeholders in natural resource management	Partnership Development Specialists, all partners						
5. Technical assistance to develop the management plan for the Reserva Marina Galera San Francisco and for the management committee of the Galera San Francisco	Ecobiotec						
6. Response to climate change	COP, CRC						
7. Legal assistance as an incentive for conservation	Ecolex						

8. Technical assistance for the development and/or strengthening of surveillance and enforcement systems

Partnership Development Specialists, All partners

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KRA 1.2: Capacity of local stakeholders to implement best practices in natural resource management (NRM) strengthened

Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Develop a comprehensive training plan on natural resource management	C&D with input from all partners						
2. Develop a comprehensive training manual on natural resource management	C&D with input from all partners						
3. Comprehensive training in natural resource management, organizational management, climate change, environmental services and legal issues relevant to conservation	C&D and all partners						

PIR 2: LOCAL LIVELIHOODS IMPROVED

<i>KRA 2.1: Markets matched with environmentally responsible producers</i>							
Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Develop or facilitate commercial relations between environmentally responsible producers and the market to improve the livelihoods of populations associated with key conservation areas	DCOP, Rainforest Alliance, C&D						
2. Develop business and marketing plans	DCOP, C&D						

<i>KRA 2.2: Best practices applied along value chains</i>							
Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Build on ongoing value chains for immediate impacts and long-term sustainability	DCOP, RA and C&D						
2. Increase productivity and the quality of environmentally responsible products in project intervention areas	DCOP, C&D, Rainforest, Ecobiotec						
3. Project forestry work plan	COP, John Nittler (Chemonics SVP), RA						

KRA 2.3: Sustainability and replication of environmentally responsible markets strengthened

Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Promote best practices and/or certification	DCOP, RA and C&D						
2. Facilitate the promotion of environmentally responsible products through the public and private sectors.	DCOP, RA and C&D						
3. Financial sustainability plan	DCOP, RA, Expert						

PIR 3: PARTNERSHIPS FORMED FOR ONGOING SUPPORT FOR BIODIVERSITY CONSERVATION

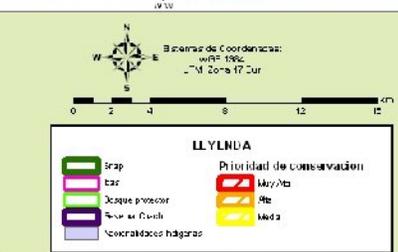
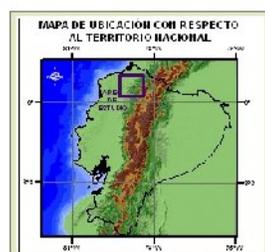
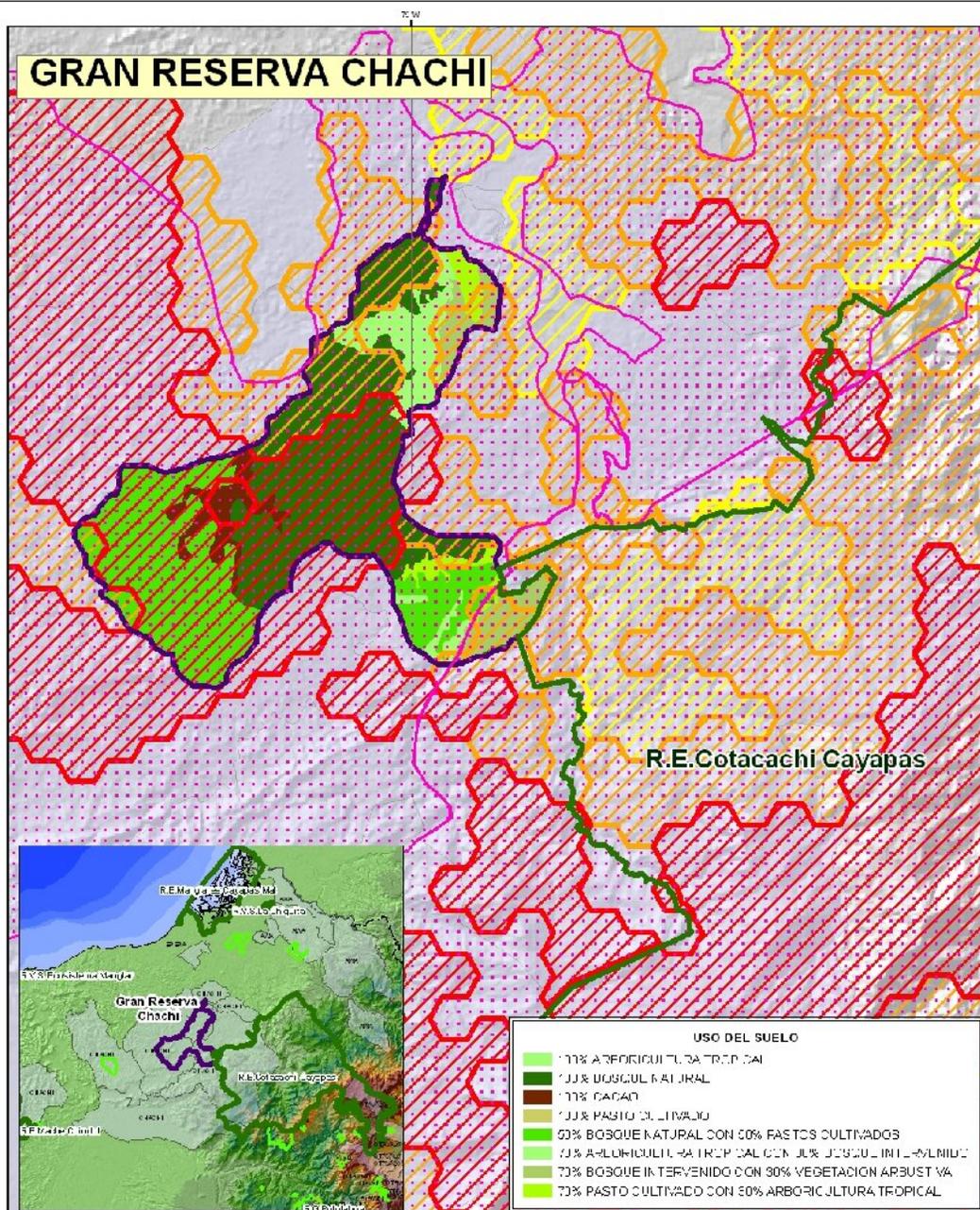
<i>KRA 3.1: Flow of public and private investment to support biodiversity conservation increased</i>							
Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Assessment on a feasible model to link the tourism product in the Reserva Ecológica Manglares Churute to nature tourism markets	DCOP						
2. Promote tourism products in watersheds, especially in the elevated areas	DCOP, Partnership Development Specialists						
3. Synergies and partnerships with donors and public and private agencies to leverage funds	COP, all partners						
4. Identify opportunities and implement a compensation mechanism for biodiversity conservation	RA, short-term consultant						
5. Assist private or community landowners to access the Socio Bosque incentives program	Ecolex, Altrópico and RA						
6. Access to funds and assistance for environmentally responsible producers	C&D, short-term expert consultants, EcoBiotec (for concessions)						

KRA 3.2: Enabling environment for sustainable management at the local and regional level improved

Actividades	Responsable	FY10				FY11	FY12
		1	2	3	4		
1. Coordination with ministries in project-related policies and strategies, as requested	COP						
2. Document and disseminate technical material, as well as lessons learned and success stories, and foster their replication	Operations, Grants, and Communications Manager						

ANNEX 2: MAPS

Gran Reserva Chachi and its buffer zone



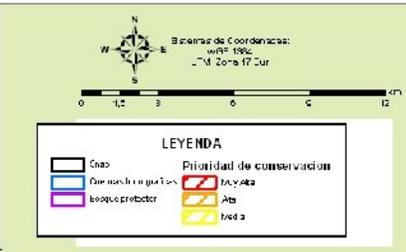
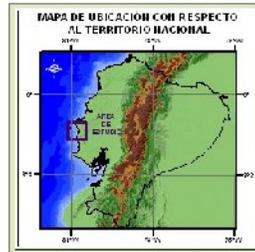
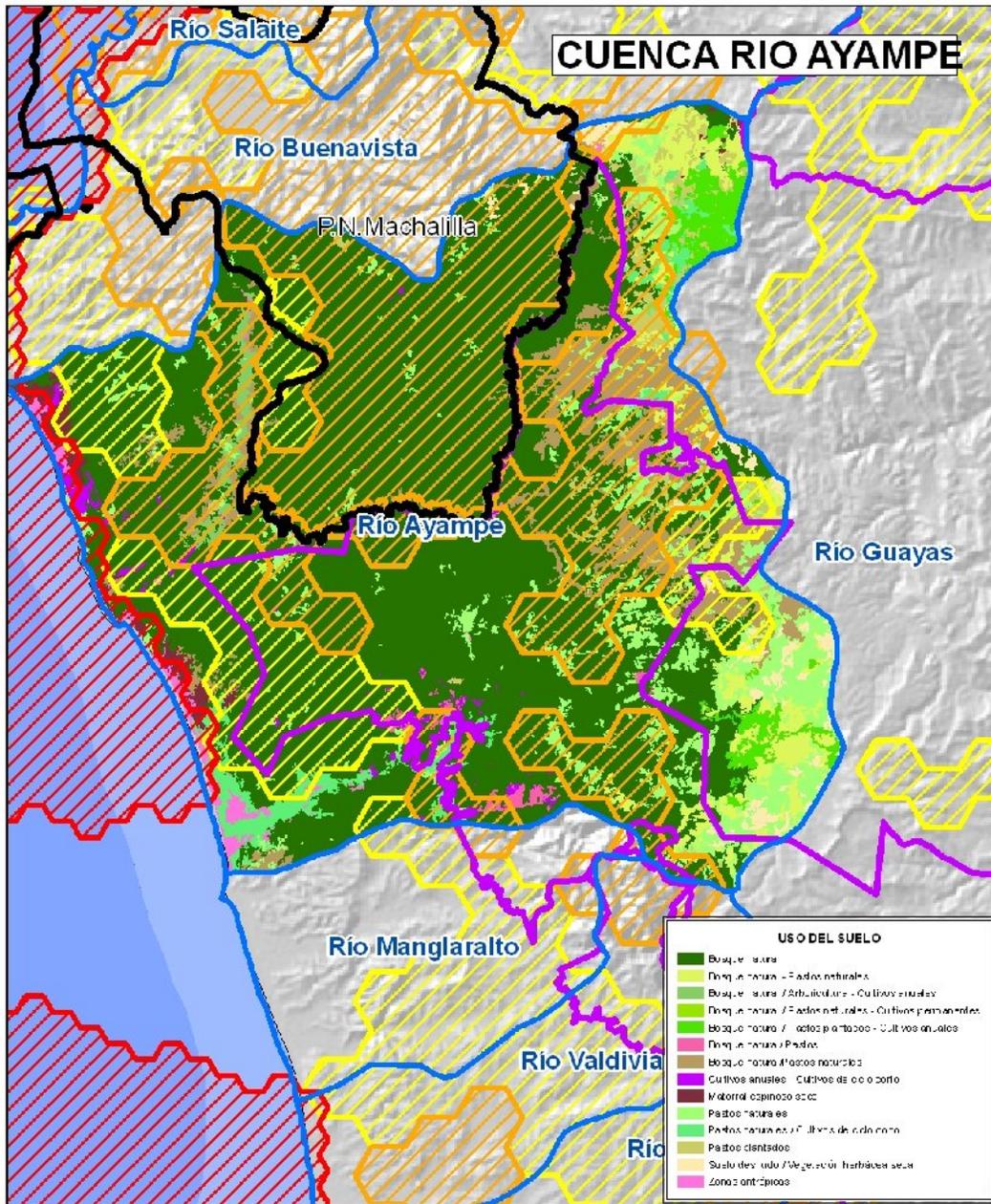
USAID
DEL GOBIERNO DE LOS ESTADOS UNIDOS DE AMERICA

MAPA DE ZONAS DE INTERES PARA EL PROGRAMA DE BOSQUES Y COSTAS SOSTENIBLES

Proyecto por:	Fecha por:	Escala:	Folio:
Facilita por:	Coordina por:	1:200,000	1 de 10

Fuente: Instituto Geográfico Militar (IGM), Instituto Geográfico y Militar, 2006/2007, Fondo de Mapas de Ecuador.

Ayampe River watershed



USAID
DEL PUEBLO DE LOS RÍOS
INDIO DE AMÉRICA

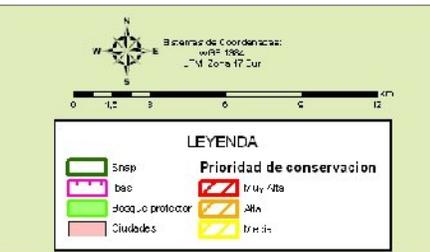
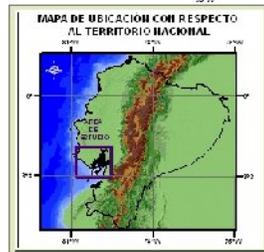
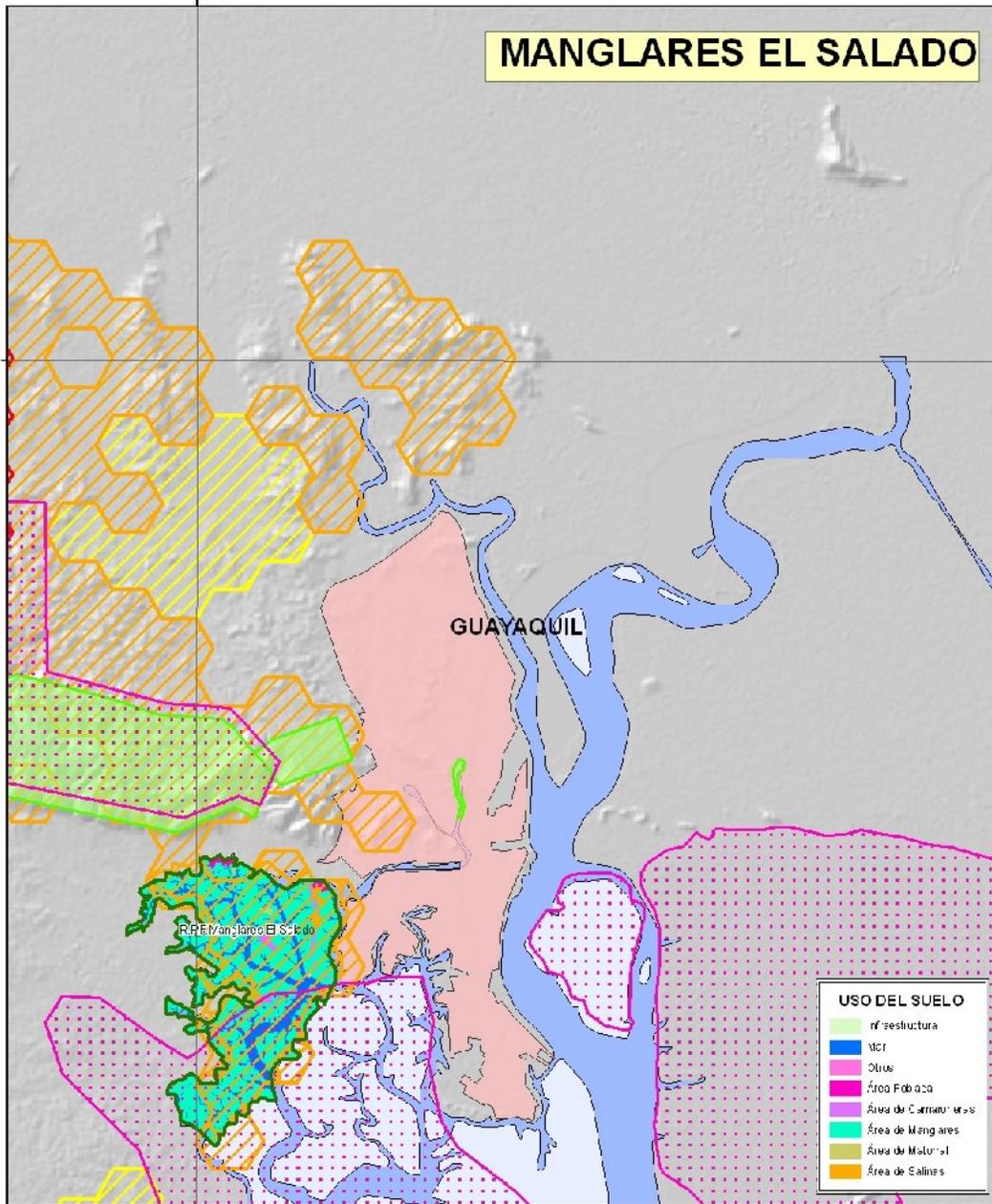
MAPA DE ZONAS DE INTERÉS PARA EL PROGRAMA DE BOSQUES Y COSTAS SOSTENIBLES

Proyecto por:	Fecha por:	Escala:	Fecha:
Elaborado por:	Código de:	1:100,000	Agosto 2009

Fuente: Instituto Geográfico Militar (IGM), Instituto Nacional de Estadística y Censos (INEC), Instituto Nacional de Estadística y Censos (INEC), Instituto Nacional de Estadística y Censos (INEC).

Producción Faunística Manglares El Salado

MANGLARES EL SALADO

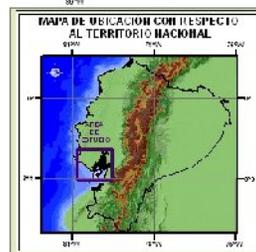
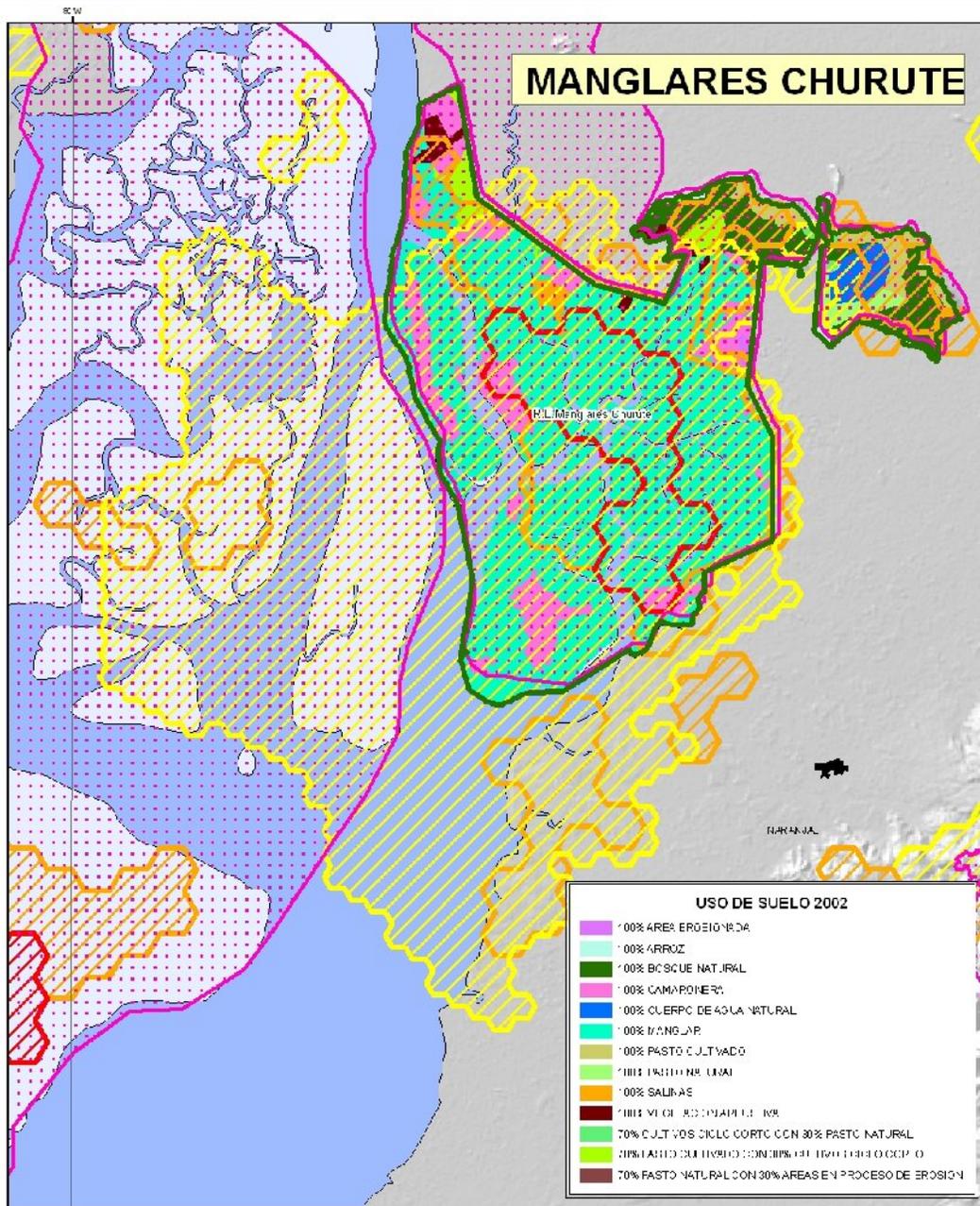


MAPA DE ZONAS DE INTERES PARA EL PROGRAMA DE BOSQUES Y COSTAS SOSTENIBLES

Realizado por: Fauna Wild	Revisado por: Cristina Zúñiga	Estado: 1.05.100	Fecha: Agosto 2009
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Fuente: Instituto geográfico Militar (IGM), Instituto Nacional de Estadística y Censos (INEC), Ministerio del Ambiente, Agua y Planificación (MAE), Programa de Manejo de Recursos Acuáticos (PMRA).

Reserva Ecológica Manglares Churute and its buffer zones



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MAPA DE ZONAS DE INTERÉS PARA EL PROGRAMA DEL BOSQUE Y CUSIAS SOSTENIBLES

Realizado por:	Elaborado por:	Fecha:	Hoja:
INIA/INIA	INIA/INIA	12/2008	1 de 1

Fuente: Instituto Geográfico Militar (IGM), Instituto Nacional de Estadística, Muestreo y Censos, Función de Muestreo, PPH.

ANNEX 3: ORGANIZATIONAL CHART, SEPTEMBER 2009

Staffing Chart September 2009

