

UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

LAC REGIONAL  
PROJECT PAPER  
PARKS IN PERIL

AID/LAC/P-701

PROJECT NUMBER: 599-0792

UNCLASSIFIED

# DATA SHEET

C = Change  
D = Delete

3

2. COUNTRY/ENTITY LAC Regional	3. PROJECT NUMBER 598-0782						
4. BUREAU/OFFICE LAC Bureau, Office of Development Resources	5. PROJECT TITLE (maximum 40 characters) Parks in Peril						
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) <table style="width: 100%; text-align: center;"> <tr> <td>MM</td> <td>DD</td> <td>YY</td> </tr> <tr> <td>09</td> <td>30</td> <td>93</td> </tr> </table>	MM	DD	YY	09	30	93	7. ESTIMATED DATE OF OBLIGATION (Under 'B', below, enter 1, 2, 3, or 4) A. Initial FY 90    B. Quarter 1    C. Final FY 92
MM	DD	YY					
09	30	93					

8. COSTS (\$000 OR EQUIVALENT \$1 = )						
A. FUNDING SOURCE	FIRST FY 90			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID Appropriated Total						
(Grant)	( 2,000 )		( 2,000 )			( 2,000 )
(Loan)						
Other U.S.						
1. Host Country	345		345			345
2. Other Donor(s)	655		655			655
<b>TOTALS</b>	<b>3,000</b>		<b>3,000</b>			<b>3,000</b>

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATION TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1 Grant	2 Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) FN	742R	851				2,000		2,000	
(2)									
(3)									
(4)									
<b>TOTALS</b>						<b>2,000</b>		<b>2,000</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)	11. SECONDARY PURPOSE CODE				
12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)					
A. Code	ENV	PVOU	PVON		
B. Amount					

13. PROJECT PURPOSE (maximum 480 characters)  
 To ensure adequate on-site protection for threatened national parks and reserves in Latin America and the Caribbean which have global biological significance.

14. SCHEDULED EVALUATIONS	15. SOURCE/ORIGIN OF GOODS AND SERVICES																
<table style="width: 100%; text-align: center;"> <tr> <td>Interim</td> <td>MM</td> <td>YY</td> <td>MM</td> <td>YY</td> <td>Final</td> <td>MM</td> <td>YY</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>09</td> <td>92</td> </tr> </table>	Interim	MM	YY	MM	YY	Final	MM	YY							09	92	<input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input type="checkbox"/> Local <input type="checkbox"/> Other (specify)
Interim	MM	YY	MM	YY	Final	MM	YY										
						09	92										

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)

"I certify that the methods of payment and audit plan are in compliance with the Payment Verification Policy."

*Cecile Adams*  
Cecile Adams, LAC Comptroller

17. APPROVED BY	Signature <i>James H. Michel</i>	Date Signed MM DD YY 09   04   92	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION MM DD YY
	Title James H. Michel Assistant Administrator, Bureau for Latin America and the Caribbean		

PROJECT AUTHORIZATION

Name of Country : LAC Regional  
Name of Project : Parks in Peril  
Number of Project : 598-0782

1. Pursuant to Section 103 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Parks in Peril project for Latin America and Caribbean region involving planned obligations of not to exceed Two Million United States Dollars (\$2,000,000), in grant funds ("Grant") over a three year period from date of authorization subject to the availability of funds in accordance with the A.I.D. OYB/ allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is three years from the date of initial obligation.


2. The project will provide assistance to support the protection of national parks and reserves in Latin America and the Caribbean which have global biological significance. The project activities will include: 1) establishing reserve boundaries; 2) recruiting and training park rangers; 3) constructing facilities for park personnel; and, 4) providing operational support.

3. The Project Agreements which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate:

4. a. Source and Origin of Commodities, Nationality of Services:

Commodities financed by A.I.D. under the project shall have their source and origin in the United States, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have the United States as their place of nationality, except as A.I.D. may otherwise agree in writing.

Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

  
Assistant Administrator  
Bureau for Latin America and the  
Caribbean

September 6, 1950  
Date

Clearances:

LAC/DR/E:JHester  
LAC/RD:Grozell  
LAC/DR:EBrineman  
LAC/DP:BSchouten  
LAC/Cont:CADams  
GC/LAC:KHansen  
DAA/LAC:FWSchieck  
SA/AA/LAC:MKeenan-Wood

draft Date: 8/31/90  
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FW Date: 9/5/90  
FW Date: 9/5/90

LAC Regional  
Parks in Peril PP  
(598-0792)

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Attachments:

Appendix 1 - Priority List of Parks in Peril

Appendix 2 - Partner Organizations

Appendix 3 - Parks in Peril 15 Year Financial Projection \*

Appendix 4 - Preliminary Parks in Peril Work Plans and Budgets \*

Appendix 5 - Illustrative Memorandum of Agreement \*

Appendix 6 - TNC Project Team and Technical Staff \*

\* Available upon request



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*Latin America Program*

**PROJECT TITLE:** PARKS IN PERIL

**PROJECT LOCATION:** LATIN AMERICAN AND CARIBBEAN REGION

**PVO NAME AND LOCATION:** THE NATURE CONSERVANCY  
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TELEPHONE: #(703) 841-4860

**CENTRAL HEADQUARTERS:** SAME AS ABOVE

**CONTACT PERSON:** GEOFFREY BARNARD  
DIRECTOR, LATIN AMERICA DIVISION

**DATE OF SUBMISSION  
TO USAID:** JUNE 19, 1990

**PARKS IN PERIL**  
**AN UNSOLICITED PROPOSAL TO**  
**THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT**  
**FROM**  
**THE NATURE CONSERVANCY**

**SUMMARY**

Throughout Latin America and the Caribbean, tropical deforestation and loss of biological diversity is accelerating. The continued deterioration of this natural heritage threatens, both, the developing and developed countries of the Western Hemisphere with an impoverished future. There is an immediate need to conserve imperiled natural ecosystems, communities, and species by ensuring on-site management for biologically significant national parks and reserves.

The Nature Conservancy (TNC) has designed this Parks in Peril project to establish on-site management over a two year period for the initial 20 high priority parks of a total of 200 critically threatened ecosystems in Latin America and the Caribbean. With this unsolicited proposal, we respectfully request \$2.0 million in funding from the United States Agency for International Development (USAID) and propose a \$0.5 million match from The Nature Conservancy which would include direct project grants, technical assistance, and training. In addition, The Nature Conservancy expects to generate a minimum of \$345,000 or 15% of the on-site project grant total, as host-country matching funds for the project grants. The Nature Conservancy will also provide an estimated \$155,000 of administrative services related to this project as an in kind contribution to ensure a direct on-the-ground expenditure of the funds in high priority protected areas. The total project budget is estimated at \$3.0 million.

The Nature Conservancy anticipates that potential funding will be available for Parks in Peril from private sector sources at both, the local and international level to substantially augment the proposed match requirements. These funds will be used to guarantee the long term operation of proposed priority areas.

The Nature Conservancy looks forward to developing a close partnership with the United States Agency for International Development that will combine public and private sector efforts to protect and sustainably manage tropical forests and biological diversity.

## PARKS IN PERIL

### I. PROJECT PURPOSE AND DESCRIPTION:

#### Project Purpose and Target Beneficiaries:

The Parks in Peril Project is intended to ensure adequate on-site protection for 20 critically threatened national parks and reserves in Latin America and the Caribbean which have global biological significance.

The primary purpose of Parks in Peril is to ensure minimum critical management for each of the targeted sites, elevating these areas from mere "paper parks" to functional protected areas. The project will provide direct grants to non-governmental organizations (NGOs) to assist government agencies in the establishment of a permanent management presence in each protected area. Funds will be provided to survey and post critical boundaries, to recruit, train and equip rangers and community extensionists; to install protection infrastructure, and to promote local community participation in management activities. It will establish and strengthen working partnerships with local NGOs, government natural resource agencies, and other national and international organizations to achieve on-the-ground biodiversity conservation.

#### Project Description:

Over the past two decades, the nations of Latin America and Caribbean region have taken actions to conserve their natural resources by establishing protected areas systems to safeguard critical watersheds, coastal and marine ecosystems, wildlife, scenic attractions and other areas which provide important environmental benefits to the country. Unfortunately, government budget allocations have not been sufficient to manage these areas and control threats to vital natural ecosystems and their biological resources. Legally decreed boundaries have not been surveyed or marked on the land and personnel to protect and manage the reserves have not been assigned. In the few cases where there are rangers, they have not received the training, field equipment or basic facilities necessary to comply with the legal mandates and control illegal activities. These areas remain as "paper parks"-legally decreed but not physically established on the land.



The Parks in Peril Project will address this problem by establishing a minimum level of adequate on-site protection for 20 high priority areas. The management of a park in peril will begin by surveying the reserve's critical boundaries, posting them, and in some cases installing fences and gates to keep out livestock. At the same time, park rangers and extensionists will be recruited and assigned, trained on the job, and properly equipped to spend long periods of time in these remote areas where they will manage biological resources, promote sustainable resource use with local communities, and monitor illegal activities. Entrance stations, headquarters, and back-country outposts will be constructed to provide shelter for field personnel. These facilities will also be available to scientists for research and to manage wildlife, watersheds, and other natural resources important to the country's sustainable economic development. Finally, basic food supplies, fuel, and repair parts for equipment will be provided to support the operations of the on-site team.

For a typical large park of 100,000 acres, \$60,000 - \$75,000 will be necessary to "jump-start" on-site management activities by purchasing field equipment and installing basic protection infrastructure. In addition, \$40,000 - \$50,000 are required for yearly operational costs. Twenty priority sites at a cost of approximately \$125,000 would require an estimated \$2.5 million.

As the Parks in Peril Project is implemented, The Nature Conservancy will work closely with the NGOs and government natural resource agencies to provide the necessary training and technical assistance. An important component of this effort will be to create innovative financial mechanisms necessary to ensure the long term maintenance of the protected areas. At this time, The Nature Conservancy and its partner organizations are working on several debt-for-nature swaps in the region which will provide a continuous source of funds for basic operations of protected areas. In addition, the focused efforts of the Parks in Peril Project will attract additional funds from foundations and individuals at both a national and international level to support continued activities after the conclusion of USAID support.

Although it cannot be anticipated that the Parks in Peril Project will solve the entire problem of "paper parks", it will provide an important focus for the critical issue of biodiversity conservation. By using realistic "on-the-land" methods for protected areas management which involve NGOs, government agencies and local communities, the project will demonstrate the potential for extended application to other areas. Every opportunity will be taken to promote the lessons learned from this project to other areas in the region through publications, workshops, and personnel exchanges.

**Conditions Expected at End of Project:**

At the end of the project, it is expected that The Nature Conservancy, in close collaboration with local and international NGOs and government agencies, will:

1. Establish a minimum level of adequate on-site protection for 20 national parks or equivalent reserves with global biological significance. Results will include: surveying and posting critical boundaries, trained and equipped rangers with communications and mobility, and the basic facilities to maintain a permanent protection presence in each area.

2. Train a cadre of skilled protected areas managers, rangers and community extensionists in each park in peril with practical, hands-on experience in park protection and natural resource management. At least 20 directors and 50 rangers and extensionists will receive on-site training during the project.

3. Establish public-private sector cooperative relationships to elevate the status of key protected areas in each country and provide for their long term management. NGO/government cooperative agreements will be signed for park management and local commitments will meet or exceed 15% of the on-site project grants.

4. Promote local community participation in sustainable resource management activities with special consideration for the role of women as community extensionists. The Parks in Peril Project will directly provide enhanced local employment opportunities for protected areas directors, rangers, extensionists, and construction related personnel. Indirect economic opportunities will be enhanced as nature tourism and other sustainable natural resource development activities are initiated. By the end of the project, each park in peril will have established a mechanism for direct local community participation in the protected area's management and development.

5. Ensure a level of critical minimum management in priority protected areas while long term conservation financing mechanisms are designed and implemented. Debt for nature swaps, endowments, nature tourism, and sustainable resource development techniques will be tested on a case by case basis for each Park in Peril.

6. Strengthen the capacity of local NGOs to achieve conservation successes and to build diverse resources to become viable institutions. The NGOs will have direct on-site involvement with the 20 Parks in Peril and will enhance their capacity to assist the government agencies in protection and management actions.

7. Through excellence in results achieved, increase the U.S. public's commitment to global conservation of biological diversity. The Parks in Peril Project will provide national and international conservation organizations with the opportunity for improved access to public and private funding for biodiversity conservation. Diversified sources for the continued support of the Park in Peril will be in place at the end of the project.

## II. PROJECT BACKGROUND

### History of Proposal Development:

Well-functioning ecosystems and the biotic resources they contain, provide the underlying basis for global environmental health and sustained economic growth. More than 90% of this planet's biological diversity is found outside the borders of the United States.

Nowhere else on the planet is there so much natural diversity as in the ecosystems, habitats, and species of Latin America and the Caribbean. And nowhere else is the rapid destruction of this biological diversity more evident, or more important for our survival.

Throughout the region, population and development pressures have been accelerating over the past two decades. Fragile ecosystems which represent millions of years of evolution are being overrun by inappropriate land use practices which are not sustainable even in the short term of three to four years. Poor water and soil conservation practices, extensive deforestation for agriculture and livestock grazing, growing populations of landless people, and short-sighted economic policies account for this serious situation. The results have been a dramatic loss of tropical rainforests, watershed degradation, severe reductions in migratory, endemic, and endangered species, and even global impacts related to rapid climate change and social and economic instability.

The degradation of this irreplaceable natural biodiversity threatens the developed and developing nations with an impoverished future. For this reason, the recently amended Foreign Assistance Act Sections 118 and 119 have made the conservation of tropical forests and the preservation of biological diversity in developing countries a foreign policy priority of the United States.

### Relevant Studies:

The crucial, immediate, need in Latin America and the Caribbean is to provide living space for imperiled ecosystems, habitats, and species in a system of parks and protected areas. National parks and similar reserves-protected areas established to ensure the long-term viability of their flora, fauna, and ecological processes-form the nucleus of any effort to conserve

the biological diversity of Latin America and the Caribbean. A future step will be to fill in the gaps in the network of protected areas and to restore past ecological connections.

The Nature Conservancy and local conservation organizations with whom it works in the region have developed a plan to provide protection for 200 critically threatened ecosystems in Latin America and the Caribbean. A study of these areas was undertaken as a "rapid assessment" of designated parks and reserves in the region. The study focused on degraded protected areas because it was evident that the national governments had taken the first step to legally protect these areas, regardless of the actual amount of effective on-the-ground management.

Local conservationists, scientists, and international organizations such as World Wildlife Fund, World Resources Institute, Organization of American States, U.S. National Park Service, and International Union for the Conservation of Nature provided valuable input to this effort. Country environmental profiles, national biodiversity assessments, national protected area system plans, conservation and development strategies, and other pertinent literature were reviewed. In addition, appropriate maps, aerial photographs, and remote imagery were analyzed, when available. The study was based on the best available information and expert opinion but linked to a much extended process carried out by Conservation Data Centers of accumulating, updating, and analyzing biological information.

The following criteria was used for the study:

1. Biological Significance: The protected areas were assessed in terms of their biogeographical coverage and range of ecosystems they contained. Overall size, ecological integrity, and proximity to contiguous wildlands areas were considered as important factors for the long term viability of natural ecosystems and wildlife populations. In addition, the study noted the existence of unique habitats, and presence of rare, threatened, endangered, and/or migratory species.
2. Socioeconomic and Cultural Values: The long-term survival of parks in peril will be related to their value to the national society and local communities which support them. The study considered important economic resources of the areas (ie., watershed, wildlife, fisheries and forest products, etc.), local land tenure and resource use, and regional infrastructure and access.

3. Endangerment: Specific threats to the protected areas were identified and an attempt was made to assess the rate of change the area is currently experiencing. National development projects, commercial ventures, local indigenous uses, and other threats to the biotic resources of the areas were examined.

4.) Management opportunity: The feasibility of establishing long term management for the Parks in Peril is the key factor to the success of this project. Careful consideration was given to the current level of management in each area (eg., personnel, assigned budgets, on-site infrastructure, etc.), existing legislation and inter-institutional coordination, local community participation, and NGO support. In addition, a preliminary cost calculation was undertaken with the local government resource agency and conservation NGO to determine the costs of ensuring adequate on-site protection and long-term management.

The list of 200 critically threatened areas should be viewed as preliminary and dynamic. It will change as threatened areas become protected on-site, better information is compiled, and new areas are legally established.

A working list of 20 priority areas has been targeted for action this year, if funds become available. An additional 10 areas will be added in the second year of the project. (The preliminary list for Latin America and the Caribbean is included in Appendix 1.) These areas have been selected on the following criteria: (1) opportunity to support on-going protection activities of NGOs and government agencies in the area; (2) ability to use Parks in Peril funds in a catalytic manner to achieve immediate, tangible and lasting on-the-ground success; and (3) possibility to demonstrate lessons learned in other parts of the country and the region.

#### The Nature Conservancy Experience:

The Latin America Division of The Nature Conservancy has developed the Parks in Peril strategy based on the fundamental concepts learned from our successes over nearly 40 years of operation in the United States. Since 1951, the Conservancy has saved over 3.5 million acres of vital habitat and has built the world's largest private land reserve system. In addition to expertise in land conservation, creating almost 50 state

organizations in the United States over the past 15 years has given the Conservancy a continuously growing understanding of the process of institutional development of NGOs.

The Latin America Division works to build independent, self-sustaining conservation organizations in other nations. The Conservancy shares its experience and its technical resources with its partners, working side by side with them as they increase their capacity to protect land. Currently, The Nature Conservancy is working with 18 conservation partners and a network of 11 Conservation Data Centers in Latin America and the Caribbean. (Appendix 2 includes a list of Nature Conservancy partner organizations and Conservation Data Centers.)

The basic components of the Conservancy's strategy in Latin America and the Caribbean are:

1. Building and strengthening conservation institutions and their leadership capacities, both non-governmental and governmental;
2. Creating reliable, up-to-date sources of conservation information through the establishment of Conservation Data Centers;
3. Integrating these two elements to generate conservation action--the actual protection of wildlands and the elements of biological diversity they contain;
4. Establishing effective mechanisms to finance conservation action through debt-for-nature swaps, partnerships with international organizations, and other innovative techniques.

The Nature Conservancy has received several grants from USAID in the past which have significantly advanced conservation work in Latin America and the Caribbean. These grants include:

- LAC-0605-G-SS-6049-00: Conservation Data Center (CDC) support grant for \$266,000 with TNC matching component of \$475,566. This grant has provided partial support to expand and strengthen the Latin America regional network of CDCs and provide training and transfer of technology to, and among, CDCs.
- LAC-0605-G-SS-7024-00: Yanachaga Park project grant of \$200,000 with a \$200,000 matching contribution from TNC. The grant helped to initiate the management of the Yanachaga-Chemillen National Park in the Central Selva region of Peru.

- 526-0616-G-IR-8001-00: Fundacion Moises Bertoni support grant of \$15,000 from USAID/Paraguay with a \$20,000 match from TNC. This grant supported the establishment of a financial management system and development of a self-sufficiency program for a new Paraguayan conservation NGO.
- 520-0000-G-SS-9560-00: AID/Guatemala grant to assist in the development of a CDC within the Center for Conservation Studies (CECON) of the University of San Carlos and to prepare with the National Environmental Commission (CONAMA) studies required to legally establish 14 high-diversity protected areas and their management plans. The AID grant for \$140,000 is matched with \$94,845 from TNC.
- 532-0148: Protected Areas Resources Conservation (PARC) grant of \$128,000 from the AID/Jamaica with a \$134,000 match from TNC and the Jamaica Conservation and Development Trust for technical assistance services to help in the development of a national park system plan, implementation of two pilot parks, creation of a national park endowment, and establishment of a CDC (total AID PARC Project: \$1.75 million).
- 526-0616-G-SS-9001-00: A Fundacion Moises Bertoni grant to strengthen its conservation capacity and support major land management and protection projects. The AID/Paraguay provides \$396,563 with a TNC/Fundacion Bertoni match of \$277,668.
- 520-0000-C-00-9818-00: Resource Warden Training grant of \$85,945 from the AID/Guatemala to assist the National Council of Protected Areas (CONAP) in the preparation of a training manual, preparation of trainers, and implementation of pilot training courses.
- PVO Development: A proposal has been approved by the AID/PVO office for conservation, sustainable development, and PVO leadership that will develop and share strategies for institutional self-sufficiency throughout Latin America and Caribbean region.
- ROCAP/RENARM: A proposal submitted for the RENARM project by a consortium formed by CARE, The Nature Conservancy and Conservation International has been approved. The Nature Conservancy will manage the Wildlands and Conservation Information Management components of the project.



At this time The Nature Conservancy has active discussions underway with AID missions in Bolivia, Costa Rica, Ecuador, Guatemala, Panama and Peru concerning potential projects related to institutional strengthening, CDCs, and protected areas.

#### Host Country Activity:

All Parks in Peril countries have protected areas systems in varying states of implementation. In general, host country governments recognize the touristic and environmental values of these areas, but have not allocated the necessary funds to provide for their adequate protection and management due to higher priorities in other sectors of the economy. While laws and policies defining appropriate uses of protected areas are often good, they are rarely applied. There are insufficient government positions available for protected areas personnel and salaries are low, even by most local standards. Funds for equipment, maintenance, and basic field operations are scarce. Government protected areas personnel are usually dedicated conservationists but do not have the resources to achieve their objectives. Even if a park or reserve produces tourist dollars or other income which could supplement its budget, these funds usually revert to the country's general fund and do not accrue to the protected area. This is a disincentive to reinforce income generating activities at the protected area level.

Over the past five years, there has been very significant growth in the numbers of "land-saving" conservation NGOs. As public frustration grows with the perceived inability of the government sector to address the problems of deforestation and loss of biological diversity, private sector leadership has moved to take advantage of, both, national and international sources of funds. NGOs have been able to act more effectively and efficiently to protect natural areas and build a local conservation constituency. Able to pay higher salaries than the government, NGOs compete for the best conservation professionals in a country. An added advantage is the NGOs' ability to focus on only a few protected areas and complete their objectives, while the governments have much wider natural resource mandates. While NGOs and government agencies have often grown fractious over the available resources for conservation and issues of authority to implement protected areas projects, there is growing consensus and collaboration that public/private sector partnerships are necessary to find solutions to critical protected areas problems. The recent debt-for-nature swaps are successful demonstrations of how private sector conservation NGOs can assist in saving important protected areas.

The Parks in Peril Project is predicated on building a collaborative partnership among national and international, public and private organizations. Past, present, and future host country institutional arrangements were assessed to determine the best management opportunities for the project's implementation. (The individual Parks in Peril work plans in Appendix 4 discuss the host country situation and management opportunities in detail.)

### III. PROJECT ANALYSIS

#### Economic Effects of the Project:

The Parks in Peril Project will have significant positive socio-economic effects for the people involved in on-the-ground protection of their nation's natural heritage, local communities located adjacent to priority protected areas, conservation NGOs and government organizations, and the citizens of the nation and global community.

The main project beneficiaries are the local communities around protected areas and the long-term economic and ecological vitality of the country. Parks in Peril will be a success due to the efforts of on-site personnel, the park and reserve directors, rangers, and community extensionists who are the "on-the-land" managers of biological diversity. Preference will be given to hiring local men and women for these positions and will receive hands-on training and technical assistance to enhance their professional capacity for wildlands and wildlife management and community relations. They will also receive the necessary tools, transportation and communications equipment, facilities, and logistical support to successfully complete their assigned roles in the protected area.

Communities located inside or adjacent to protected areas will be incorporated into the project's implementation. These people depend on the local natural resource base for their economic survival and can least afford a degraded environment. In those cases where local land use has an irreversible impact on a protected area's resources (eg., eliminating the last stand of a threatened tree species) or presents a clear safety hazard (eg., living in a landslide zone or flood plain) resettlement or relocation will be considered. However, such action will not take place until, both, land and economic alternatives can be found for them.

Through community extension efforts and direct local participation, the project will define sustainable natural resource management techniques. The project will engage local communities in a discussion of basic needs and economic aspirations. Sustainable economic development very often begins with the installation of potable water and sanitation systems, and improvements in nutrition, child care and basic education. A small grants program to target local communities will be tested in selected buffer zones.

Experience has shown that women in local communities are often the best suited as community extensionists to deal with the wide variety of local needs in a holistic fashion. Their concerns for family well-being as well as their continued presence in the community provides an excellent platform for developing sustainable resource management programs. The Parks in Peril Project will support efforts to contract local women as community extensionists.

Actions that increase local economic possibilities through income generating projects which are ecologically sound, such as improved agroforestry techniques and responsible nature tourism will be supported. Employment opportunities as rangers, guides, laborers, and extensionists will become available as the project is implemented. Short term contracts for boundary demarcation and facilities construction will be available to local contractors.

Local NGOs will act as catalysts for increased conservation activities in their respective countries: educating the public and influencing their governments to establish protected areas and assign funds for their adequate management, and to use environmental information in their conservation and development decisions. Many NGOs in the region have already shown significant capacity to perform this role. The project will work closely with the NGOs to enhance their relationship with government agencies and promote the emergence of a conservation ethic in all public sectors. The project will provide training and technical assistance to the NGOs in land protection and biodiversity conservation techniques, cooperative land management agreements, public relations, and conservation project administration. Efforts will be made to strengthen natural resource policies which encourage sustainable resource use.

Both, the country and the hemisphere will benefit from the project. Protected areas perform critical watershed and soil conservation functions for many downstream users, in addition to providing other social and economic benefits. For example, the Sierra de las Minas reserve in Guatemala is an important water catchment for several major cities and also contains over ten species of conifers which have provided seed stock worldwide.

Conserved in a natural state, protected areas maintain vital ecologic processes and preserve a diverse array of flora and fauna. They also constitute habitats of internationally endangered native and migratory wildlife. Many of the economic values that accrue to the national economy are intangible. Clean air and water resources, environmental regulation, and recreation, tourism, research and educational opportunities are

values provided by parks and reserves which seldom appear as national capital. The protection of key ecosystems is a logical and relatively inexpensive action to conserve essential biotic resources; replacing these natural functions, once lost, is an extremely costly if not impossible task. The protection of each country's biodiversity represents a solid contribution to the health of the overall global environment. In addition, the preservation of species and communities hold the promise of future medicines, foods, and industrial products.

#### Technology to be Used by the Project:

Project implementation will be based on principles of ecologically sound and sustainable resource use and will strive to use technologies that can be locally adapted and maintained. The project will be implemented in protected areas which are typically large, remote, and lacking access or infrastructure. Project equipment, facilities, training, and technical assistance will be specifically selected and designed to withstand the extreme environmental conditions and lack of regular services. Whenever possible, local craftsmen will be consulted concerning the best equipment, materials or techniques for local use. Protected areas personnel will be trained to repair and maintain all project infrastructure and equipment.

#### Socio-cultural Factors and Implementing Agency Environment:

Throughout the Latin American and Caribbean region environmental degradation is directly related to socio-cultural perceptions of wildlands and their use. The range of cultural groups living inside and adjacent to the Parks in Peril extends from traditional indigenous groups living in relative harmony with their environment, to landless farmers who slash and burn the tropical forest to eke out an annual subsistence crop, to national and international companies using state-of-the-art technologies to extract resources for national consumption or export. Pressures on the parks in peril come from construction of hydroelectric dams, oil pipelines and highways; timber and mining concessions; and spontaneous agricultural settlement and conversion to grazing.

The permanent on-site presence of skilled resource managers will serve to monitor and mitigate the impacts of uncontrolled and inappropriate development. In addition, these managers and rangers will be in a position to build a community consensus on sustainable resource uses.

The Parks in Peril Project will provide a critical geographic focus for direct conservation activities. It is anticipated that other national and international conservation NGOs will contribute to making these on-the-ground efforts a success. Community development NGOs will be encouraged to work with local communities in the buffer zones surrounding the parks in peril to stabilize land uses and enhance local quality of life. This project will enable the NGOs to become a powerful constituency for policy reform to continue protection for the areas and address local development needs.

It is recognized that the resources of government natural resource agencies are often insufficient to guarantee that national conservation objectives will be achieved in the country's protected areas systems. Significant limitations may exist in any given country which might impede the successful implementation of the project. They include:

- Insufficient qualified personnel to achieve the project's objectives due to the lack of host country funds to hire them or the assignment of existing government personnel to other functions;
- Administrative impediments at various host-country institutional levels to the efficient acquisition, distribution, and implementation of necessary equipment, materials, transport, and facilities;
- Insufficient quantity of host-country funds to operate and maintain project equipment, materials, transport, and facilities; and,
- Lack of a national policy or political will to internalize the long term costs necessary for the integral protection and management of a protected areas system through taxes, dedicated funds, endowments, or other revenues.

The Parks in Peril Project seeks to overcome these impediments by providing an effective private sector mechanism for the logistic support of critical protection activities. Priority will be given to the protection of decreed parks and reserves by the assignment of adequate resources and personnel. This effort will be complemented by programs for the use of the protected area by the local population to provide alternatives to current destructive uses. The Parks in Peril Project will establish cooperative relations among public agencies, NGOs, and local communities to provide a democratic platform for further discussions and community participation with sufficient domestic resources dedicated to the institutionalization of the areas.

### Project Continuity:

The Parks in Peril Project addresses the critical implementation phase for the priority protected areas. Very often, a park budget will grow by several orders of magnitude as these areas are "jump-started" with an infusion of funds for personnel, equipment, capital construction, operations, training, and technical assistance. During the implementation phase, it is critically important to look ahead and create the funding mechanisms to ensure long term management of the area. From the onset of the project, NGO and government agency in-kind or cash contributions will be strongly encouraged to build a base of sustained local support.

The Nature Conservancy will work closely with NGOs and government organizations to develop endowment funds, dedicated funds, fee structures, and other innovative techniques for each park to guarantee on-going protection and management programs. As appropriate, the Conservancy will assist the NGOs in promoting policy revisions which provide incentives for protected areas. Special attention will be given to strengthening project management and administrative skills.

The Nature Conservancy's debt-for-nature-swap specialist will consult with, both, NGOs and government organizations on a case-by-case basis to arrange appropriate conservation trusts for the on-going support of protected areas operations. Although the length of debt swap negotiations is variable, the Conservancy expects to have trust funds operating in most of the Parks in Peril host countries during the life on the project. Through the Conservancy's direct participation, technical assistance and training, NGOs and government agencies will have the capacity to protect and manage these areas at the end of the project.

It is not possible to determine how long it will take, or how much it will cost to achieve integrated management for the Parks in Peril Project. The goal of the effort is to establish a protected area as a valued asset in a diverse mosaic of stable land uses which provide a variety of environmental goods and services to the surrounding region. The Nature Conservancy fully intends to provide support for the parks in peril until they can be called "Parks in Perpetuity."

As part of its plan for the long-term support for these critical protected areas, The Nature Conservancy has prepared a 15 year financial projection that indicates a total cost of \$550 million to provide adequate management for 200 imperiled ecosystems in Latin America and the Caribbean, totalling some 150 million acres of protected areas. This plan calls for substantial commitments from private sector individuals and organizations and bi and multilateral public sector institutions. (The financial projection is included in Appendix 3.)



#### IV. PROJECT DESIGN AND IMPLEMENTATION

##### Implementation Plan:

How the Project Will Work: To successfully undertake the Parks in Peril Project, The Nature Conservancy proposes to administer the entire requested amount in order to expedite its delivery to local organizations. The Nature Conservancy will provide administrative support for the Parks in Peril Project at its own expense to ensure that USAID funds and the corresponding Nature Conservancy match go directly to on-the-ground management activities. The project will be implemented over a 24 month duration.

Direct park protection and management activities will be carried out by local conservation NGOs, working in close coordination with government agencies. The Nature Conservancy will work with NGOs and government organizations to develop and review specific action plans and budgets for each protected area and to define cooperative agreements for the project's implementation.

The Nature Conservancy will develop agreements with local conservation NGOs to define their role as the primary vehicle for implementing this project; funds received through this project will be used to support NGO activities in the parks in peril. As a minimum, the agreement between The Nature Conservancy and the conservation NGO will require the following: (1) a work plan which describes the protected area's biological significance, threats to the resources, and necessary management actions, including maps and photos of the area; (2) implementation plan and calendar; (3) a detailed budget for personnel, training, operations, and commodities; (4) monthly expense reports and 6 month narrative report; and a (5) requirement for an annual audited financial statement. (Appendix 4 contains preliminary Parks in Peril work plans and budgets, including an assessment of local management capabilities and technical approaches. Appendix 5 presents a sample Memorandum of Agreement between the Conservancy and partner NGO for the purposes of the Parks in Peril Project.)

The local conservation NGOs will be required to have agreements with their own governments to define critical on-site management activities and a corresponding government commitment for the long term protection of the reserves. Prior to disbursement for individual park activities, The Nature Conservancy will provide to USAID evidence that: (1) the host

government has approved the work plan; (2) acknowledged any personnel or contribution it will make; and granted necessary tax or duty exemptions for project-financed goods or services; and (3) agree to absorb the personnel positions created in the protected areas during the life of the project

The Nature Conservancy will then make the project funds available to local conservation NGOs to hire, train, and equip park directors and rangers, build basic infrastructure, support operations, carry out special studies applied to the management of the area, and to provide the technical assistance necessary to begin the on-site management of these priority areas.

The NGOs themselves will take the in-country lead for implementing the project. Each NGO will determine the appropriate course of action in consultation with the government organization. Some NGOs will obtain authority to directly manage park and reserve lands. In other instances, NGOs will assist the government agencies to strengthen specific management actions.

Similarly, the NGOs will be responsible for monitoring the appropriate expenditure and accounting of all funds. As a prerequisite for receiving project funds, The Nature Conservancy will establish with each NGO a reporting format for financial statements in accordance with USAID/LAC Bureau accountability requirements as per the booklet "Your Role in the Accountability Process: Accountability, Financial Management and Audit of AID Furnished Resources in Beneficiary Countries." Project funds will be used to perform audits at appropriate points during project implementation.

USAID project funds will be spent for on-the-ground protection of the Parks in Peril. In most cases, it will be necessary to strengthen the local implementing organization's "in-house" land management and administrative capacity. Where necessary, The Nature Conservancy will work with the NGO to establish appropriate financial management systems. Funds used for these purposes will not exceed 10% of the total amount of USAID funding.

An integral part of each operating plan will be an in-country match for the Parks in Peril funds. Local commitments for 15% of the total USAID and TNC funds applied on-site will be obligated for the 20 reserves. These commitments will take the form of protected area staff or operational support, equipment and supplies, travel or services, land acquisition, newly dedicated park land, boundary adjustments to facilitate park management, or renegotiation of mining or timber concessions that

adversely affect the reserves. This commitment has two purposes: first, to increase the resources available to manage the area; and, second, to ensure that there is a genuine interest in the project.

The Nature Conservancy anticipates substantial AID involvement during the implementation of the Parks in Peril Project. It is expected that AID will approve the overall implementation plan and budget set forth in this proposal, and that the AID project officer will approve specific action plans and budgets for each protected area during project implementation.

Each project is distinct and will have its own internal needs and characteristics. The approach to each must be tailored to the specific needs of the site, the NGO, the local communities, and the government authorities. The project will maintain a degree of flexibility in terms of the specific financial plans and budgets in order to accommodate in-country adjustments at the time of negotiation. Ten percent of the project budget will be assigned to address such contingencies.

#### Provision of Technical Assistance and Training:

The Nature Conservancy will build upon its existing in-country relationships with partner NGOs and government agencies and provide technical expertise adapted to the local organizations to design and carry out successful protection in a wide range of conditions. The Nature Conservancy has developed an impressive array of practices for the conservation of biodiversity adapted for application in Latin America. Technical assistance and training needs will be tailored for each site of the Parks in Peril Project. They will focus on the following:

1. Reserve Selection and Design: The identification of priority sites and design of parks and reserves with the optimal location, size, and configuration for the protection of biotic communities and species in a manner consistent with local, social, and economic needs.
2. Protection: The development of a wide array of techniques for the protection of public and private lands which are adapted to the local land tenure situation. For example: voluntary dedication, conservation easements, cooperative agreements, purchase, and tradelands are used to consolidate lands within reserve boundaries or to acquire new areas.

3. Management: The implementation of critical actions for the management of parks and reserves including: ecological restoration of degraded lands, recuperation of endangered species, controlled fires, selected harvests, community relations, and indigenous use of resources. In addition, TNC will assist in developing the institutional capacity for the long term management of protected areas through stewardship endowments, privatization of management, nature tourism, local conservation associations, proprietary funds, and other techniques.

4. Biological Monitoring: The design and use of methods to monitor the status and condition of threatened habitats and species and to program critical management actions.

The Nature Conservancy will provide technical assistance and training services for the Parks in Peril Project in the following ways:

1. Nature Conservancy Technical Advisors: The Latin America Division (LAD) of The Nature Conservancy has the "in-house" technical capacity to provide project support and assistance. TNC's professional staff have assignments which combine specific technical skills with country program management responsibilities. (Appendix 6 presents Nature Conservancy project team and the current roster of the Latin America Division professional staff.)

2. TNC Conservation Corps: Highly qualified land managers, staff of Conservancy State Chapters, will be available for training and technical assistance assignments. Short term Conservation Corps assignments matching Nature Conservancy experts with local counterparts will be made to address specific on-site management needs of the NGOs and government agencies. Training will be carried out through direct collaboration in land-saving projects. The services of the land managers will be an in-kind contribution to the project.

3. Qualified Technical Advisors: In such cases where The Nature Conservancy is not able to provide the required technical assistance, it may contract short-term technical assistance for the project.

4.) Training Courses and Manuals: A series of on-site and two regional workshops will be developed for the protected area personnel. Subject matter will include such topics as: basic biodiversity protection and management skills, private

sector- government resource agency collaboration, project management, and community relations. A manual will be created on the principles and practices of biodiversity conservation as a means to transfer lessons learned to other land managers.

#### Assumptions About Nature Conservancy Project Management:

Grant Management: The Nature Conservancy, as the grantee, will subgrant the funds to the local NGOs. The NGOs will implement the grant in accordance with a joint work plan and budget prepared with the host-country government agency and approved by The Nature Conservancy. Grant funds will be used to meet the approved expenses including: salary support, training, equipment, construction, and field operations, as proposed in the attached budget. Advances to The Nature Conservancy on behalf of the NGOs will be sub-granted to the NGOs, and will be held in non-interest bearing bank accounts of that organization. The Nature Conservancy will not charge any overhead or other fees acting as sub-grantor. The project will be implemented over a 24 month period.

The Nature Conservancy, as grantee, will complete all financial reporting requirements in accordance with the USAID standard provisions. The Nature Conservancy will be responsible for obligating the NGOs to furnish written quarterly narrative progress reports describing the activities and achievements of the project. These, together with quarterly financial reports, will indicate success in attracting additional support for the on-going protection and management programs of the Parks in Peril. At the conclusion of the project, The Nature Conservancy will deliver to USAID a project narrative and financial report which covers the accomplishments of the project.

Matching Funds: The Nature Conservancy will provide matching funds in the amount of \$500,000 for the Parks in Peril Project. This funds may include support for the following: protected areas personnel, technical assistance, training, commodities, field operations, land acquisition, or debt-for-nature swaps, in accordance with USAID Debt for Development guidelines. The Nature Conservancy will match the USAID funds applied to the Parks in Peril Project on a region-wide basis. In a given year, The Nature Conservancy may expend more than its minimum required amount of matching funds but the excess amount will carry over and qualify during the life of the project, or for mission buy-ins that may become available.

The Nature Conservancy will also provide an estimated \$155,000 of administrative services related to this project as an in-kind contribution.

Project Team: The Parks in Peril Project will be managed by The Nature Conservancy's Latin America Division (LAD). A Parks in Peril Project team will work in close coordination with local partner NGOs. The project team leader, LAD Director of Stewardship, will have direct responsibility for coordinating all technical and administrative aspects of the project. Two protected areas specialists in the Stewardship Department will provide on-site technical assistance and training to the local NGOs and government agencies. LAD Country Program Managers will be responsible for the definition of cooperative agreements with local NGOs and government agencies, development of joint work plans, transfer of funds and timely submission of technical and administrative reports. The LAD Administrative Department will provide financial and administrative support, including the compilation of administrative reports and their timely submission to USAID. The Conservancy's debt swap specialist will assist the NGOs in the development of appropriate financial mechanisms for the long term operation of protected areas. In a similar manner, the services of the Conservancy's specialists in NGO development and government relations will be available to the NGOs to strengthen their capacities in these areas.

Disbursement and Procurement: The Nature Conservancy proposes to implement the Parks in Peril Project on a cash reimbursement basis against receipts presented to USAID each month against previously approved budget items. Commodities required by the project will be acquired by the local NGO in accordance with USAID source-origin requirements. In countries where appropriate four-wheel drive vehicles cannot be obtained, or maintenance services do not exist, The Nature Conservancy will request a waiver to acquire those vehicles.

Schedule of Actions Required:

<u>Action</u>	<u>Month</u>	<u>Responsibility</u>
Local mission review and approval of unsolicited proposal.	1-3	Missions, LAC/DR
Approval of AID/TNC grant agreement.	2-3	LAC/DR, TNC
Preparation of TNC/NGOs agreements.	2-4	TNC, part. NGOs
Preparation of NGO/GO agreements and joint Work Plan.	2-4	NGOs, GOs, TNC
Individual project implementation.	3-24	
Monthly financial report.	3-24	NGOs, TNC
Monthly disbursement request.	3-24	TNC, AID
Quarterly narrative and financial report submission.	3 mo. intervals	NGO, TNC
Annual audit.	12, 24	NGO, TNC
Project evaluation.	18	TNC

Total project duration: 24 months

Measurement and Evaluation of Project Accomplishment:

In accordance with the USAID requirements and the grant agreement, The Nature Conservancy will prepare and submit periodic reports indicating progress against the plan of implementation outlined in this proposal and provide an accounting of all expended funds. The Nature Conservancy will also provide for monitoring progress in implementing the project. On-site visits, narrative and financial reports, and maps and photos will be used. Regular technical and financial evaluations will be conducted by The Nature Conservancy, partner NGOs and government counterparts. It is anticipated that USAID representatives will participate as team members in the evaluations. In addition, yearly audits will be conducted by an independent agency in accordance with the grant agreement and accepted accounting practices.

TNC will prepare an evaluation report at midpoint in the grant implementation phase. This report will list the accomplishments of the NGOs in using the funds provided through the Parks in Peril Project, problems encountered during project implementation, and the degree of progress in achieving the end of project status. The evaluation will also assess the success of the NGOs in establishing funding mechanisms for the continued operations of the parks in peril beyond the end of the project. ~~Successes and failures in the Parks in Peril will be documented~~ on a case study basis as a means of transferring lessons learned from this project to others. Recommended courses of action for the continuance of the project will be included.

## PARKS IN PERIL

## FINANCIAL PLAN SUMMARY (3 YEARS)

COMPONENT	YEAR 1			YEAR 2			YEAR 3			TOTALS			
	USAID	TNC	H. COUNTRY	USAID	TNC	H. COUNTRY	USAID	TNC	H. COUNTRY	USAID	TNC	H. COUNTRY	TOTALS
A. PERSONNEL	100.0	20.0	80.0	100.0	20.0	80.0	100.0	20.0	80.0	300.0	60.0	240.0	600.0
B. TECH. ASSIST.		40.0			30.0			30.0			100.0		100.0
C. TRAINING	30.0	20.0		30.0	20.0		30.0	10.0		90.0	50.0		140.0
D. COMMODITIES													
EDBEP/MATERIAL	65.0	25.0	20.0	50.0	25.0	15.0	50.0	5.0	5.0	165.0	55.0	40.0	260.0
TRANSPORT	95.0	20.0		80.0	10.0		80.0	10.0		255.0	40.0		295.0
CONSTRUCTION	200.0	20.0		160.0	10.0		100.0	10.0		440.0	40.0		480.0
E. OPERATIONS	100.0	20.0	15.0	100.0	20.0	15.0	50.0	20.0	15.0	250.0	60.0	45.0	355.0
F. STUDIES	40.0			40.0			20.0			100.0			100.0
G. LAND ACQUIS.													
H. INST. SUPPORT/ LOCAL ADMIN.	100.0	25.0		60.0	25.0		40.0	15.0		200.0	65.0		265.0
I. TNC MODEL/ DIRECT COSTS		60.0			40.0			40.0			140.0		140.0
J. EVALUATION		5.0			5.0			5.0			15.0		15.0
K. RIGHTS	50.0			25.0			25.0			100.0			100.0
L. CONTINGENCY	40.0	10.0	5.0	35.0	10.0	10.0	25.0	10.0	5.0	100.0	30.0	20.0	150.0
TOTALS	520.0	265.0	120.0	660.0	215.0	120.0	520.0	175.0	105.0	2000.0	655.0	345.0	3000.0



## VI. LOGICAL FRAMEWORK:

### LOGICAL FRAMEWORK - PARKS IN PERIL PROJECT

SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>GOAL:</b> To conserve decreed parks and reserves with global biological significance.	a. Percent decrease in deforestation. b. Sustainable natural resource uses. c. Improved environment/quality of life	a. Deforestation monitoring studies. b. Environmental studies and analyses.	a. Success of other conservation actions including: policy reform, education, and sustainable development. b. Political will to conserve parks.
<b>PURPOSE:</b> To ensure minimum on-site protection for 'paper parks'.	a. Numbers of rangers/extensionists assigned to the area. b. Person/months of training c. Field equipment/materials purchased d. Kms. of surveyed/marked boundaries e. Number of facilities constructed. f. Number of community programs. g. NGO-GO Cooperative Agreements h. Park in Peril Work Plans i. Dollars dedicated to nature swaps.	a. On-site visits, photos. b. Narrative/financial reports. c. Project evaluation. d. Community interviews on their participation in management.	a. Ability of NGOs and GOs to form cooperative agreements/work plans. b. Availability of qualified personnel. c. Ability of GOs and NGOs to operate and maintain parks after LOP. d. Possibility to provide successful extension to local communities.
<b>INPUTS:</b> (see detailed budget)	see above indicators	a. Narrative/financial reports. b. Project evaluations. c. Independent audits.	a. AID funding available. b. Counterpart match available. c. Timely commodities procurement. d. Effective reimbursement systems for project expenditure. e. Efficient TNC/NGO administrative procedure for project activities.
a. Protected areas personnel: NGO project officers, park directors, rangers, and community extensionists.			
b. Technical assistance: TNC land stewards, country managers, and specialists in NGO development, debt swaps, and administration.			
c. Training: In-country courses for rangers, managers, and extensionists; stewardship fellowships; and land managers manual.			

LOGICAL FRAMEWORK - PARKS IN PERIL PROJECT

SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
d. Commodities: <ul style="list-style-type: none"><li>-Equip/materials: field equipment, radios, generators, etc.</li><li>-Vehicles: Lads, motorcycles, boats, horses, etc.</li><li>-Construction: boundary surveys and posting, 100 buildings, ranger houses, patrol stations, fences and gates.</li></ul>			
e. Field operations: <ul style="list-style-type: none"><li>Fuel/oil; repair/maintenance; photos, maps; patrol supplies, community assistance grants; overflights.</li></ul>			
f. Special studies: <ul style="list-style-type: none"><li>Land tenure; ecological studies; applied research; socio-econ. and cultural studies.</li></ul>			
g. Land acquisition: <ul style="list-style-type: none"><li>Purchase of critical in-holdings and adjacent ecologically important sites.</li></ul>			
h. Local administration: <ul style="list-style-type: none"><li>Support to build local NGO project management capability.</li></ul>			

LOGICAL FRAMEWORK - PARKS IN PERIL PROJECT

SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<ul style="list-style-type: none"> <li>1. TMC Project Administration:               <ul style="list-style-type: none"> <li>Direct costs for travel, per diem</li> <li>office supplies, adminis. assist., etc.</li> </ul> </li> <li>2. Evaluation contracts.</li> <li>3. Independent audits.</li> </ul>			
<p>OUTPUTS:</p>	<p>see above indicators</p>	<p>see above means</p>	<p>see above assumptions</p>
<ul style="list-style-type: none"> <li>a. On-site protection for 20 protected areas: survey/posting of critical boundaries; trained and equipped rangers w/vehicles and radios; basic protection facilities in place.</li> <li>b. Training for 20 protected areas directors and 50 rangers and community extensionists.               <ul style="list-style-type: none"> <li>Public/private sector cooperation for on-going protected areas management.</li> </ul> </li> <li>d. Direct local community participation in park management, including employment as directors, rangers, and extensionists. Indirect benefits in local environmental well-being and sustainable development.               <ul style="list-style-type: none"> <li>Sustainable sources of funding through debt swaps and other innovative mechanisms.</li> <li>Increased administrative capacity of NGOs for project management.</li> <li>Increased public awareness and funding for parks and reserves.</li> </ul> </li> </ul>			

## APPENDIX 1.

**PARKS IN PERIL  
PRIORITY LIST FOR YEARS 1 AND 2**

Note: Twenty sites will be initiated in year 1. An additional 10 sites will be added in year 2, depending on the project's success.

<u>COUNTRY</u>	<u>PARK OR RESERVE</u>	<u>AREA (ha.)</u>
Belize	Rio Bravo Reserve	61,538
Bolivia	Amoro National Park	98,640
	<del>Noel Kempff Mercado National Park</del>	920,000
Colombia	Chingaza National Park	50,374
	<del>La Paya National Park</del>	422,000
Costa Rica	<del>Talamanca Reserve Complex</del>	466,800
	Osa Peninsula Reserve Complex	137,490
	Tortuguero Reserve Complex	110,950
Dominica	Trois Pitons National Park	6,840
Dominican Republic	<del>Jaragua National Park</del>	137,400
	Los Haitises National Park	20,800
Ecuador	<del>Machalilla National Park</del>	46,680
	Podocarpus Natinal Park	146,280
	Cayambe-Coca Ecological Reserve	403,100
	Yasuni National Park	679,730
Guatemala	Maya Biosphere Reserve	1,400,000
	Sierra de las Minas	130,000
Jamaica	Blue Mountain Forest Reserve	78,560
Mexico	Sian Ka'an Biosphere Reserve	520,000
	El Ocote Forest Reserve	48,800
	El Triunfo Ecological Reserve	120,000
	El Pinacate Forest Reserve	200,000
	Ria Celestun/Ria Lagartos	107,000
	Calakmul Biosphere Reserve	723,185
Panama	Darien Biosphere Reserve	575,000
	La Amistad National Park	200,000
Paraguay	Defensores del Chaco	780,000
Peru	Yanachaga-Chemillén National Park	122,000
	Tabaconas-Namballe National Park	36,000
	Pampas del Heath National Sanctuary	102,109

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APPENDIX 2

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*Latin America Program*

June, 19

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APPENDIX 5

PARKS IN PERIL

Memorandum of Agreement

By this Memorandum of Agreement, The Nature Conservancy (TNC) and \_\_\_\_\_ (NGO) agree to work together on a Park in Peril project with regard to the \_\_\_\_\_ National Park. The terms and conditions of this project are set out below. Attachments are included as appropriate.

1. The project description and budget are attached. These provide a description of the protected area, specify the scope of the work to be done, schedule of activities, products expected and how the funds approved for this project are to be spent. Changes in any of these items is to be effected by written notification to and approval by the Conservancy's Parks in Peril coordinator, Mr. Brian Houseal.
2. This project agreement becomes effective on upon signing by both parties and remains in effect for a period of one year. It is agreed that this Memorandum of Agreement may be renewed with prior written approval of both parties if project activities make it appropriate.
3. (NGO) will provide quarterly narrative reports on the progress of the project and a final report upon its completion. These reports will be sent to the Conservancy's Parks in Peril Coordinator, Mr. Brian Houseal.
4. (NGO) will furnish quarterly financial reports to The Nature Conservancy on expenditures made and income received (on match required) for this project during the project's duration with a final report due within 90 days of the project's completion. These reports shall accompany the narrative report and follow the financial reporting format furnished by TNC for this purpose.
5. It is understood and agreed that (NGO) will maintain detailed financial records of this project. The Nature Conservancy shall have the right of access to any books, documents, papers and records pertinent to the specific programs in this grant for the purpose of making audits, examinations, excerpts and transcriptions. In the event that AID funding is used for this project, that access shall also be given to AID, the Comptroller General of the United States or any of their duly authorized representatives.

6. (NGO) will provide to The Nature Conservancy a copy of its audited annual financial statement. In the event that AID funding is used for this project, (NGO) will also furnish the following items as required by AID:
  - a. A management letter prepared by the auditors evaluating (NGO's) internal accounting controls in relation to the grant and the standard provisions included in OMB circulars A-110 and A-122.
  - b. Fidelity bond coverage. The cost of this is a permissible expense under the AID grant.
7. Either party may terminate this agreement, without giving reason, on 30 days' written notice. In such event, (NGO) will be reimbursed, on a pro rated basis, for actual and proper costs incurred under this project. Any funds advanced to (NGO) and not expended are to be returned to The Nature Conservancy.
8. It is understood and agreed that The Nature Conservancy will be mentioned in publications, press coverage, etc. as appropriate to their participation in and support of this project.

The signatures below will confirm acceptance of the above requirements by both parties.

Geoffrey S. Bernard  
Vice President  
The Nature Conservancy

(NGO Official)

\_\_\_\_\_  
Date