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**Natural Resources Management Program
MARENA/
USAID/GDN
No. 524-0314**

**USAID/NICARAGUA
Project Design
Co-Management of Protected Areas
COMAP**

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Abbreviations:

AOP	Annual Operation Plan
ARD	Associates in Rural Development
BIOFOR	Biodiversity and Forestry Indefinite Quantity Contract
BSP	Biodiversity Support Program
COMAP	Co-Management of Protected Areas
COP/ATP	Chief-of-Party (Main Technical Advisor)
CTC	Technical Consultative Committee
CTO	Cognizant Technical Officer
DANIDA	Danish Aid Agency
DGAP	General Office on Protected Areas
DIOPER	Department of Operations
DN	Counterpart/ National Director
FUNCOD	Nicaraguan Conservation and Development Foundation
GDN	Government of Nicaragua
MARENA	Environment and Natural Resources Ministry
MARENAP	Management of Natural Resources and Protected Areas
NFWF	National Fish and Wildlife Federation
NGO	Non-Governmental Organization
PA	Protected Area
PANIF	Nicaragua-Finland Environmental Project
PASA	Participating Agency Support Agreement
POSAF	Agro-Forestry Social Project
SINAP	National System for Protected Areas
SO	Strategic Objective
TOR	Terms of Reference
USAID	United States Agency for International Development

1.0 Introduction

This document was produced according to the guidelines of USAID/GDN Agreement No. 524-0314, signed by the Government of the United States, represented by its Ambassador and the Director of USAID in Nicaragua, and by the Ministers of External Cooperation and of the Environment and Natural Resources (MARENA) of Nicaragua, representing the Government of Nicaragua.

The design team, made up of technical staff from ARD, Inc./BIOFOR and the General Office on Protected Areas of the Environment and Natural Resources Ministry (MARENA/DGAP), worked together during three months to develop this Project Document and corresponding Budget. The design document focuses on the strategies and activities that will be implemented as part of ARD's contract with USAID, and identifies the manner in which the Project will connect and coordinate with other USAID activities underway—as part of its Agreement with MARENA supporting the MARENAP Program (Management of Natural Resources and Protected Areas)—as well as other complementary activities (such as the Post-Hurricane Mitch Reconstruction Program, agricultural activities, and watershed management). During the design process, the parties involved agreed to call the Project “COMAP” (Co-Management of Protected Areas), to distinguish it from activities implemented as part of the ARD Agreement with the more extensive USAID-MARENA “MARENAP Program.”

This version of the design document will be updated as other activities that are key to its content are implemented; however, this will not be completed until the Project's implementation begins. These activities include the definitive selection of protected areas to be co-managed, the baseline studies of each selected protected area, community diagnostics, and other activities that will help enrich this document once the project is underway.

2.0 Project Description

2.1 The Project

The COMAP Project is the largest component and “heart” of the MARENAP program. It focuses on strengthening local NGOs to co-manage selected priority protected areas (PAs) in coordination with MARENA. The Project will provide NGOs with financing for basic development and co-management of priority areas, and for developing sustainable economic activities in nearby communities that in some way exert pressure on the sustainability of natural resources within and around protected areas. One of the main activities to be promoted with Project support will be “eco-tourism.” In addition, support will be provided to MARENA to strengthen SINAP, in its dual role of accompanying Project development and regulating/setting norms within the framework of co-managing PAs. The MARENAP Program, through an agreement with USAID and MARENA, includes support to ten protected areas. Two of these—Bosawás and the Mombacho Volcano—are being financed directly by USAID. ARD, Inc. was hired by USAID to implement this co-management component jointly with MARENA, and support eight additional protected areas. It is estimated that the available budget is sufficient for co-managing six protected areas. However, the determination whether it is possible to work in other areas to complete this coverage will not be made until more precise information about institutional capacities and the situation in protected areas and the communities is available from studies.

2.2 Objective

The general objective of the MARENAP Program Agreement is “to improve the management of renewable natural resources and protect biological diversity in selected Protected Areas.”

This Project’s objective is to improve the rational and sustained management of natural resources in Nicaragua, in order to: 1) protect biodiversity in priority protected areas, and 2) involve local communities in managing protected areas. This objective supports the USAID/Nicaragua Mission’s goal of economic growth combined with sustainable development. It also supports MARENA’s new policies emphasizing greater civil society participation in managing natural resources.

2.3 Main Results

The original Terms of Reference had established six results within the framework of the USAID/MARENAP’s Strategic Objective 2 (SO2). Table 1 outlines the original anticipated results. During the Project Design Workshop—in which policymakers from MARENA and USAID took part and which was facilitated by ARD—the decision was made to combine and consolidate mid-term results, in order to simplify the Project’s implementation and “flexibilize” the development and co-management of

protected areas. Results Numbers 1, 2 and 6 were combined and consolidated, with the rationale that Results 2 and 6 are part of Result 1. Result Number 3 (Strengthening the SINAP) remains separate, and now appears as Result 2. Result 3—now described as “Local Communities Participating in the Co-Management of PAs”—is the combination of Results 4 and 5. The new framework for results and general activities that are key to co-managing PAs is presented in Table 2.

Table 1: Summary of the Project’s Expected Results (original proposal)

USAID SO2: SUSTAINED GROWTH OF INCOME AND EMPLOYMENT AMONG SMALL SCALE FARMERS		
Result 2.3 Protected Areas Effectively Managed		
IR2.3.1 Protection of Biodiversity in Prioritized Protected Areas		
1. Co-management of Protected Areas by NGOs.	2. Environmental education and communication programs in priority Protected Areas.	3. SINAP strengthened and management of Protected Areas regulated by MARENA.
IR 2.3.2 Local Communities Participate in Managing Protected Areas		
4. Local communities taking part in eco-tourism and other economic activities.	5. Local communities increasing their involvement in co-management.	6. Environmental education being implemented in schools located in buffer zones.

Table 2: Summary of the Co-Management Project’s Main Results and Activities (modified version)

R1: Co-management of Priority Protected Areas by NGOs.	R2: SINAP strengthened and management of Protected Areas regulated by MARENA.	R3: Local communities taking part in co-managing Protected Areas.
1. Define priority protected areas. 2. Select NGOs and formalize agreements with MARENA.	1. Develop and publicize SINAP procedures and norms.	1. Promote, set up and/or strengthen local committees for co-managing Protected Areas.
3. Technically and institutionally strengthen NGOs.	2. Design Plan to build SINAP’s institutional capacities (institutional strengthening).	2. Communities formulate, manage and/or strengthen Projects, with support from NGOs.
4. Implement co-management plans.	3. Support DGAP’s operation of SINAP.	3. Implement financially sustainable economic activities in the buffer zones.

3.0 Implementation Strategy

The conceptual framework for co-managing PAs is presented in this section, pursuant to the new regulations and norms promoted by MARENA/SINAP. It includes the main strategies and activities that are key to achieving each of the three results.

3.1 Conceptual Framework of Co-Management

The concept of “co-management” has recently been incorporated into Nicaraguan legislation through Law No. 14-99, the “Regulation of Protected Areas” (March 1999). At different times, the Government of Nicaragua—through the Environment and Natural Resources Ministry (MARENA)—has demonstrated an interest in incorporating civil society into the management of protected areas. With passage of the General Law on the Environment and Natural Resources (Law No. 217), the State allows protected areas to be administered by third parties (Article 22).

The following concepts were established in Law 217 and Regulation 14-99: Participatory Management, or Co-Management; Administration of Protected Areas, and Protected Areas. These are defined as:

Participatory Management or Co-Management: *“A model of collaborative administration of Protected Areas in which the Government cedes management of a Protected Area, or manages it jointly with private institutions, local governments, NGOs, universities, and/or other scientific institutions.”*

Administration of Protected Areas: *“The range of activities carried out to develop a Protected Area according to its objectives. This includes the concept of Managing Protected Areas. Administrative management includes the planning and management of human and economic resources, and the physical protection of natural resources and infrastructure contained within a PA’s boundaries, as well as training personnel and providing general services.”*

Protected Area: *“This signifies an area where the goal is to conserve, rationally manage and restore flora and fauna and other life forms, as well as the biodiversity and biosphere. It also includes those areas of the national territory that, through their protection, can help restore and conserve geomorphological phenomena, and sites that are important for historical, archeological, cultural, scenic or recreational reasons.”*

The fundamental basis of the co-management concept may be found in the technical, conceptual, social, ecological, legal, administrative and economic principles that allow Nicaragua’s protected areas to be adequately managed in a climate of shared responsibility.

Such a conception requires a spirit of internalization and comprehensive participation on the part of community members, who jointly put these principles into practice (as the main beneficiaries) along with NGOs, local governments and authorities, universities, conservation groups, and all non-profits that are working to support the Nicaraguan Government's Decentralization and Deconcentration process (Law No. 290) currently underway. Logically, this will be achieved through developing the corresponding local capacities.

Participation is the foundation that supports the implementation of co-management in protected areas. This includes different levels of participation for the State, civil society, communities and landowners with respect to sustainable economic options, as well as ecological, scenic, archeological and cultural values and the management of Protected Areas.

The Project will be implemented through defining specific strategies and key activities related to achieving each of the three proposed results, taking into consideration the main actors involved: the State (MARENA/SINAP), municipal authorities, NGOs, the communities, and small and large-scale landowners.

3.2 Result 1: NGO co-management of priority protected areas

3.2.1 General Strategy

The Project focuses on 10 protected areas, which are programmed to be co-managed during a four-year period.¹ The goal is to help establish a co-management model that, through a process of strategic investments, can strengthen the financial, social, economic and environmental sustainability of actions carried out by different actors in a given protected area. These actors include NGOs, the community (landowners and non-landowners), local governments, central government institutions, private enterprise, and research centers.

[DIAGRAM TEXT]

Interrelationships in Co-Management

SINAP/
MARENA

NGOs

Local Society:
Landowners and Non-Landowners,
Local Government, and other Institutions

¹ Two of these APs are being managed through direct Grant Agreements with USAID. These are the Mombacho Volcano (Cocibolca Foundation) and Bosawás (Alistar).

Through the COMAP Project, NGOs and other key actors that are involved will develop and implement management plans that will become part of their daily activities. This will promote an economically advantageous and friendly relationship with the environment, while actions to effectively protect natural resources are carried out. The relationships that NGOs develop with small- and large-scale property owners will be key to achieving the goals and objectives proposed by this Project.

The Project will only work with legally incorporated NGOs which meet the basic technical requirements for co-management and financial resource management, and which possess a clear idea of the goals for a particular area so that they apply a work methodology that includes community participation. Given the weaknesses of most Nicaraguan NGOs and the limited experience with co-management in this country, project resources will be invested in the following aspects:

- Strengthening the long-term administrative and financial capacities of beneficiary NGOs, so that they may continue co-managing PAs when the project concludes.
- Training technical staff and other NGO personnel, to increase their technical capacity to manage PAs, their understanding of the concept of biodiversity, and their implementation of participatory methodologies that involve communities and other key actors (local authorities, landowners, ecological groups, micro-enterprises, etc.) in co-management.
- Providing financing for developing and implementing PA management plans. This includes improving and/or installing infrastructure, operational funds, promoting eco-tourism, and hiring the minimum required personnel.

With respect to building the institutional capacities of NGOs, the Project's mission is to promote organizational development, emphasizing financial self-sufficiency, client services, the development of human resources, the promotion of democracy, participation and use of a gender approach (male-female equity), and finally the influence of community organizations in protecting and guaranteeing the sustainable use of natural resources. Clearly, the communities that surround protected areas are or will become the key threats to preserving such locations, unless they take part in environmental education and training processes, parallel to actions that induce environmentally-friendly farming practices.

In terms of training the technical staff and forest rangers hired by NGOs, emphasis will be placed on their gaining a full understanding of the concept of biodiversity and complete knowledge about the biological resources in their corresponding PA, and receiving training to interpret the biodiversity of each protected area. These, together with MARENA's trained professionals, should be able to transmit the importance and value of biological diversity to the entire Nicaraguan population, especially those living in communities located nearby PAs, schoolchildren (beginning at a very young age), and visitors to PAs.

Each PA has its own ecosystem and biological diversity. Therefore, these need to be assessed in order to define management plans that allow their full potential—scenic

and tourist, scientific research, and the economic and social development of nearby communities—to be utilized. One of the COMAP's responsibilities is preserving and rationally managing the selected PAs. Moreover, actions to recover areas within the PAs that have been degraded but still have some value to the Area's ecosystem, where a potential for recovery exists, will be carried out in coordination with NGOs and MARENA.

The Project will support research efforts in coordination with NGOs, universities, students and national researchers about themes related to biodiversity, conducting inventories of vegetable and animal species and assessing the biological resources of PAs. It will also facilitate field work by students that supports the work of NGOs and communities.

The Project will also make small grants to communities for developing sustainable farming activities. NGOs will play a key role in organizing communities to take part in the Project; they will also channel the small contributions for productive activities and provide any required training for community members, as incentives to participate. This will take place at the same time that the technical capacities of NGOs to manage protected areas are improved, along with general financial and administrative management skills. To achieve this Result, general training activities will be rotated with support from specific advisors, based on the needs of organizations in the framework of specific defined activities. (See Appendix E for more details).

The COMAP will consider gender issues in its implementation. This not only signifies the participation of women in the Project's technical team, but also encouraging women's participation in the NGOs taking part in Co-Management. The theme of gender will be included in training activities for local facilitators and NGOs. In addition, the economic incentives offered to communities surrounding the PAs will offer men and women the same opportunities and access to resources. To guarantee women's participation in community activities, NGOs will need to specify how their proposed methodology will assure equitable participation by men and women as part of the qualifying criteria for conceptual documents and funding requests. The goals and results proposed by NGOs will need to specify the numbers of men and women who are to participate and benefit.

Periodic inter-institutional coordination meetings will be sponsored to promote a horizontal exchange of experiences while the Project is underway, as well as technical collaboration between the NGOs, MARENA's different structures related to the PAs, local authorities and conservation groups. The National Commission on Managing Protected Areas—made up of NGOs currently working on this theme (or interested in doing so)—will also receive support. This will help speed up progress toward achieving the expected results. In this sense, the organization of at least one annual meeting for exchanging experiences with other projects and/or co-management models being implemented with other financing will be supported.

The Project will adopt the conception of co-management proposed by MARENA's Office on Protected Areas, which is contained in the document "Conceptual Framework for Co-Managing Protected Areas in Nicaragua." It will also follow the norms contained in the document "Regulations for Co-Managing Protected Areas in Nicaragua," which is in its final stage of development by FUNCOD (at the DGAP's request), with financing from USAID/MARENAP.

3.2.3 Main Activities for Result 1

- a. **PA Feasibility Analysis:** Current conditions will be analyzed to assist selection of the PAs (see Appendix D for the short list of Prioritized PAs). The analysis will determine if there are potential organizations for co-management, the feasibility of involving communities in co-management, and the PA's medium and long-range financial feasibility (income generation possibilities). From the short list, six PAs will be chosen for Project co-financing. This funding will be based on the feasibility analysis. Some criteria for final selection of PAs will include:
 - Areas that do not have strong conflicts over land tenure (conflicts between landowners, landholders, and communities). It is preferable to initiate PAs where lands are state-owned or owned by mayor's offices, communities or private owners (small and large-scale landowners). In the case of private land, property rights must be fully understood and few conflicts with neighboring communities should exist.
 - Property owners agree to establish a co-management model, in alliance with an NGO that has a certain degree of legitimacy in the area of natural resource management.
 - Landowners and community members are willing to work together on tasks related to participatory organization, and are able to identify shared benefits.
 - The area possesses important biological, scenic, and cultural resources, and these are in good condition and/or have the potential to be restored.
 - Opportunities for financial and technical support from local governments, investment projects or foreign cooperation from other countries exist, which could easily be integrated into and/or allied with PA co-management efforts.
 - The PAs have potential for long-term sustainability (potential for eco-tourism, non-destructive concessions, sustainable use of resources, possibilities for supporting private enterprise, sponsorships, etc.).
- b. **Appraisal and baseline study of the current situation in six Protected Areas and surrounding communities or buffer zones:** All PAs to be co-managed with Project funds will strictly follow the norms and regulations established by MARENA, including the process for Public Bidding and awarding corresponding co-management contracts. While MARENA's Public Bidding for selecting NGOs is awaiting conclusion, a team of national technicians will be hired to carry out appraisals and baseline studies, which will provide input for developing and implementing management plans. These will

also provide information for evaluating impact when the Project concludes in four years. Some variables to be considered include:

- Geographical and biophysical characteristics of the PAs.
 - Activities underway: investments, studies, and management plans.
 - Socio-economic conditions: the productive systems, potential and real soil use, technology, marketing, technical assistance, potential for alternatives (eco-tourism, organic agriculture, others), access to services, community perceptions, social structure, etc.
 - Local organizations: number, characteristics, legal status, objectives, activities, financial capacity, perceptions, interests linked to PAs.
 - Organizations with influence in the zone: number, characteristics, legal status, objectives, activities, financial capacity, perceptions, interests linked to PAs, potential for forming alliances.
 - Current situation with respect to applying a gender approach to the use of natural resources in PAs.
 - Identification of key actors who threaten the PA, and/or depend upon its resources.
 - Training, educational and publicity needs of key interest groups.
- c. ***Selection of NGOs to receive financing.*** First, the DGAP and the CTC² will work to define and unify MARENA's legal criteria for authorizing co-management of a PA with ARD/USAID's criteria and processes for selecting the NGOs that will receive Project resources to co-manage PAs. Fundamental steps for selecting and formalizing the assignment of USAID funds for co-management will take place in the initial phase. Some of the planned activities are (see Flowchart):
- Preparation of a guide to assist interested NGOs in developing conceptual documents about co-managing a particular PA. This includes qualification criteria when applying for USAID funding (for the COMAP Project). The presentation of this conceptual document will be one of the requirements established by MARENA/SINAP in the bidding process for PA co-management contracts.
 - Preparation of a guide to assist requests for Project grants. This includes criteria for evaluating the requests. The guide will be used by NGOs once they have signed a Co-Management Agreement with MARENA.
 - A meeting with interested NGOs to present the Project. At this meeting, the criteria and requisites for qualifying and obtaining access to Project funds will be explained.
 - Review and qualification of conceptual documents received from interested NGOs. (These are presented during the bidding process conducted by MARENA).
 - MARENA and the NGO sign a Co-Management Agreement. This step takes place prior to approval for receiving USAID funds for co-management.

² Project Technical Consultative Committee.

- The norms for co-management established by the DGAP are followed.
 - Review of the Grant Request received from the selected NGO. The CTC is informed about the final decision, prior to signing the Grant Agreement.
 - The ARD and qualifying NGOs sign Grant Agreements.
- d. ***Development of Strategic Plans by NGOs selected to work in Protected Areas:*** The strategic plan of each NGO will serve as the “base document” for monitoring their progress in Project development. Strengthening of NGO capacities should include the following:
- Improving PA co-management capacities.
 - Education, communication and publicity about the Protected Area.
 - Creation of capacities and awareness in the communities.
 - The formation of alliances for local (horizontal) coordination and at all Project levels. This will promote the exchange of experiences and collaboration in training activities.
 - Financial sustainability (of the NGO), for co-managing the PA.
 - Improved institutional and technical capacities (of the NGO).
- e. ***Technical support to NGOs for developing Annual Operation Plans (AOPs) and Plans for Managing Protected Areas:*** The AOPs and Management Plans should be included in the Institutional Strategy Plans, and be consistent with local conditions. This activity includes helping the NGOs to:
- Sign an agreement with MARENA to co-manage the PA. This is the culmination of the Bidding Process and the formal beginning of Co-Management.
 - Sign a Grant Agreement with ARD.
 - Develop and implement AOPs for co-managing PAs, which will be approved by DGAP/MARENA.
 - Develop Management Plans for the PAs, and support the DGAP/MARENA approval process.
 - Design a strategy to promote, train and strengthen local institutions.
 - Implement PA Management Plans.
- f. ***Design a System for Project Monitoring and Oversight.*** The goal is to establish a Project monitoring system that satisfies USAID and DGAP/MARENA needs with respect to information, measuring overall Project progress (co-management, community and institutional development) and also measuring impact once the Project concludes. This includes:
- Designing a system for managing Project information.
 - Establishing success indicators for each area, NGO and community.
 - Developing monitoring and oversight activities.

This system will be designed during the Project's first stage, parallel to the design of the first AOP, with participation from COMAP technical staff.

3.3 *R2: SINAP strengthened and management of Protected Areas regulated by MARENA*

3.3.1 General Strategy

Support will be provided to SINAP so that when the Project concludes, it will be in a better position to successfully supervise the nation's Protected Areas, with special emphasis on areas supported by Project financing. Various priority actions to generally strengthen the SINAP will be supported through a plan to build institutional capacities. The actions specified by the DGAP include: 1) establishing policies and regulating tourist activities in protected areas; 2) a membership and sponsorship program for SINAP; 3) economic assessment of the supply and demand for tourism in protected areas; 4) training about norms and legal aspects; 5) publication of norms and administrative procedures in protected areas; 6) implementation of a monitoring and evaluation system of SINAP. The Project will also help offset the operational costs of the DGAP and its national counterpart, as well as the costs of technical training in Nicaragua and other countries.

3.3.2 Main Activities for Result 2 (Building SINAP's Institutional Capacities).

- a. Prepare or update the Plan to Build SINAP's Institutional Capacities.
- b. Assist the DGAP in the public bidding process for each PA.
- c. Support the signing of PA co-management agreements between NGOs and MARENA.
- d. Develop Terms of Reference for Management Plans.
- e. Evaluate and approve management plans submitted by NGOs.
- f. Prepare the Terms of Reference for specific consultancies financed by the Project.
- g. Implement consultancies financed by the Project, and evaluate the respective reports that are also financed by the Project.
- h. Help develop and publicize SINAP's norms and procedures.
- i. Monitor the PA management plans being administered by NGOs and financed by the Project.
- j. Train SINAP/DGAP and National Project Counterpart technical personnel.

3.4 *R3: Local communities taking part in co-managing Protected Areas*

3.4.1 General Strategy

The Project's ability to achieve this result will depend upon whether or not the situation of landowners and residents in the specific protected areas and/or surrounding communities is taken into consideration. These individuals are viewed

as active subjects in the direct or indirect management and/or use of resources in a protected area.

Community participation seeks to strengthen one of the main pillars of sustainable actions in protected areas, and the benefits generated by appropriate management. Thus, it is important to generate, strengthen or consolidate the capacity for co-management through promoting, strengthening or promoting participatory structures at different levels:

- At the municipal level, through involving local institutions with interests in these areas. This includes local governments, farmer associations, research centers, ecological groups, universities, and all organizations that are interested in the rational management and conservation of PAs.
- At the community level, through large and small-scale landowners within protected areas, by promoting mechanisms that encourage collaboration within the framework of co-management.
- At the community level, through working directly with non-landowning community members and the communities located nearby protected areas. Emphasis will be placed on the use of a gender approach.

Community participation is a key component, and needs to be incorporated not only into the Strategic Plans of NGOs, but also into the Management Plans for Protected Areas.

Through support in the form of training and small-scale financing to organizations and/or individuals (men and women), the Project will help develop economic activities that are harmonious with the management of protected areas, promoting employment and income generation. This includes activities that are compatible with the interests of visitors to PAs, such as local craft production, food conservation, organic agriculture, home gardens, etc. For greater effectiveness, the Project proposes management of these funds by the NGOs, which could help solidify relationships and help define the respective co-management responsibilities of communities and NGOs. In addition, priority will be given to communities and/or organized groups that are found—during the diagnostic phase—to represent a threat to the PAs' integrity.

The Project's goal is integrating the community (men and women) into making decisions about the administration of these small grants, which should produce long-term benefits. The amounts of grants will be determined on the basis of each community's particular situation, and the potential of economic activities to provide lasting benefits. Criteria for helping the NGOs channel these resources in the most effective manner possible will be established, with assistance from COMAP technical staff.

3.4.2 Main Activities for Achieving Result 3:

- a. **Strengthen and/or organize local committees** to support PA co-management. These will include participation from different institutional actors (MARENA's Departmental or Municipal Delegation, the Municipality), private landowners (small and large scale), and representatives from the communities in zones adjacent to the PAs. This Committee should become a key support to co-management.
- b. **Rapid Rural Diagnostics** will be conducted to understand the current situation in communities located near the PAs, and to measure possible threats and/or conflicts. The local committees will be formed or strengthened as one of the results of the diagnostic process. The potential for funding economic activities with small grants from the Project will be explored, so that services and/or products from the communities may be offered to people visiting the PAs.
- c. **Training for community members** about participatory methods and processes, democratic practices and gender issues. In addition, training about techniques for managing PAs and about biodiversity will also be offered.
- d. **Environmental education** for the general population and school children in the communities.
- e. **Technical training** related to sustainable productive activities: organic agriculture, craft production, home gardens, agro-forestry, etc.
- f. **Coordination of activities** with other projects and/or programs that could also intervene in these communities. Meetings and tours to exchange experiences with other PAs, NGOs and communities.

3.5 Project Administration

3.5.1 General Strategy

The general strategy for Project administration and implementation consists of three fundamental principles:

The **first** refers to austere and accountable (“transparent”) management of the financial resources provided by the donor and Government matching funds, to guarantee that each dollar awarded has a significant impact in the PAs and the surrounding communities.

Second, efficient decision making that allows continuous and secure progress toward achieving the expected goals and results. A wholehearted commitment to work will be generated, until each member of the administrative and technical staff has appropriated and made a commitment to the Project.

Thirdly, ongoing horizontal coordination and cooperation, first between USAID, MARENA and ARD. The final two will make a commitment to guarantee the scope of expected results, as part of the USAID/GDN Agreement No. 524-0314. These two organizations (MARENA and ARD, Inc.) will maintain close relationships with the associated NGOs. The NGOs will play the key role in implementing activities within

each PA, and facilitating the participation of other important actors, including communities located nearby the PAs, mayor's offices, conservation groups within the zone, and/or landowners within the PAs.

The formation of a Technical Consultative Committee with representatives from USAID, MARENA and ARD will help resolve any possible conflicts during the implementation process. It will be based on the principle of respecting the institutional attributes of all actors involved. Its approval of the General Project Plan, AOPs and any significant adjustments to the proposed goals will also help guarantee the Project's "operationalization" during its development phase.

To help guarantee the Project's smooth progress, each actor with decision-making power will have clearly defined roles and tasks, to facilitate working together toward one common goal: the Project's success.

3.5.2 Project Administration: main activities

- a. Select Personnel and set up the Project Office.
- b. Develop and approve the AOP.
- c. Develop a financial monitoring plan and the Project's technical assistance plan for NGO participants.
- d. Organize and conduct meetings of the Technical Consultative Committee (CTC).
- e. Conduct periodic meetings of the COMAP technical team, to review progress and coordinate actions.
- f. Organize meetings of the National Commission of NGOs working in PA co-management. The goal is to create a National Consortium of NGOs taking part in PA co-management.
- g. Prepare quarterly and annual reports for the Project.
- h. Organize monitoring and feedback workshops with NGOs, local institutions and communities.

3.6 Management of Complementary Resources

The MARENAP Program will be implemented with funds from two main sources: support totaling US\$4,675,000.00 from USAID, and US\$400,000.00 in matching funds from the Nicaraguan Government. With these resources, NGOs who will act as Project Implementers will co-manage ten PAs. The COMAP Project (the main component of MARENAP) receives direct financing of US\$3,015,000.00, and has to coordinate the PA co-management with MARENAP's other funding sources (PASA, NFWF) (see Table 3). Two protected areas—Bosawás and the Mombacho Volcano—receive direct financing from USAID, so the resources available through COMAP will be mainly directed to the other eight PAs. Thirty percent of the resources being directly channeled to the PAs will be used to support community participation in co-management. Although matching funds from each implementing NGO are expected, any such expectations should not be too high given that insufficient financial capacities limit the possibility for any substantial contributions to

the Project. However, it is hoped that such contributions will not be less than 15% of the total budget required for the Project's four-year duration.

It is estimated that the minimum funds required for co-managing the eight PAs is greater than the financing available at this time. It will not be until baseline studies and diagnostics have been completed that we will be able to more precisely determine the extent to which available resources will cover the co-management needs of the PAs. In the case that sufficient financial resources are lacking, efforts will be coordinated to explore the possibility of obtaining complementary funds from other sources, both within and outside of USAID. This includes efforts with other MARENA projects that are developing actions in Protected Areas, as a way to maximize the use of available technical and financial resources. Preliminary contacts indicate that other projects and MARENA projects are interested in coordinating actions.

Other USAID funding sources that may be accessible include:

- USDA/PASA
- NFWF
- BSP
- USAID/Post Hurricane Mitch Reconstruction³
- PROARCA/CAPAS⁴

One clear example of complementing activities with other sources of USAID financing is the case of the NFWF, with whom training for national technical personnel in themes related to biodiversity will be coordinated. Another example is the case of the PROARCA/CAPAS Project, with whom the exploration of opportunities to train MARENA and NGO technical staff about biodiversity will also be coordinated. In the Project's AOP, the specific activities that will be coordinated with other sources of financing and each year's programming are described in greater detail.

Another possibility for obtaining external (outside of USAID) sources of complementary funding would include forming strategic alliances with other projects related to managing PAs, which are being implemented by MARENA.

Non-USAID sources include:

- POSAF (MARENA/IDB)
- PANIF (Nicaragua/Finland)
- DANIDA

³ Efforts will be coordinated with other USAID associates (contractors, PVOs and other NGOs) that are developing Post-Mitch reconstruction activities in AP buffer zones. These could complement "sustainable economic" actions in communities surrounding the APs).

⁴ Coordination will take place with this Central American project financed by USAID, specifically with respect to its goal of increasing the capacities of national human resources in relation to the theme of biodiversity.

- GTZ/Bosawás
- British Embassy
- World Bank (Biological Corridor Project)

Table 3: Financial Resources and USAID Associates supporting the Natural Resources Management Program (MARENAP), with whom possible Project actions could be coordinated.

Implementing Agency	Project Themes	Proposed Links	Amount of Contract (US\$)
1. NFWF (National Fish and Wildlife Foundation)	Applied research, inventories, small grants to protected areas and communities.	<ul style="list-style-type: none"> NFWF will visit during the rapid assessment phase. Will take part in developing plans to inventory the PAs and program funds for community activities. Will earmark funds for NGOs, community groups and universities with matching funds from different sources (not US Government), US\$1=US\$1 matching. 	150,000
2. BSP (Biodiversity Support Program)	Workshop for NGOs: monitoring and evaluating PAs.	<ul style="list-style-type: none"> Coordination of workshop (dates and participants). NGO technical staff could participate. Other MARENA PA Projects will participate covering own costs. 	100,000
3. USDA/PASA	Technical assistance, training, consultancies, and studies using USFS or NPS personnel.	<ul style="list-style-type: none"> Develop a plan for PASA use for consultancies, inventories and studies. Technical Assistance to build SINAP's institutional capacities. Travel to Washington to coordinate with USDA and USFS. 	250,000
4. FUNCOD	Framework for co-managing PAs: norms and procedures.	<ul style="list-style-type: none"> Meetings for feedback about final product. Publicize norms. 	50,000
5. Cocibolca (Phase II)	Institutional strengthening and Co-Management of Mombacho Volcano PA.	<ul style="list-style-type: none"> Invitations to project training programs. Member of NGO Co-Management Commission (part of exchange group). Institutional strengthening for co-managing the La Flor PA. Experience exchange. 	222,900
6. Bosawás/ Alistar	Phase I Follow Up: Land tenure.	<ul style="list-style-type: none"> Invitations to project training prog. Program is different than project. Experience exchanges. 	300,000
7. ARD	PA Co-Management with NGOs.		3,015,000
8. 2000 Agenda	5,000 engagement diaries.		57,200
9. Entomological Magazine	Magazine publication.		3,081
10. USAID	Reserve: evaluation and audits.		300,000
11. USAID	Administration		200,000
12. USAID	Contingency		26,819
13. TOTAL USAID			4,675,000

4.0 Implementation Plan

4.1 General Flowchart

Figure 1 is a flowchart indicating the steps of the Project's development, from the public bidding process and/or contract award by MARENA to an applicant NGO (to co-manage a PA), through application for COMAP Project funds, the signing of a Grant Agreement, and the beginning of PA Co-Management activities. Appendix C details the institutional responsibilities corresponding to each activity.

4.2 Project Organization

The Project's personnel structure is also presented. The terms of reference for key personnel (a Specialist in Protected Areas, a Specialist in Administration and Finances, and a Specialist in Building Institutional Capacities) may be found in Appendix B. The Technical Consultative Committee will be responsible for Project implementation, along with a Chief of Party (the Project ATP) and a Counterpart/National Director. Their roles and responsibilities are defined in Table 4.

The Technical Consultative Committee will be made up of the following members:

1. Director of the DGAP (Mr. Mauricio Fonseca) or his delegate.
2. Project Director/Counterpart (Mr. Fernando Palacios).
3. Project Chief of Party (Mr. Carlos Rivas).
4. Project CTO, on behalf of USAID (Ms. Maritza Rivera).
5. USAID Environment Officer (Ms. Margaret Harritt) or her delegate.

Roles of the Technical Consultative Committee:

- To serve as a consultative body providing technical orientation to the Project.
- To approve the Project's annual operation plans.
- To approve changes in the Project's goals and scope.
- To convene meetings to receive Project progress reports.
- To help seek additional Project resources, and strengthen the SINAP.
- To make suggestions regarding the selection of NGOs to participate in public bidding to co-manage priority protected areas, as part of Grant Agreement No. 524-0314 between USAID/GDN.
- To approve the NGOs that will co-manage PAs with USAID financing.

**Table 4: Definition of Roles of the Project COP/ATP and the Counterpart/
National Director**

Counterpart/Director	ATP/Chief-of-Party, ARD, Inc.
Represents the DGAP in Project management/ implementation.	Represents USAID/ARD in Project implementation.
Jointly responsible for achieving the Project's goals and results.	In coordination with Counterpart/National Director, prepares AOPs for presentation, discussion and approval by the Consultative Committee.
In coordination with the COP/ATP, takes part in preparing the AOPs for presentation, discussion and approval in the Consultative Committee.	Is jointly responsible for achieving the Project's goals and main results.
Responsible for guaranteeing necessary measures to obtain National Matching Funds for the Project, and their administration and budgetary application according to the Budget included in the AOP.	In coordination with Counterpart/National Director, programs monthly monitoring, technical assistance and training activities to support the NGOs and assure fulfillment of goals and results specified in AOPs.
In coordination with the COP/ATP, programs monitoring, technical assistance and training activities to support the NGOs and oversee fulfillment of goals defined in the AOPs.	Responsible for Project administration and management, in coordination with Director/National Counterpart. Responsible for inventories and hiring and supervising technical personnel hired by ARD.
In coordination with the COP/ATP, takes part in developing terms of reference for specific consultants, reviewing the reports of these consultancies, and considering recommendations made by these.	In coordination with Counterpart/National Director, prepares the Agenda and minutes of meetings with the CTC.
In coordination with the COP/ATP, is responsible for NGOs fulfilling their annual operational plans and management plans for protected areas. Will coordinate with the DGAP's Operations Department, which is responsible for overseeing application of regulations and norms established by MARENA. In coordination with the COP/ATP, will be responsible for technical monitoring of the COMAP Project's activities.	Responds to USAID/ARD regarding Project's achievement of expected results, with support from the Counterpart/National Director.
Responsible for preparing periodic reports about implementation of national matching funds, which will be remitted to the USAID CTO.	Prepares periodic technical reports (technical and/or financial) as required by Donor.
Will requisition the use of funds assigned to Result 2 (Building SINAP's Institutional Capacities). Requests are directed to the COP/ATP and will be based on financial programming defined in the AOP.	Supports Director/National Counterpart in preparing reports required by MARENA about Project implementation.
Responsible for preparing the Project's technical reports as required by MARENA, and in coordination with the COP/ATP will help prepare the technical reports required by USAID.	Responsible for preparing corresponding financial reports and submitting these to ARD/USAID, as well as for managing the Project's overall budget.
	In coordination with the Counterpart, participates in evaluating consultant reports. When these are accepted as valid, will make the corresponding payments to Consultants.

Figure 1: Flowchart for Bidding to Co-Manage PAs, and Application for COMAP Funds

[TRANSLATOR NOTE: Follow order as specified on written copy]

As recipient organization MARENA names Committee

Set up Bidding Committee

MARENA requirements
USAID/ARD requirements

List of conditions and basis for Bidding

Convene Bidding

Discuss the list of conditions and basis for Bidding

Receive and evaluate offers

Need complementary information

Decision

Eliminated

Yes

Finding

Contract Awarded

MARENA-NGO sign contract

NGO prepares request for ARD Donation

CTC Approval

NGO seeks other sources of financing

ARD and NGO sign Grant Agreement

Initiate Strategic Plan activities

COMAP begins Technical and Financial Monitoring of NGO-PA

Result of Investments

Figure 2: COMAP Project Organization

[TRANSLATOR NOTE: Follow order as specified on written copy]

Technical Consultative Committee (USAID/DGAP/AED)

National Counterpart

Chief of Party

USAID Project Manager

Administrator and Financial Monitor

Assistant Account

Consultants

Bilingual Secretary

Specialist in Protected Areas

Specialist in Building Institutional Capacities

Technical Assistance

Training

Monitoring

Evaluation

Departmental Delegates

NGO

PA

4.3 Project Personnel

4.3.1 MARENA

MARENA will assign a full-time staff member as the Counterpart/National Director. Two additional half-time technical staff will be available to support the Project as needed, as well as a Secretary to assist the Counterpart/National Director.

4.3.2 ARD

ARD is responsible for hiring the Project COP/ATP and other Project personnel (See Figure 2, COMAP Organizational Structure). Support from a Project Manager will be provided from the ARD Head Office in Burlington, Vermont, USA. In addition, other services will be provided, including procurement, accounting, and the hiring of international and regional consultants. Other opportunities for providing the Project with external technical cooperation will also be explored. In addition to the COP/ATP, ARD will hire the following personnel:

1. Specialist in Protected Areas
2. Specialist in Administration and Finances
3. Specialist in Building Institutional Capacities
4. Assistant Accountant
5. Bilingual Secretary
6. Driver
7. Concierge/Maintenance person

4.3.3 Consultants

Table 5 presents an estimate of consultant person-days that the Project will utilize, under the auspices of different funding sources. The number of consultant days needed for biological inventories (which will make use of university students and teachers) still needs to be determined. Some PA appraisal studies and baseline studies will be carried out through sub-contracting local companies or professionals.⁵

⁵ These two activities have no Overhead Costs.

Table 5: Estimated consultant person-days by funding source.

Consultant Person-Days	ARD	PASA ⁶	NFWF	Result 2 ⁷	TOTAL
International					
Grant management system	10				10
Economic activities		45			45
Eco-Tourism (2 trips)		60			60
Biodiversity (inventories)		90			90
Sub-Total					205
Regional					
Management of Protected Areas (5 trips)	50				50
Building Institutional Capacities	75				75
Policies, tourism legislation				15	15
Monitoring system in the PAs				60	60
Sub-Total					200
Local					
Environmental Education	40				40
Appraisal and Baseline Study	140				140
Biological inventories (teachers and students)				To be decided	
Sub-Total					180
<hr/>					
TOTAL (GLOBAL)	315	195	To be decided	75	585

4.4 Activity Timetable

Figure 3 provides a Timetable for Project activities over four years. Each year, the Project team will design an Annual Operation Plan (AOP) that will be approved by the CTC.

⁶ Needs to be verified.

⁷ Includes 75 local consultant days suggested by the DGAP, about themes related to institutional strengthening (monitoring system, policies, and tourism legislation).

[TRANSLATOR NOTE: The following needs to be inserted into the original table]
Figure 3: Timetable for COMAP Implementation (4 years)

Results and Activities

Year 1 Year 2 Year 3 Year 4

Result 1 – Co-Management of Protected Areas by NGOs

Analysis of PA feasibility.

Appraisal and baseline study about current situation in the PAs and buffer zone communities.

Selection of NGOs to receive financing

Development of Strategic Plans of NGOs selected to work in PAs.

Technical support to NGOs to develop AOPs and PA Management Plans.

Design Project monitoring and follow up system.

Result 2 – SINAP strengthened and management regulated by MARENA

Design Plan to Build Institutional Capacities.

Assist the Public Bidding process for each PA.

Support the signing of Agreements by NGOs and MARENA.

Develop Terms of Reference for Management Plans.

Prepare Terms of Reference for Consultants.

Implement Consultancies and evaluate reports.

Develop and publicize SINAP norms and procedures.

Monitor PA management plans that are co-managed by NGOs and financed by the Project.

Result 3 - Local communities taking part in co-managing Protected Areas

Strengthen and/or organize Local Committees that support PA Co-Management.

Rapid Rural Diagnostics.

Training for community members.

Environmental education for communities and school children.

Technical training about economic activities that can be financed through the Small Grants Project⁸

Coordinate activities with other projects and/or programs that may intervene in these communities.

Project Administration

Hire personnel and set up Office.

Project start up

Develop Monitoring and Technical Assistance Plans.

Meetings of the Technical Consultative Committee.

Meetings of the Technical Team.

Meetings of the Consortium of NGOs participating in Co-Management.

Delivery of Quarterly Reports.

Monitoring and Feedback Workshops.

⁸ Through workshops, courses and periodic visits to the community work site.

4.5 Indicators

Table 6: Project Logical Framework

OBJECTIVES, RESULTS AND ACTIVITIES	IMPACT INDICATORS	GOAL	MEANS OF VERIFICATION	ASSUMPTIONS
A. GENERAL PROJECT OBJECTIVE: To increase the amount of natural resources being used rationally and in a sustainable manner, in priority areas of Nicaragua.				
PROJECT RESULTS AND ACTIVITIES				
Result 1: Co-Management of Priority Protected Areas by NGOs				
a. Selection of Priority Protected Areas.	Number of Protected Areas selected for co-management by NGOs.	8	<ul style="list-style-type: none"> Minutes from Agreement of the Project's Tech. Consultative Cte. 	<ul style="list-style-type: none"> CTC set up with participation from USAID, MARENA and ARD.
b. Selection of NGOs, and formalization of co-management agreements with MARENA.	Number of agreements signed between MARENA and NGOs for co-managing Protected Areas.	4	<ul style="list-style-type: none"> Agreements signed between MARENA and NGOs. 	<ul style="list-style-type: none"> NGOs demonstrate interest in co-managing Protected Areas. NGOs fulfill minimum requirements established by USAID for managing financial resources. Funds for 2 additional PAs become available (does not include Mombacho Volcano).
	Number of AOPs approved.	6	<ul style="list-style-type: none"> MARENA 	
c. Strengthen the technical and institutional capacities NGOs.	Number of NGOs with strategic plans to build institutional capacities being implemented.	6	<ul style="list-style-type: none"> Reports on strategies delivered to Project Administration. 	<ul style="list-style-type: none"> No adverse uncontrollable phenomena occur. The official policy of supporting the co-management of PAs continues. NGOs are interested in building institutional capacities and take part in training processes. All NGOs need to build institutional capacities.
	Number of NGOs with activities for obtaining funds from other sources.	6	<ul style="list-style-type: none"> NGO minutes. 	
	Increase in the financial resources (from sources other than the project) managed by NGOs.	15-20%	<ul style="list-style-type: none"> Accounting system of NGOs, minutes. 	
	Increase in NGO membership (% of increase over initial membership).	20	<ul style="list-style-type: none"> NGO Annual Report 	
	Number of NGOS publishing annual reports.	6	<ul style="list-style-type: none"> Annual Report 	

OBJECTIVES, RESULTS AND ACTIVITIES	IMPACT INDICATORS	GOAL	MEANS OF VERIFICATION	ASSUMPTIONS
	Number of NGOs that have regulations for members and a Board of Directors Number of NGOs with performance evaluation systems operating. Number of NGOs with internal regulations. Number of NGOs with financial information currently up-to-date.	6 6 6 6	<ul style="list-style-type: none"> • Documents • Documents • Documents • Accounting system 	
d. Implementation of Co-Management Plans	Number of management plans submitted to MARENA for approval. Number of management plans approved by MARENA. Percentage of co-management activities (out of the total activities specified per year in the AOP) actually carried out.	7 7 85%	<ul style="list-style-type: none"> • MARENA/DGAP • Publication of resolutions approving plans • AOP and monitoring reports 	<ul style="list-style-type: none"> • No adverse or uncontrollable phenomena occur. • The official policy of supporting the co-management of PAs continues. • NGOs are interested in building institutional capacities and take part in training processes. • The ToRs for management plans are simple and not too costly to be able to carry out.

OBJECTIVES, RESULTS AND ACTIVITIES	IMPACT INDICATORS	GOAL	MEANS OF VERIFICATION	ASSUMPTIONS
Result 2: SINAP strengthened and management of Protected Areas is regulated.				
a. Design Plan to build SINAP's institutional capacities.	Indicators will be defined after having developed a plan to build institutional capacities. The number of MARENA staff trained in norms and administrative procedures for SINAP (male and female).	1 M=15 F=10	A document containing the Plan to build SINAP's institutional capacities. Reports MARENA/DGAP	<ul style="list-style-type: none"> The State maintains its interest in co-managing PAs. Other MARENA projects participate, and contribute funding to help strengthen SINAP.
b. Publication of SINAP's norms and administrative procedures.	Number of people from NGOs trained and following up SINAP norms and administrative procedures (male and female).	M=25 F=15	<ul style="list-style-type: none"> Reports from MARENA/DGAP 	<ul style="list-style-type: none"> The State maintains its interest in co-managing PAs. Other MARENA projects participate, and contribute funding to help strengthen SINAP.
c. Support to DGAP's operation of SINAP.	Number of new pieces of equipment. Number of field visits made by the national counterpart.	1.5 vehicles 3 computers 1 photocopier 1 motor boat (outboard, 115 HP) 1 fire-fighting equipment 5/month=230 in 46 months	<ul style="list-style-type: none"> AOP document, in project archives. Quarterly reports of DGAP and the Project. Monitoring reports. Project Inventories. 	<ul style="list-style-type: none"> National matching funds are being used to support co-management of PAs. MARENA maintains its decision to support the co-management of PAs.
d. Implementation of the SINAP Monitoring and Follow Up system.	Percentage of AOP monitoring activities fulfilled. A monitoring and follow up system has been validated and officially adopted by DGAP (MARENA), and is being used with PAs.	100% 1 system	<ul style="list-style-type: none"> AOP of the DGAP DGAP monitoring reports. System Document. Monitoring and follow up reports. 	<ul style="list-style-type: none"> The DGAP assigns resources and personnel to implementing the AOP. The DGAP validates and implements the monitoring and follow up system.
e. The DGAP and MARENA adopt and apply a policy of co-managing Protected Areas.	Key policies and strategies developed by MARENA and being implemented.	1 document	<ul style="list-style-type: none"> Periodic reports. Ministerial Resolution. 	<ul style="list-style-type: none"> MARENA maintains its interest (and decision) in implementing policies and strategies that co-manage protected areas.

OBJECTIVES, RESULTS AND ACTIVITIES	IMPACT INDICATORS	GOAL	MEANS OF VERIFICATION	ASSUMPTIONS
Result 3: Local communities taking part in co-managing Protected Areas				
a. Promotion, formation and/or strengthening of Local Committees to support Co-Management of Protected Areas.	Number of Local Committees to Support Co-Management (% of male and female members). Percentage of communities with representatives on Local Committee. Number of meetings/year of Local Committee.	6 M=60% F=30% 70% 6	<ul style="list-style-type: none"> Minutes from meetings of Local Committees in NGO's archives. Monitoring reports and other periodic Project reports. 	<ul style="list-style-type: none"> NGOs and MARENA promote the establishment of Local Committees. Representatives from municipalities, community leaders and landowners are interested in participating.
b. Formulation, negotiation and/or strengthening of projects by communities, with support from NGOs.	Number of families directly benefiting from Project who increase their incomes by at least 20%.	90 families	<ul style="list-style-type: none"> Periodic reports. Interviews and observations made in the communities. Comparison of the initial situation (diagnostic) with that left in place when the Project concludes (results). 	<ul style="list-style-type: none"> Communities are receptive and become involved with the Project. NGOs are interested and fulfill their commitments to involve communities in co-management.
c. Implementation of financially and ecologically sustainable economic activities in buffer zones.	Number of people carrying out new economic activities (male and female).	15 people x 6 PAs= 135 M=85 F=50	<ul style="list-style-type: none"> Baseline. Field observations. Interviews in the communities. Monitoring reports. 	<ul style="list-style-type: none"> NGOs are interested and fulfill their commitments to involve communities in co-management. NGOs accompany community groups in negotiating and implementing income generating projects. Communities commit themselves to the Project and participate.
d. Training for communities about sustainable productive practices and micro-enterprises.	NGOs with community training plans related to productive activities that are being implemented.	6 plans	<ul style="list-style-type: none"> Periodic reports from the NGOs. AOPs of the NGOs. Field observations. 	<ul style="list-style-type: none"> Communities are receptive and take part in training activities that are developed with participation from NGOs.

* Cocibolca will receive technical assistance to increase community participation in Co-Management activities.

5.0 Budget Summary

Table 7 presents estimates of the distribution of MARENAP funds among the 3 Results. As a goal, USAID prefers to distribute 30% of funds to Result 3, and 70% of the funds to Results 1 and 2.

Table 7: Distribution of MARENAP Finances by Result (estimates in US\$)⁹

PROJECT OR COMPONENT	Result 1	Result 2	Result 3	TOTAL
NFWF (National Fish and Wildlife Foundation)	100,000		50,000	150,000
BSP (Biodiversity Support Prog.)	100,000			150,000
USDA/PASA	100,000	50,000	100,000	250,000
FUNCOD		50,000		50,000
Cocibolca (Phase II)	156,030		66,870	222,900
Bosawás/Alistar			300,000	300,000
ARD	1,982,976	200,000	832,024	3,015,000
2000 Agenda		57,200		57,200
Entomological Magazine				3,081
USAID/various	200,000	200,000	100,000	526,819 ¹⁰
MARENA/Counterpart		400,000		400,000
TOTAL	2,639,006	957,200	1,448,894	5,045,100¹¹
	52%	19%	29%	100%

⁹ This table could vary depending upon the results of the baseline study and community diagnostics. The amounts indicated for NFWF will change after selecting the APs and NGOs, and when more information is available.

¹⁰ US\$300,000 was distributed equally for evaluations and audits of the 3 results. The US\$200,000 assigned to administration was divided among Results 1 and 2, where the CTO will dedicate more time. No contingency costs were considered.

¹¹ The total does not include US\$3,081 for the Magazine, or US\$26,819 for contingencies.

Appendix A: Criteria for Selecting NGOs to Receive Project Financing*

The Project has defined the following selection criteria, given that these criteria are considered essential for signing a funding agreement:

1. The Organization should have signed a Co-Management Agreement with SINAP/MARENA for a Protected Area located in the area of Project Implementation.
2. Presentation of a basic document that reflects the NGO's institutional capacities, as well as potential areas for improvement. This document should clearly define themes such as:
 - a. Technical Capacity
 - b. Administrative Capacity
 - c. Work Methodology
 - d. Institutional scope of co-management
3. The Organization should provide evidence of possessing the basic conditions for managing financial resources, or should have a plan to establish such conditions prior to signing the agreement.
4. Identification of possible options to guarantee financial sustainability.
5. Commitment by its Board of Directors and Administrative Personnel to fulfill the activities and goals outlined in the Program.
6. Presentation of endorsements by local and community authorities (landowners and non-landowners), if these have not been part of MARENA's selection process.
7. Presentation of an economic feasibility analysis for PA Management.
8. The Organization should have prepared a conceptual document about Co-Managing the corresponding PA.

* These criteria will be expanded in the guide for preparing conceptual documents.

Appendix B: Terms of Reference for Key National Personnel

Administrative and Financial Manager

1. General Objective of this Position

This position will fulfill two important functions within the Project. The first will be assisting the COP/ATP in administrative activities and managing the Project Office. The second will be providing technical administrative and financial assistance to the NGOs, and also monitoring, auditing, and managing the accounts of funds received through the Grant Agreement with USAID.

2. Specific Functions:

- Participate in developing the Project's annual operational plans, especially in relation to financial programming for Project operations and disbursements to NGOs.
- Set up an administrative management system and account registries for the Project.
- The Manager will be responsible for daily Project administration, including preparing the payroll, obtaining price quotes, purchasing and supervising the inventory of equipment and supplies, and overseeing vehicle use and maintenance.
- Prepare periodic, mid-term and final financial reports for the Project, as per ARD's procedures.
- Assist the selected NGOs in co-managing PAs, and in defining strategies and plans that will help build their administrative capacities, and their administration of accounting systems that can be audited.
- Assist training and technical assistance activities for the administrators and accountants of participating NGOs, as a form of improving their capacity to manage resources.
- Support NGOs in strengthening the capacities of local groups to manage revolving funds for sustainable economic activities in zones located nearby the PAs.
- Help orient the NGOs about opportunities available from other funding sources, which can assist community organizations in improving living conditions (potable water, environmental sanitation, productive activities, increasing sources of employment and income, etc.).
- Take part in periodic meetings of the Project's technical team, and submit corresponding reports about fulfillment of obligations.
- Fulfill any other tasks related to the Project that are assigned by the COP/ATP.

3. Expected **Outputs (to which the Administrative and Financial Manager has contributed):**

- An administrative and accounting system that helps guarantee the smooth functioning and accounting of the Project's operations. The national capacity to manage external cooperation projects has been improved.
- At least eight NGOs have either improved or set up administrative and accounting systems that can be audited.
- At least eight community groups are managing small funding for local productive activities.

4. Requirements:

- Professional, university graduate with at least a Bachelor's Degree in the area of business administration, accounting or finances.
- At least five years experience working in the administrative management and financial supervision of external cooperation projects, preferably with USAID funds.
- Communicates well and has experience in training activities related to his or her areas of professional expertise.
- Knowledgeable about the operations of national NGOs.
- Computer skills: Microsoft Word and Excel.
- Spanish language. Basic knowledge of English.
- Able to work as part of a dynamic work team, and in an agreeable atmosphere. Willing to travel outside of Managua and remain outside for periods of time.

5. Contract duration:

The contract is for 46 months, with annual renewal subject to evaluations of performance and results.

Specialist in Protected Areas

1. General Objective of this Position

Jointly coordinate supervision and technical assistance activities with NGOs participating in the Project, together with the Project's National Counterpart, and help strengthen the professional capacities of technical staff and train Forest Rangers.

2. Specific Functions:

- Participate in developing the Project's annual operational plans, especially in regard to programming technical assistance activities and other training support for NGOs.
- Develop diagnostics about the situations in PAs, and help NGOs to prepare PA Management Plans in coordination with the National Counterpart.
- In coordination with the Project's technical counterparts, conduct technical monitoring of the NGOs taking part in Co-Managing PAs. Also, take part in evaluating each PA that is co-managed by an NGO.
- In coordination with the Project's technical counterparts, help evaluate the results of reports prepared by technical consultants, and oversee the application of their recommendations according to the PA management plans.
- Provide NGOs with technical assistance, and help them develop training plans for their technical staff and Forest Rangers.
- Collaborate with NGOs in offering technical assistance and training to local groups, to enable them to develop sustainable productive activities that do not threaten the conservation of PAs.
- Help NGOs selected to co-manage PAs to define strategies and plans that build their technical capacities.
- Help orient the NGOs about opportunities available from other funding sources, which can assist community organizations in improving living conditions (potable water, environmental sanitation, productive activities, increasing sources of employment and income, etc.).
- Take part in periodic meetings of the Project's technical team, and submit corresponding reports about fulfillment of obligations.
- Fulfill any other tasks related to the Project that are assigned by the COP/ATP.

3. Expected **Outputs (to which the Specialist in Protected Areas has contributed):**

- The technical capacities of eight NGOs have been strengthened, to guarantee co-management of Protected Areas.
- Eight operational plans and/or management plans developed by NGOs are being implemented.

- Technical staff and Forest Rangers from NGOs have been trained in managing PAs.
- At least eight local groups are developing productive and eco-tourism activities that increase employment and generate income for participating families.

4. Requirements:

- Professional, university graduate with at least a Master's Degree in the management of protected areas or a related discipline.
- At least five years experience working in programs or projects related to managing PAs and/or biodiversity.
- Experience in preparing and evaluating management plans for Protected Areas.
- Communicates well and has experience in training activities related to his or her areas of professional expertise.
- Knowledgeable about the operations of national NGOs.
- Computer skills: Microsoft Word and Excel.
- Spanish language. Basic knowledge of English would be useful but is not necessary.
- Able to work as part of a dynamic work team, and in an agreeable atmosphere. Willing to travel outside of Managua and remain outside for periods of time.

5. Contract duration:

The contract is for 41 months, with annual renewal subject to evaluations of performance and results.

Specialist in Building the Institutional Capacities of NGOs

1. General Objective of this Position

During a three-year period, help develop the institutional capacities of eight NGOs selected to co-manage Protected Areas prioritized by the Project. Through participatory processes, involve organized groups from areas surrounding the PAs in co-management activities, environmental education, and in managing small funds to support productive activities.

2. Specific functions:

- Participate in developing the Project's annual operational plans, and help achieve its goals and main results.
- The Specialist will help NGOs selected to co-manage PAs to define strategies and plans that help strengthen their capacities to co-manage Protected Areas, with direction and orientation from the COP/ATP.
- Support the training activities of NGOs and community organizations.
- Promote the practical application of democratic principles and concepts, through using participatory methodologies and tools with both NGO technical staff and community groups.
- Support NGOs in strengthening and organizing Local Committees to Support the Co-Management of PAs, guaranteeing that these Committees are representing different actors (institutions, landowners, and communities located nearby the PAs).
- Support NGOs in strengthening and/or organizing community groups to administer small grants for use in productive activities that can increase employment and family income.
- Help facilitate the exchange of experiences and horizontal technical collaboration between NGOs participating in the Project, and between different community groups.
- Help NGOs to negotiate funding from other sources, which can assist community organizations in improving living conditions (potable water, environmental sanitation, productive activities, increasing sources of employment and income, etc.).
- Take part in periodic meetings of the Project's technical team, and submit corresponding reports about fulfillment of obligations. Document and share information about successful experiences.
- Fulfill any other tasks related to the Project that are assigned by the COP/ATP.

3. Expected **Outputs (to which the Specialist in Building Institutional Capacities has contributed):**

- At least eight NGOs are co-managing PAs in a sustainable manner, and are efficiently assisting and orienting visitors.

- At least eight Local Committees to Support Co-Management in Protected Areas are meeting and taking part in NGO activities.
- Community groups are managing small grants for use in local productive activities.
- NGOs participating in the project are coordinating and collaborating (horizontally) in training actions and are sharing the lessons they have learned.
- Participating NGOs are coordinating actions with other projects and institutions in the buffer zones or other areas surrounding PAs.

4. Requirements:

- Professional, university graduate with at least a Bachelor's Degree in social sciences, sociology and/or anthropology.
- At least 46 months experience working in activities that build institutional capacities, especially with NGOs and community groups.
- Experience in applying democratic principles, participatory planning methodologies, and educational communication in rural communities.
- Computer skills: Microsoft Word and Excel.
- Spanish language. Basic knowledge of English would be useful but is not necessary.
- Able to work as part of a dynamic work team, and in an agreeable atmosphere.

5. Contract duration:

The contract is for 41 months, with annual renewal subject to evaluations of performance and results.

Appendix C: Main Activities by Results and Responsible Organization

Table C-1: Main Activities by Results and Responsible Organization¹²

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
<p>General Project Operation and the scope of the Main Results proposed in USAID's SO2</p> <p>1. Establishment of the Project's Technical Consultative Committee (CTC)</p>	<p>For Project implementation, a Technical Consultative Committee (CTC) will be formed, made up of 5 members (2 from USAID, 2 from MARENA and 1 from ARD). It will be responsible for:</p> <ul style="list-style-type: none"> • Approving the Project's General Plan. • Approving AOPs. • Approving changes in the goals specified in the AOPs. • Approving the selection of NGOs for signing Grant Agreements with ARD. • Overseeing progress during Project Implementation. • Supporting negotiations for complementary resources.
<p>R1: Co-Management of Priority Protected Areas by NGOs.</p>	<p>Three institutional actors are key to achieving this result (this designation in no way limits other actors that will participate in the Project). These are: MARENA/DGAP, USAID/ARD, and the selected NGOs.</p>
<p>1. Definition of Priority Protected Areas.</p>	<ul style="list-style-type: none"> • Through consultancies and the work of the Project's technical team, existing secondary information will be reviewed and rapid rural appraisals will be conducted. These will help select those PAs to be considered for co-management with Project funding. • The CTC interprets and approves results from the feasibility analysis on co-management of PAs, in order to make a final selection. • The CTC approves the short list of PAs with potential for co-management through applying the criteria previously defined by the same Committee.

¹² Table C-1 presents details about the main activities and leading actors involved. All actors are linked to the Project, but each has specific leadership responsibilities in each activity.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
2. Public Bidding for Co-Management of PAs, and Sign Agreements.	<ul style="list-style-type: none"> • MARENA/DGAP. Begin the process of Public Bidding for Co-Management of PAs; these are selected on the basis of laws, norms and criteria established in SINAP's operational regulations.¹³ • ARD prepares a guide for NGOs to assist in developing Co-Management conceptual documents. • MARENA includes presentation of the document as one of the requirements in the bidding process.
3. Appraisal and Baseline Study of selected PAs.	<ul style="list-style-type: none"> • If necessary, ARD will hire national consultants and form a team with counterparts from MARENA and permanent technical personnel hired by ARD.
4. NGOs apply for Project Funds. ¹⁴	<ul style="list-style-type: none"> • ARD prepares the guide for preparing grant requests (for co-managing PAs). • Once the NGO signs a Co-Management Agreement with MARENA, it may submit a Grant Request for Co-Managing a PA. ARD will review the request and submit it with recommendations to the CTC. • The CTC approves or rejects the request, and ARD communicates the final decision to the NGO. • If the Grant Request is approved by the CTC, ARD signs a Grant Agreement with the NGO. • ARD begins making disbursements and conducting technical and financial monitoring of the NGO. • The NGO defines procedures for disbursements and accounting.
5. Develop Strategic Plans for the selected NGOs to work in Protected Areas.	<ul style="list-style-type: none"> • The NGOs prepare their respective strategic plans. These include co-management of the PA and the manner in which their institutional capacities will be strengthened (sustainability). • The Project's Technical Personnel provide any technical assistance needed by the NGOs. ARD provides support via specific consultants, as needed.

¹³ In the case of APs that are already being co-managed by NGOs, MARENA will follow the legal procedures established for such cases and will formalize the situation.

¹⁴ The fact that an NGO has won the Public Bidding for Co-Managing an AP does not imply that it will receive Project financing. However, an NGO must have signed an agreement with MARENA/DGAP to be eligible for signing a Grant Agreement with ARD. If there is close coordination between MARENA and ARD, there should consistency in the NGOs selected. The NGOs that were selected through MARENA's public bidding process are the only ones that will be eligible to apply for USAID funds.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
6. Training	<ul style="list-style-type: none"> • NGOs are responsible for training their technical and support personnel, as well as community groups benefiting from the project. Training activities should be included in their Strategic Plans. • ARD/DGAP support the training plans of NGOs, either through counterpart technical staff or consultants hired by ARD. • ARD organizes training events of interest to technical staff from all NGOs. • ARD coordinates with other USAID associates that are managing MARENAP or PROARCA/CAPAS funds to train about biodiversity and other themes.
7. Technical Assistance and specific consultancies.	<ul style="list-style-type: none"> • In coordination with the DN and the COP/ATP, the Project channels technical assistance and consultancies with national or international experts, using funds from the Project or from other internal USAID sources (MARENAP). • Based on their strategic and budgetary plans, NGOs may directly contract technical assistance with prior authorization from the COP/ATP. • The DGAP offers technical assistance to NGOs using national personnel (under DN coordination).
8. Management Plans	<ul style="list-style-type: none"> • NGOs develop management plans for the PAs. • ARD/DGAP personnel provide technical assistance to NGOs for developing management plans. • NGOs submit PA Management Plans to MARENA/DGAP. • MARENA/DGAP approves the PA Management Plans. • The NGOs implement management plans and infrastructure investments. • The DIOPER, in coordination with the DN, monitors compliance with established management norms and procedures.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
9. Periodic meetings to exchange experiences and collaborate (horizontally).	<ul style="list-style-type: none"> • The COP/ATP and the DN organize regular semimonthly meetings with the participation of NGOs involved with co-management. • NGOs rotate hosting the semimonthly meetings. • NGOs organize meetings and activities with community organizations. • With support from NGOs, community groups conduct tours to share experiences.
10. Strengthen the Consortium of NGOs Co-Managing Protected Areas ¹⁵	<ul style="list-style-type: none"> • The COP/ATP helps strengthen the Consortium of NGOs Co-Managing Protected Areas. • The COP/ATP seeks complementary resources for managerial training, to guarantee financial stability for the NGO members of the Consortium. • The NGOs take part in strengthening and/or setting up the Consortium, and seek resources for its sustainability with support from the COP/ATP.
11. Coordination and relations with other institutions, projects, donors, municipalities and eco-tourism enterprises.	<ul style="list-style-type: none"> • The NGOs develop their own relationships to explore opportunities for obtaining resources for PA Co-Management. • The CTC seeks complementary financial and technical support for implementing management and institutional strengthening plans.

¹⁵ One of the project's results will be helping strengthen the Consortium of NGOs Managing Protected Areas. Periodic semimonthly meetings will provide a basis for organizing and strengthening this group, whose main missions will be: collaborating (horizontally) to provide training and technical assistance, exchanging experiences, and managerial efforts to obtain sustainability.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
12. Monitoring and Follow Up	<ul style="list-style-type: none"> • The PA Specialist hired by ARD in coordination with the DN conducts technical monitoring and accompanies NGOs in implementing AOPs and/or PA Management Plans. • The DN and DGAP's Departmental and/or Municipal Delegates provide assistance and oversee compliance with the norms and procedures established for PA management. • The ARD Finance Manager monitors and reviews accounts managed by NGOs, as well as their strategic plans to improve administrative capacities, accounting procedures, and audits. • The Specialist in Building Institutional Capacities monitors the recommendations made to NGOs to strengthen their institutional capacities.
R2: SINAP is strengthened and the management of Protected Areas is being regulated by MARENA.	<p>Two areas are key to achieving this result: The first is strengthening SINAP/DGAP as the institution directly responsible for preserving and managing the nation's PAs. In this case, USAID support should be seen as a complement to resources provided by other projects. The second is establishing a minimum structure for accompanying NGOs participating in the co-management project. When the Project concludes, mechanisms for following up PAs that are being Co-Managed by NGOs with community participation should be in place.</p>
1. Develop and publicize SINAP norms and procedures.	<ul style="list-style-type: none"> • DGAP/ARD develop the Terms of Reference for updating and/or developing norms. • DGAP and ARD select the consultants. • ARD formally hires Consultants and makes payments when corresponding work is received in a satisfactory manner. • DGAP publicizes norms and procedures. • DGAP applies the norms and procedures through Technical Monitoring.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
2. A Plan to Build SINAP's Institutional Capacity.	<ul style="list-style-type: none"> • DGAP proposes a plan to build institutional capacities, and its needs in terms of resources to do so. It indicates different sources of available resources (from other projects operating within MARENA), and the need for complementary funds from USAID. • The DGAP includes its needs in the AOP approved by the CTC, and specifies when institutional strengthening activities will be carried out. • The ARD channels complementary resources (via services and/or materials and equipment) to strengthen the SINAP.
3. Support DGAP's operation of SINAP.	<ul style="list-style-type: none"> • The DGAP assigns the Project's counterpart personnel. • The DN presents the COP/ATP with resource needs to support monitoring the COMAP, within the framework of overall resources assigned to strengthening the SINAP. These needs are programmed in the AOP, and are to be approved by the CTC. • The COP/ATP channels approved resources via services and/or materials and equipment. • The DN is responsible for guaranteeing the necessary actions to obtain national counterpart funds from the MARENAP Program, and submits the quarterly financial reports required by the CTO of USAID.

ACTIVITIES BY RESULT	RESPONSIBLE ORGANIZATION; DISTRIBUTION OF ROLES IN PROJECT IMPLEMENTATION
R3: Local Communities participating in co-managing Protected Areas.	To achieve this result, the NGOs need to include communities located near the PAs as important actors in Co-Management, from the moment that management plans are designed.
1. Promote, establish and/or strengthen Local Committees for Managing Protective Areas.	<ul style="list-style-type: none"> • NGOs form or strengthen Local Committees to support the co-management of PAs. • Local Committees to Support Co-Management define their roles and norms, with assistance from NGOs, DGAP and ARD. • NGOs and Local Committees prepare a calendar for meetings, agendas, and minutes of these meetings.
2. Communities formulate, negotiate and/or improve projects, with support from NGOs.	<ul style="list-style-type: none"> • NGOs select communities to participate in Project activities, and manage small grants for economic activities. They develop selection criteria, including whether communities represent a threat to conserving the PA. • The NGOs take part in community diagnostics, with support from ARD staff and specific consultants.¹⁶ • ARD approves resources for the communities that appear in the AOPs of the NGOs. • The NGOs co-manage funds for economic activities jointly with the Community Committees. • ARD supports NGOs in training the Community Committees to manage small grants for productive activities.
3. Implement financially sustainable economic activities.	<ul style="list-style-type: none"> • NGOs and Community Committees coordinate training and technical assistance related to the economic activities being developed with project support. • ARD assists the NGOs in this process.

¹⁶ In cases where APs are being co-managed by NGOs that have formal agreements with MARENA.

Appendix D: Short List of Priority Protected Areas

Pre-Selected Areas

Co-Management feasibility studies will be carried out, and eight finalists will be selected.

1. **R.V.S.** La Flor/Rivas
2. **RN** Chocoyero-El Bruyo/Ticuantepe
3. RN Juan Venado Island/Matagalpa
4. RN Mount Arenal/Matagalpa
5. RN Ometepe-Maderas Volcano/Rivas
6. RN Tisey Estanzuela/Estelí
7. RN Mount Tomabú/Estelí
8. RN Mount Musún/Matagalpa
9. **RNV** Cosiguina/Chinandega
10. RN Padres Ramos/Chinandega

*** The two PAs that have USAID financing as part of the MARENAP Program are:

1. RNV Mombacho/Granada
2. **R de B** Bosawás/RAAN

Appendix E: Details of the Component to Build Institutional Capacities of NGOs (Institutional Strengthening)

Institutional strengthening activities that contribute to obtaining Project results

The methodology has been structured to respond to areas that are common to all of the project elements that contribute to obtaining project objectives. Each area refers to a specific aspect that needs to be strengthened, including Human Resources (oriented toward stakeholder services), Financial Administration, Monitoring Systems, Technical Specialization, and Strategic Planning. Four main areas are defined that are key to achieving the Project's results:

1. **General Training.** This includes themes of general interest, and includes basic elements that help each organization develop skills specifically needed to adapt to the realities and situations of communities located both within and outside of the protected areas, and establish models of co-management and community participation. This training consists of integrated modules that include the following central themes:
 - 1.1 *Leadership.* This is key to reviewing the strategic guidelines that help NGOs to adapt Management Plans to the framework of Business Plans without losing sight of the nature of their visions, missions and values.
 - 1.2 *Communication:* Defines the basic guidelines for establishing an internal and external "motivation" plan and/or system that improves the working environment and underlines the Organization's relationship with society. Such a framework will facilitate the maximum use of specific communication and publicity programs in each protected area.
 - 1.3 *Client-Centered Approach.* The NGO will distinguish stakeholders from interest groups, as well as their importance and how to relate to them.
 - 1.4 *Fundraising.* Identifying and exploring basic fundraising techniques, and promoting the development of specific plans based on co-managing protected areas.
 - 1.5 *Strategic Planning.* This will provide the basic elements related to institutional strategic planning, and how to insert this into co-management as part of helping achieve institutional objectives. This area will provide key elements for developing and reviewing plans.
 - 1.6 *Benchmarking.* This thematic area combines with other key activities, such as internships and exchanges. It will provide knowledge about optimal practices in co-management and other themes related to managing natural resources through Non-Profit Organizations and community participation.
2. **Specific Assistance.** This is based on specific requirements, depending on the level of development of each organization and/or the particular characteristics of each area. All participating organizations will have access

to such assistance, which is not limited to organizational aspects but includes specialized assistance to improve organizational performance and the efficient implementation of management plans. Although its content will depend upon each organization's level of development, it will include key elements such as:

2.1 **Financial Self-Sufficiency.** The NGO will develop and begin implementing management plans in the framework of its own Institutional Strategic Plan, which focuses on self-sufficiency and reflects:

- Its vision, priority mission, and financing alternatives.
- Development of a plan and values that include goals for financial self-sufficiency, and the commitment to co-managing protected areas and to community development.
- The needs and requirements of stakeholders.
- Identification of fundraising sources.

2.2 **Service to Clients (Stakeholders)**, which will mainly include:

- Identifying different interest groups both within and nearby the co-management area for which the NGO is responsible.
- Evaluating the current capacity (situation analysis) to satisfy the needs of stakeholders. Stakeholders are understood as those people and/or groups that are interested in the activities and development of the NGO, such as the Member Assembly, Communities, Local Government, Central Government, private enterprise, international organizations, etc.
- Developing a system for feedback about stakeholder services.

2.3 With respect to **Human Resources**, the following impact is expected:

- Increase productivity, improve communication, and develop technical and administrative skills.
- Maximize the managerial skills of the NGO and community organizations, including leadership, conflict resolution, and impact evaluation.
- Team work.

2.4 Finally, **community promotion** has the objectives of:

- Establishing a plan for developing local capacities (those of the community and its organizations, to positively influence the co-management plan.
- Maintaining stable and sustained operations among the organizations that are part of the process of strengthening and promoting local organizations, in direct relation to actions that impact the management of protected areas.
- Setting up community funds managed in a sustained manner by the communities, to make use of opportunities to economically improve the

living conditions of populations within protected areas and buffer zones.

3. **Strengthen Local Capacities.** This signifies a commitment to community work, and developing arenas for participation that allow the entire community to participate in and commit itself to co-management. This key action will help strengthen NGO relations within the community and with other key actors, providing a comprehensive approach to co-managing the protected area. Other factors of a technical, social, economic, political and environmental nature will also affect this process.
4. **Promote Alliances and Strategic Agreements.** The concept of co-management is based on sharing responsibilities. The Project promotes an arena where various organizations, projects, and institutions may coincide. Through the NGO's improved management, resources may be catalyzed for different priorities in the community, or for managing the protected area.

Each organization will receive specialized assistance, defined above as "specific assistance." This area will be defined in relation to Strategic Institutional Plans, Co-Management Plans, general training and project follow up. The funds used are part of the budget defined in the Grant Agreement, and the Project will assure access to consultants who are capable of satisfying needs in different areas. This assistance will take place in the field, providing direct support to the organizations and other groups/structures that these designate.