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***LEADER WITH ASSOCIATES  
COOPERATIVE AGREEMENT***

**LAG-A-00-99-00048-00**

***IMPLEMENTATION PLAN***

**10/01/2001-09/30/2002**

**for**

**World Wildlife Fund**

Revised Submission: Monday, December 10, 2001



## **Project Management**

### **Project Overview**

#### **Overall Goal**

To maximize learning and implementation of Ecoregion Conservation efforts in the EcosNature ecoregions, core project management plays an essential role in coordinating communication and facilitation of learning opportunities across ecoregions. Through project management, we have oversight and management responsibility of activities in the leader ecoregions of Atlantic Forests, Bering Sea, Forests of Lower Mekong, Southwest Amazon, Sulu Suluwesi Marine Ecoregion (SSME), and Terai Arc. The following outlines the key accomplishments of last year and plans for the upcoming fiscal year FY01.

#### **FY01 accomplishments**

Project Management:

- Successful workshop on “Learning Across Boundaries – Broad-scale Conservation” which included GCP partners and other conservation practitioners. This meeting generated recommendation actions (following two were achieved in the FY01) and widespread enthusiasm for further exchange and collaboration.
- Productive exchange between TNC and WWF on monitoring and evaluation methods that drafted a site conservation plan for the Pribilof Islands, a priority site within the Bering Sea.
- Production of map “Large Scale Conservation – Who’s doing what, where?” presented as a poster at the SCB meeting in Hawaii.
- Research on agricultural commodity trends across WWF priority ecoregions has led to a concept paper for a proposed publication that Island Press is interested in publishing.
- The seed funding for community-based toxics monitoring in Bering Sea communities has catalysed an incredible web of activities. Some of the exciting results are:
  - Bering Sea village community members successfully trained in toxics monitoring with the catalytic impact that has inspired an alliance to develop a regional monitoring program.
  - Motivated by the programs now run by the pilot communities, other communities from throughout the region are asking how they too can initiate efforts, and in particular how to integrate it as part of their school programs to generate a broader based of knowledge, and skills to better participate in resource management.
  - After a successful fish monitoring training exchange held down in the Gulf, a key decision-maker from the regional health corporation has moved to a broader position

and will be launching community-based toxics initiatives to several other regions in the Bering Sea.

- Finally, results of the monitoring process produced sediments and data that caught the attention of the Air Force in Cap Romanzof who has now committed \$654,000 to design and carry out toxics analyses and monitoring program that will be designed in collaboration with WWF Toxics expertise.
- Training of Sulu Sulawesi and other ecoregion staff on economic tools for sustained financing of ecoregion conservation
- Monitoring protocol established in coral reef ecoregions – with Sulu Sulawesi Seas as a pilot - as baseline for assessing vulnerability to climate change impacts. Further proposals are being developed to replicate this across several marine ecoregions.
- Published documents that provide lessons learned and guidance to the conservation community on emerging issues in large-scale conservation. This is primarily through “Sharing Across Boundaries” with completed issues on gender and economics and another issue on freshwater (in press).

For EAI:

- A private foundation, Fundación Protección y Uso Sostenible del Medio Ambiente (Fundación PUMA), was legally set up to take over the management of the EAI funds in June 2001.
- The new board is representative of the country’s geographic diversity and includes a cross-section of various civil society sectors (environmental NGOs, academic, indigenous, entrepreneurial, government, international donor).
- The bylaws and internal regulations for the foundation have been completed, approved and adopted.

The operational manuals have been developed, which define policies and procedures regarding: board management, organizational structure, staff recruitment and personnel management, financial management and project management. The manuals are expected to be formally adopted by the new board before the end of 2001.

## **Project Activities**

The core management team will provide the necessary programmatic, financial and administrative oversight to support site-based implementation and facilitate learning among ECOSNature ecoregions and throughout the broader network. An important function for this team is facilitating opportunities to broaden learning and testing of different methods through various mechanisms such as thematic and/or geographic workshops, ecoregional exchange visits, creative communication media and innovative grants. These mechanisms help to advance the concept of ecoregion conservation within ECOSNature ecoregions and across ecoregions that are global priorities as identified in the original proposal. Just as importantly, the coordination of

these activities includes exploring ways to create more exchange and collaboration with the broader conservation community, many of which are rolling out large-scale conservation in different ways around the world. The following reflects our intention of testing out creative ways to fulfill this dual role of supporting WWF programs to achieve our global goals as well as acting as a catalyst for conservation beyond our institutional boundaries.

***Project Management Total Level of Effort:***

\$ 1,381,000 (\$ 380,000 USAID (380,000 Global Bureau + 155,948 Bolivia Mission-deferred from FY01); \$ 851,000 WWF Match)

**Objective I: Mobilize Conservation Action on an Ecoregional Scale**

***Activity 1.1 Maintain EcosNature coordination team***

The coming year will provide the opportunity to further track progress, facilitate communication and coordinate reporting for a coherent program designed to test and support this approach in the focal ecoregions of the EcosNature Project. As associates emerge, this coordination team keeps track of existing and/or promotes potential opportunities for support through other AID missions to help foster greater learning and capturing of experience that can be exchanged across ecoregions. With the broadened collaboration between GCP partners, the ECOSNature team will help facilitate avenues of sharing experience to test promising ideas and tools.

***Anticipated Outputs/Results Activity 1.1:***

- Effective programmatic and financial administration to advance conservation impact in EcosNature ecoregions.

***Level of effort for the activity:***

\$207,000 (\$77,000 USAID; \$130,000 WWF Match)

***Activity 1.2 Facilitate activities and communication as opportunities for exchange and learning to advance Ecoregion Conservation implementation***

**Workshops:** Level of Effort: \$66,000 (\$43,000 USAID; \$23,000 WWF Match)

1. **Learning Across Boundaries – II** Level of Effort: \$28,000 (\$22,000 USAID; \$6,000 WWF Match)

This year's coming workshop, that includes GCP partners from headquarters and field staff, will follow up on specific action recommendations from last year's workshop that calls for greater collaboration in exchange of methods, coordination of efforts and communication of knowledge and ideas. This will include exploring a potential framework that helps us to discuss how these approaches are/can be used most efficiently in specific contexts including how we design conservation across terrestrial, freshwater and marine realms. We will revisit

the tools we use in our threats-based conservation programs to evaluation and measure progress. This workshop will also help guide participants to define what collaboration is useful/feasible in order to outline a concept paper for a collaborative initiative by defining when and how collaboration improves our conservation impact in existing or potential sites. One potential output we will explore is presentation of a joint case study in the Linkages session at the Vth World Parks Congress in Durban, South Africa in 2003. Finally, a session devoted to sustainable finance will include presentations and discussions with conservation finance experts that will provide a critical review of promising mechanisms.

2. **Large-scale conservation across realms.** Level of Effort: \$18,000 (\$11,000 USAID; \$7,000 WWF Match)

One of the issues embedded into the LAB II agenda is addressing conservation planning and implementation across the different realms of terrestrial, freshwater and marine. The discussion at LAB II will help lay the groundwork for a workshop to be held in FY02 that further explores large-scale conservation design and implementation across conservation realms, in particular freshwater. This second workshop will be held with GCP partners and other conservation practitioners, academicians, and organizations who are keen to advance progress integrating freshwater within terrestrial and marine thinking and acting.

3. **AMNH Symposia on Large-Scale Marine Conservation.** Level of Effort \$20,000 (\$10,000 USAID; \$10,000 WWF Match)

In marine conservation in general, and in particular for ecoregions such as the Bering Sea and Sulu Sulawesi Seas, there is an exciting and opportune explosion of thinking and developing strategies for marine protected areas (MPAs) and addressing global threats that impact marine environments. To discuss pressing issues such as key marine threats and MPA strategies, WWF will support a forum hosted by the American Museum of Natural History which will host a wide variety of presentations and participants such as researchers, conservation practitioners, and policy makers. Support will be provided jointly with NOAA to help design the agenda and provide case studies for focal issues and geographic areas of discussion.

**Communications:** Level of Effort \$70,000 (\$0 USAID; \$70,000 WWF)

After some initial strategic planning stages, we are currently moving forward with the design of an internet site as a vehicle for communicating results and resources. We are also exploring an information management tool to help us develop an interactive learning portal that allows WWF staff and any and all conservation practitioners to access and engage in the learning process. This portal would provide access to the regular internet as well as on-line dialogues, chat rooms, 'rollodex' that profiles technical expertise across a broad range of geographic and thematic areas. The filters used for information housed here will allow information to be presented in an adaptable and flexible way. Users can get what they need, be pointed in the right direction and interact with information and practitioners in ways not traditionally practiced. These tools will help WWF convey and communicate more broadly conservation lessons learned and experience. For example, visual tools will allow us to represent progress over time throughout the different stages of the ecoregion conservation process. In this coming year, support will focus on the design and delivery of these tools.

**Ecoregional Exchanges:** Level of Effort: \$88,000 (\$55,000 USAID; \$33,000 WWF Match)

***GCP Peer Review:*** Level of Effort \$25,000 (\$20,000 USAID; \$5,000 WWF Match)

One of the ideas proposed at a previous GCP meeting is to use peer evaluation of partner programs as a means to assess progress while deepening understanding of different approaches to common challenges. This will be explored further at the upcoming workshop “Learning Across Boundaries II” during a session on measuring progress. Depending on the outcome of this collaborative discussion, we will likely explore peer exchanges between partners that help us better understand our approaches and ways to measure progress in terms of the GCP program and in our conservation efforts in general.

***Indigenous Stewards of Marine Heritage -- Bering Sea and New Zealand Marine Ecoregion***  
Level of Effort: \$25,000 (\$15,000 USAID; \$10,000 WWF )

In the Bering Sea, indigenous peoples play an essential role as resource managers and stakeholders across a seascape that has multiple layers of management and regulatory agencies. Of particular challenge is taking a meaningful role as active stewards in decision-making bodies. In New Zealand, the Maori indigenous peoples have played a central role in the design and management of marine resource management and conservation. The lessons, structures and dynamics of the Maori experience provide a rich learning ground for other ecoregions such as the Bering Sea. In particular, the Yupik people of the Pribilof Islands, a priority area identified in the Biodiversity Vision, could greatly benefit from learning first-hand the experience of indigenous peoples who have already grappled with similar challenges. To support this, four to five members of the Pribilofs community joined by 2 other representatives of other indigenous peoples groups and WWF staff will be hosted by Maori communities to share their experience. This will include meetings and site visits that focus on particular issues such as protected area design, subsistence use, and other issues defined by exchange participants. This kind of direct exchange is invaluable for long-term empowerment of the Yupik people as past, present and future stewards of the Pribilofs -- a hub of Bering Sea biodiversity.

***Teaming Drylands:*** Level of Effort \$38,000 (\$20,000 USAID; \$18,000 WWF)

Topography and similar ecological contexts provide the common denominator for 5 ecoregions that will participate in a study tour of the CAPE/Fynbos ecoregion in South Africa to exchange experience, lessons learned, ideas and approaches. Three to five staff/partners from the Forests of Lower Mekong will join conservationists from three other ecoregions (Chihuahuan Desert, Madagascar Dry & Spiny Forests and New Caledonia) to learn from each other in the setting of the CAPE/Fynbos which has progressed from a GEF planning grant to a developed program working with multiple partners across the landscape. Each ecoregion will undertake an internal assessment to identify the critical capacity issues they are facing. These issues will then set the agenda together with each ecoregion bringing their own questions and experience while on visits to various partners and sites.

### ***Anticipated Outputs/Results Activity 1.2:***

- LABII - Agreed proposed framework for collaborative work with GCP partners in site(s)

- LABII – Process outlined for developing case studies for ‘Linkages’ session at World Parks Congress
- LABII Workshop Proceedings
- Large-scale Conservation across Realms Workshop conducted.
- Exchange visit by representatives of Yupik communities in the Bering Sea to Maori communities in New Zealand.
- 3-5 Forests of Lower Mekong conservationists participate in drylands exchange.

**Level of effort for the activity 1.2:**

\$168,000 (\$98,000 USAID; \$70,000 WWF Match)

**Activity 1.3: Facilitate Innovative Grants**

The purpose of innovation learning grants is to promote creative and rigorous thinking and acting to advance the concept and practice of ecoregion conservation and other large-scale conservation practices. Using the criteria established, several grants are being considered for FY02.

**Global Trends –Agribusiness – Minimizing threat and maximizing opportunity through best management practices** Level of Effort \$450,000 (\$90,000 USAID; \$360,000)

Across the LWA ecoregions, trends in agribusiness will likely have a profound influence on our ability to achieve biodiversity visions for these land/seascapes. After initial groundwork that identified global patterns of various key agricultural commodities (the results of which to be published by Island Press), the next phase will focus on specific ecoregions. In the first year of this three year plan, work will be done collaboratively with LWA ecoregions teams such as Southwest Amazon, Atlantic Forests and Sulu Sulawesi Seas. This initiative will support work to identify and help mitigate threats through promotion of better/best management practices (BMPs). In this first year, we will identify specific threats/problems, existing or potential BMPs and potential opportunities for promoting them. Some BMPs for different commodities and industries can be generalized across ecoregions and this information will be shared broadly to generate greater interest, commitment and accountability. To tackle the challenges that are ecoregion-specific, scoping exercises will be conducted in six ecoregions to groundtruth global patterns and articulate what commodities, trends and practices are particularly important threats or opportunities. In particular, analyses will identify key players along the chain of production and potential points of leverage or influence to promote BMPs.

These efforts will complement other efforts within WWF as well as the conservation community. For example, a focus of IUCN’s work is on the impacts of agriculture on biodiversity. These analyses help to further define the problem and complement WWF’s approach at articulating solutions. These solutions seek to specifically mitigate current threats and prevent future ones. For current threats, this includes directly engaging business operating in conservation priority areas to identify what types of production most impact biodiversity and which better practices

will mitigate threats. For the future, this includes looking to the horizon on where commodity markets and substitutions are headed to anticipate trends in the next 10-20 years. By the end of this first year, negotiations will be initiated for improved or new BMPs with producers, governments, and nongovernment organizations in three focal ecoregions. The multi-sector nature of this will be supported through a collaborative process of leveraging change with both private and public institutions.

***Economic Incentives:*** Level of Effort: \$60,000 (\$50,000 USAID; \$10,000 WWF Match)

Following successful training workshops on economic incentives in conservation that included a workshop in Sulu Sulawesi Seas, further work is planned as the next step in strengthening capacity and broadening our use of promising economic mechanisms in ecoregion conservation through the Economics Support Initiative (ESI). The primary objectives of ESI are to 1) build understanding of and respond to economic pressures, trends and opportunities in support of ERC, 2) test innovative mechanisms and tools within ERC, 3) extract, collect and communicate lessons learned from these tests and other economic response strategies and 4) encourage and build collaborative relationships across WWF programs and partner organizations to enhance knowledge and contribution of economics to ERC.

A portfolio of case studies have evolved out of GREEN workshops that focus on a range of economic tools to analyze and seek solutions to underlying threats to biodiversity. In addition to designing and delivering other GREEN training workshops (currently planned for the Mekong freshwater ecoregion that overlaps with Forests of the Lower Mekong), ESI will support the development of case studies in three ecoregions: Sulu Sulawesi Marine Ecoregion, Mekong River Basin of the Forests of Lower Mekong and New Guinea ecoregions. Each of these will focus on critical threats to analyze and test tools to produce case studies

***Monitoring and Evaluation:*** Level of Effort \$20,000 (\$5000 USAID, \$15,000 WWF Match)

Several ecoregions are now in the process of establishing and initiating monitoring and evaluation programs. For example in the Terai Arc, an M&E workshop was held and lessons learned are being disseminated to staff and partners. Particularly with discussions within the GCP on how we monitor progress and adaptively manage programs, we will explore with other partners potential exchanges such as was carried out between TNC and WWF in the Bering Sea. Discussions are already underway for using M&E as the platform in which to explore how different broad-scale approaches nest within each other (e.g. at the landscape level with TNC, WWF and IUCN).

***Indigenous Peoples:*** Level of Effort: \$20,000 (\$5,000 USAID, \$15,000 WWF)

Across the socioeconomic landscape, indigenous peoples often play an important role in making or breaking conservation strategies particularly in relation to governance and the conditions that lead to successful resource management. At a global level, WWF has explored the correlation between cultural and biological diversity (i.e. WWF/Terralingua map). In order to understand what this means for conservation at the ecoregional scale, targeted studies will be done in selected ecoregions where indigenous peoples have already been identified as key stakeholders in the socioeconomic landscape and there is promising lessons to learn from governance structures that are conducive to advancing conservation. These case studies will identify critical

questions and recommendations that help ecoregion teams assess options for actions that help to achieve biodiversity visions. Early discussions are now underway with Terralingua and WRI to explore potential research agendas for understanding indigenous peoples and related governance issues in LWA and other ecoregions.

**Gender:** Level of Effort: \$100,000 (\$25,000 USAID; \$75,000 WWF)

WWF is working to promote the understanding of gender issues; the roles that men and women play in resource management and the impact these have on biodiversity. This understanding is critical for designing strategies that are responsive to gender issues. To meet these challenges, WWF has engaged in a multi-pronged initiative that includes gender training, girls scholarships and annual recognition awards. In this coming year, a grant will help to support girls scholarships in the Sulu Suluwesi Marine ecoregion as part of an overall strategy for better integrating gender issues into the ecoregion program. Girls scholarships were initiated in Nepal with early success in broadening opportunity and capacity for women to become educated stakeholders in resource management decision-making with positive results for conservation. This program is also now active in the East Africa Marine ecoregion and generating this support in the SSME promises to be a fruitful investment into the long-term stewardship of these globally important marine areas.

**Population overlays:** Level of Effort \$145,000 (\$25,000 USAID; \$90,000 WWF)

In 2000 WWF completed a Population Overlay project that focused on three ecoregions: Eastern Himalayas, Northern Andes and Madagascar. These maps provided insight into population/environment connections at the national and ecoregional scale to inform conservation planning and action. These were published in the AAAS Population and Environment Atlas, generating comment and enquiries from a range of population and environment agencies. In the Eastern Himalayas, these overlays provided clear identification of “population bottleneck” areas to focus and inform socioeconomic analysis and development of projects designed to address population and gender issues across the Terai Arc. Building on the added value these maps contribute, a second generation of overlays is being developed for three potential ecoregions: SSME, Mekong River and Fynbos. Support will cover costs of coordinating and collecting data and GIS mapping, input of technical partners to support the mapping process and coordination of a consultative group of WWF and partners to provide technical comment and monitor the outcomes and publication.

**Governance:** Level of Effort \$45,000 (\$15,000 USAID; \$30,000 WWF)

Biodiversity conservation efforts are often challenged by poor governance and weak institutions at multiple levels within and across ecoregions. Political jurisdictions and policy arenas do not usually conform to ecoregional boundaries, and traditional approaches to conservation have seldom directly addressed environmental governance issues. Support will be provided to initiate a joint collaborative effort with WWF and WRI (World Resources Institute), to explore effective ways to integrate strategic governance reform activities into ecoregional conservation programs. This initial phase will identify specific ecoregions and thematic areas where collaboration is most likely to be fruitful, and next steps necessary to operationalize joint applied research efforts.

LWA ecoregions under discussion (but not confirmed) for this initial stage include the Forests of Lower Mekong, Southwest Amazon and Bering Sea.

***Anticipated Outputs/Results Activity 1.3:***

- Three of six ecoregion agribusiness scoping exercises completed and negotiations initiated for promoting better agricultural practices.
- Brochure on ESI disseminated to WWF Network and partners.
- Three case studies with practical guidance on economic incentive tools in ecoregion conservation completed and drafted for publication.
- Girls scholarships program initiated in Sulu Sulawesi Marine Ecoregion
- Case study design and protocol established in conjunction with Terralingua and WRI (to be presented at Vth World Parks Congress)
- Population overlay maps initiated for all three ecoregions; completed maps for two of the three ecoregions.
- Report on pilot phase of joint WWF/WRI governance project.

***Level of effort for the activity for 1.3:***

\$810,000 (\$215,000 USAID; \$595,000 WWF Match)

**Objective II: WWF Bolivia establishment and management of the Enterprises for the Americas (EAI) Foundation**

Level of Effort: \$155,948 Deferred and reallocated FY01 USAID Funds

This activity seeks to strengthen the level and quality of conservation funding in Bolivia which includes six Global 200 ecoregions: Southwest Amazon, Pantanal, Andean Yungas, Chiquitano Dry Forest, Cerrado Woodlands, and Central Andean Puna. WWF is working with P.U.M.A. (Fundacion de Proteccion y Uso Sostenible del Medio Ambiente) to establish the EAI. The primary goal is to achieve high standards of transparency, efficiency and accountability in the establishment and management of foundation funds. In this past year, this process was challenged by bureaucratic and politicized constraints that continued to keep funds idle in bank accounts within the government financial institution, FONAMA. This has generated much frustration with conservation institutions and local organizations and has negatively impacted the credibility of conservation-dedicated institutions. Even with these challenges, progress in FY01 and planned activities for FY02 promise to address unresolved issues. A first step in this direction is the official establishment of Fundación PUMA and its board of directors. Important next steps require ensuring the financial continuity and stability of Fundación PUMA and technical assistance to the board on foundation management.

### **Activity 2.1: Activity Foundation Management**

- Hire an international consultant to provide expertise in foundation management areas (strategic planning, financial planning, project system design, and others). Consultant will be needed on a part time basis throughout the year, with an estimated 2 weeks every 3 months. Consultant will meet with Fundación PUMA board during each visit.
- Hire an international consultant to provide expertise in asset management, covering investment and follow up.
- WWF to provide guidance on ecoregional prioritization for Fundación PUMA investments. This input will occur during Fundación PUMA's 5-year strategic planning exercise.
- WWF to provide technical assistance on communication strategies for Fundación PUMA. This input will occur during Fundación PUMA's 5-year strategic planning exercise.
- WWF to provide technical assistance on support for Fundación PUMA grantees. A training session with Fundación PUMA's grant managing staff led by WWF Bolivia staff and using WWF evaluation procedures.
- WWF to provide an evaluation of the impact on Fundación PUMA investments, particularly in ecoregions of interest. An assessment of the significance and impact of the different investments made by Fundación PUMA, using WWF's ecoregional analysis.
- WWF to advise on a project tracking and evaluation system for Fundación PUMA. This will require feedback and on the consultant's project tracking and evaluation proposal.
- WWF to assist in looking for synergies and linkages with other conservation-oriented foundations in the country.
- Hire short-term local consultants for arising issues, such as legal advice, recruitment.

Total consultant/staff time:

Int. Consultant – Foundation Management	60 days
Int. Consultant – Asset Management	20 days
Local consultants	60 days
WWF Staff	60 days

### **Anticipated Outputs/Results for Activity 2.1:**

- Reports on each of the foundation management issues.
- A full report with evaluation of investment options, and recommendations for Fundación PUMA's investment.
- Fundación PUMA's strategic plan.
- Fundación PUMA's strategic plan.
- Staff trained on WWF's project followup system.

- WWF report on breadth, focus, and impact of Fundación PUMA's investment in priority ecoregions, with Southwest Amazon as a first candidate.
- Final report from the consultant.
- Initial meetings with other foundations to identify potential for collaboration.

***Level of effort for Activity 2.1:***

\$83,948 (\$83,948 USAID deferred from FY01)

***Activity 2.2: Support for Institutional Continuity***

Fundación PUMA, although already legally established, is yet to have full control of the 17 million dollar fund it will manage. Legal obstacles have slowed down this transfer of fund control. This support will help Fundación PUMA financially bridge the transition between June 2001 and October 2001. We expect PUMA to gain full access to its funds by the end of October 2001. Support will cover a wide variety of debts which have accumulated on Fundación PUMA's books: Board meeting expenses, consultant fees, staff salaries, hired professional services, taxes on professional fees, delayed disbursement to current grantees.

***Anticipated Outputs/Results for Activity 2.2:***

Fundación PUMA survives institutionally until the end of October 2001, when it gains total administrative control of its funds.

***Level of effort for Activity 2.2:***

\$72,000 (\$72,000 USAID deferred from FY01; \$0 WWF)

***List of key staff involved:***

- Foundation Consultant
- Asset Management Consultant
- Roger Landivar – WWF Bolivia Country Representative
- Ana Alicia Eid – WWF Bolivia Communications Officer
- Saul Lagrava – WWF Bolivia F&A Manager
- Claudia Saavedra – WWF Bolivia Contracts Officer
- Roger Landivar – WWF Bolivia Country Representative
- Saul Lagrava – WWF Bolivia F&A Manager

## **Other Specific Program Details**

### ***Financial Sustainability***

Fundación PUMA is designed to be a financially self-sustaining institution. Proper investment of its funds should ensure this. The financial investment strategy and funding implications of Fundación PUMA's strategic plan will determine the level of funding at which sustainability will be maintained.

### ***Environmental Education & Communication***

The types of education outreach projects which Fundación PUMA will target will only be defined in its strategic plan which will be produced during FY02.

### ***Travel***

<b>WHO</b>	<b>FROM</b>	<b>DESTINATION</b>	<b># OF TRIPS</b>	<b>PURPOSE</b>
WWF Staff	Washington D.C.	Southwestern Amazon	2	Field Visit
WWF Staff	Washington D.C.	Lower Mekong	2	Field Visit
WWF Staff or Partners	Africa	USA	2	Freshwater Workshop
WWF Staff or Partners	Europe	USA	2	Freshwater Workshop
WWF Staff or Partners	Australia/ Oceania	USA	2	Freshwater Workshop
WWF Staff or Partners	Latin America/ Caribbean	USA	2	Freshwater Workshop
WWF Staff or Partners	Asia	USA	2	Freshwater Workshop
Partner	UK	USA	1	GCP Workshop in West Virginia
GCP Partner	Philippines	USA	1	GCP Workshop in West Virginia
GCP Partner	Kenya	USA	1	GCP Workshop in West Virginia
WWF Atlantic Forest Coordinator for Paraguay	Paraguay	USA	1	GCP Workshop in West Virginia
WWF Atlantic Forest Coordinator for Argentina	Argentina	USA	1	GCP Workshop in West Virginia
WWF Atlantic Forest Coordinator for Brazil	Brazil	USA	1	GCP Workshop in West Virginia
WWF Staff or Partners	Costa Rica	USA	2	GCP Workshop in West Virginia

WWF Staff or Partners	New Zealand	Alaska	4	Bering Sea IP/MPA Exchange
WWF Staff or Partners	Gulf of California – Mexico	Alaska	3	Bering Sea IP/MPA Exchange
WWF Staff	Madagascar	USA	1	Immersion Program
Researchers	Australia	Bali-Manado	3	SSME ESI Case Study
ESI Coordinator/ Researcher	San Francisco	Port Moresby	2	NG ESI Case Study
ESI Coordinator	San Francisco	Phnom Penh	1	FLM ESI Case Study
Researchers	Within Indochina	Within Indochina	3	FLM Case Study

For EAI:

Brasil	3 trips
La Paz	12 trips
Other Bolivian cities	6 trips
USA	1 trip