



PORTFOLIO REVIEW

VILCABAMBA-AMBORÓ CONSERVATION CORRIDOR

**TROPICAL ANDES
BIODIVERSITY HOTSPOT**

September 2004

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INTRODUCTION

Background

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of Conservation International, the Global Environment Facility, the Government of Japan, the MacArthur Foundation and the World Bank. It is designed to help safeguard the world's biologically richest and most threatened areas. Known as biodiversity hotspots, these areas are classified by their concentration of unique species and the degree of threat.

A fundamental purpose of CEPF is to engage civil society, such as community groups, nongovernmental organizations (NGOs) and private enterprises, in biodiversity conservation. CEPF focuses on building this civil society constituency alongside national and local governments in ways that complement existing strategies and ultimately benefit nature and people alike. CEPF aims to promote working alliances among diverse groups, combining unique capacities and eliminating duplication of effort for a comprehensive approach to conservation.

CEPF focuses on biological areas rather than political boundaries and often addresses threats to biodiversity at the scale of landscapes known as biodiversity conservation corridors. Corridors are determined as part of a process to identify globally threatened and geographically concentrated species, the sites most critical for their survival and the matrix of biodiversity-friendly land use around these sites necessary to allow the maintenance of natural ecological processes. This integrated design, anchored by key biodiversity areas but enabling multiple compatible land uses, enables a proactive response to existing and emerging threats to biodiversity while generating socioeconomic benefits and limiting opportunity costs. The species, site and corridor outcomes are meant to guide overall effort by the wider conservation and donor communities.

As part of the preparation prior to investment in each hotspot, CEPF also determines its unique niche to ensure maximum conservation outcomes per dollar spent. The CEPF niche is the result of a stakeholder-driven prioritization process that factors in socioeconomic features, threats and current investments alongside the biodiversity science used to determine the outcomes. This niche and specific strategic directions are articulated in an ecosystem profile for each region. The profile, approved by the CEPF Donor Council, is intended to guide both civil society partners in applying to CEPF for grants and CEPF decision making that takes place in concert with a range of coordination partners and expert reviewers.

The Tropical Andes is one of 13 hotspots where CEPF provides grants to civil society partners to date. Characterized as the "global epicenter of biodiversity," the Tropical Andes is the biologically richest and most diverse of all hotspots. It is home to 20,000 endemic plants, at least 1,500 unique terrestrial vertebrates and a spectacular array of birds and amphibians. CEPF investments in the hotspot strategically target the Vilcabamba-Amboró biodiversity conservation corridor, a 30-million-hectare expanse stretching from the Vilcabamba mountain range in southern Peru to Amboró National Park in central Bolivia. Three distinct protected area complexes comprised of national

parks, reserved zones, multiple-use areas and indigenous reserves provide the fundamental structure of the corridor:

- **Vilcabamba-Manu complex:** Apurimac Restricted Zone (7,094 km²), Ashaninka Communal Reserve (1,845 km²), Machiguenga Communal Reserves (2,189 km²), AmaraKaeri Communal Reserve (4,023 km²), Alto Purús Restricted Zone (27,243 km²), Macchu Picchu Historical Sanctuary (326 km²), Manu National Park (15,328 km²).
- **Tambopata-Pilón Lajas complex:** *In Peru:* Tambopata-Candamo Restricted Zone (2,747 km²), Bahuaja-Sonene National Park (10,914 km²). *In Bolivia:* Madidi National Park and Integrated Management Area (18,957 km²), Pilon Lajas Indigenous Reserve (4,000 km²).
- **Cotapata-Amboró complex:** Cotapata National Park and Integrated Natural Management Area (400 km²), Isiboro-Sécure National Park and Indigenous Territory (12,363 km²), Carrasco National Park (6,226 km²), Amboró National Park and Integrated Natural Management Area (6,376 km²).

Figure 1. Map of the Vilcabamba-Amboró Conservation Corridor



CEPF Monitoring Approach

During its initial operations, CEPF focused its monitoring on project development and implementation, and on tracking progress at the initiative level. However, as the first three CEPF ecosystem profiles approved for 5 years of investment have reached a midpoint in their funding lifespan, enhancement and expansion of monitoring to the ecosystem portfolio level is critical. This portfolio review for the Tropical Andes—one of the first three hotspots authorized for CEPF investment in December 2000—is the result of that strategic expansion.

At the project level, CEPF grantees are required to regularly assess and track technical progress against specific project outputs agreed in their approved proposals. Grantees are also required to submit regular financial reports. Grantees and CEPF grant directors alike use these tools to monitor project-level progress and to identify and address any potential issues that may signal the need for project modification or trigger discussions about additional opportunities.

Initiative-level monitoring has evolved largely to meet the needs of the CEPF management team and donor partners. It results in regular detailed and summary financial reports; quarterly reports to the donor partners that include those financial details alongside program highlights, a graphic illustration of progress to date and a list of approved grants; and a dynamic Web site (www.cepf.net). Monitoring at this level enables CEPF to gauge and illustrate overall progress, evaluate trends across hotspots, ensure effective financial planning and assess information needs for the initiative as a whole.

The portfolio reviews complement and expand these efforts. The reviews include an assessment of each regional grant portfolio around the midpoint of its 5-year funding cycle. The midpoint of the planned investment period is an opportune time to review performance and assess progress toward objectives, allowing CEPF to address gaps and respond to changing circumstances within a given region as well as to share lessons learned with partners in the region, other regions and the broader conservation community.

The portfolio review includes all approved projects in the portfolio. These projects are reviewed first as a desk study, including examining original approved project designs, technical and financial reports received and any other deliverables submitted to date. A questionnaire is also sent to grantees to inform them about the review and to solicit their assistance on questions related to program implementation, their relationship with CEPF, and awareness and understanding of the CEPF strategy.

The monitoring and evaluation team, which includes CEPF staff and an independent evaluator to enrich the review and resulting analysis, also meets with the relevant CEPF grant director and other key people. The monitoring team then travels to the region to interview project staff and visit select project sites. For an overview of the CEPF monitoring approach see Appendix A. The questionnaire sent to grantees can be found in Appendix B.

The preparation phase for the Vilcabamba-Amboró portfolio review took place in July 2003. The review team included CEPF staff members and Alberto Yanosky, a World Bank consultant specialist in biodiversity conservation who conducted an independent review of CEPF operations in the hotspot.

The review team traveled to Bolivia and Peru August 4-16, 2003, meeting grantees and visiting selected project sites. It met with 16 of the 19 project teams receiving CEPF support at the time of the visit. This document includes findings from the preparation and site visit as well as statistics updated through May 2004 (see Appendix C for the list of institutions contacted and Appendix D for the list of approved grants as of May 2004.)

Specific objectives of the portfolio review include:

- Understand any change in on-the-ground conservation dynamics and the role CEPF plays in them;
- Assess the contribution of CEPF-supported projects toward expected impacts and corridor conservation goals as articulated in the ecosystem profile;
- Assess the efficiency and effectiveness of CEPF in processing and monitoring grants;
- Identify gaps and critical needs for achieving strategic objectives;
- Derive key lessons learned and determine recommendations for improvements; and
- Refine the portfolio review methodology.

CORRIDOR EVOLUTION AND THE CEPF STRATEGY

A regional vision for conservation first surfaced in the 1993 Amazon Cooperation Treaty in which Bolivia and Peru committed to establish a binational park or other category of protected area that would stretch from the Tambopata-Candamo region of Peru across the border into Bolivia. However, this vision languished over much of the next decade until 1999 when a series of watershed meetings began to move the vision forward.

A 1999 binational workshop held in Lima proved to be one of the most catalytic. Convened by Conservation International (CI) as part of the initial design of the CEPF investment strategy for this hotspot, the workshop drew together representatives from government, NGOs and the scientific communities in both countries to discuss threats and articulate a common vision for a binational biological corridor from Tambopata-Candamo in Peru to Madidi National Park in Bolivia. The participants, including the Wildlife Conservation Society (WCS), the United States Agency for International Development, the Servicio Nacional de Areas Protegidas (SERNAP), Fundacion ProNaturaleza and the Instituto Nacional de Recursos Naturales (INRENA), achieved consensus on a vision for the corridor and agreed on both short- and long-term recommendations to achieve this vision.

Workshop participants agreed that a corridor-focused strategy must:

1. Ensure that laws in the region are compatible with the overarching vision.
2. Recognize the importance of binational coordination.
3. Include political leaders in the process.
4. Develop programs that provide economic benefit to the local populations.
5. Promote a conservation awareness and constituency.
6. Ensure legally protected status for the proposed and existing natural areas.
7. Increase scientific knowledge in the region.

The resulting recommendations led CI to re-orientate its conservation strategies in Bolivia and Peru to emphasize a corridor approach rather than site-specific interventions. The recommendations and this shift in CI strategy also provided the basis for conceptualizing the CEPF strategy for the Tropical Andes.

In July 2000, CI reconvened a group of technical experts from Bolivia and Peru to further elaborate the corridor concept, which was then expanded to include the entire Vilcabamba-Amboró Forest Ecosystem. This workshop, supported with CEPF implementation funds, resulted in the creation of a revised strategy for the region that builds upon the original platform agreed in the first meeting. Together, the results of these two workshops form the baseline of consensus-driven priorities reflected in the CEPF ecosystem profile for the Vilcabamba-Amboró corridor.

Vilcabamba-Amboró – The CEPF Ecosystem Profile

CEPF develops a profile that identifies and articulates the investment strategy for each region authorized for CEPF funding. The ecosystem profile reflects an assessment of socioeconomic features and the underlying causes of biodiversity loss within the particular ecosystem and couples this with an inventory of current investments in the region to identify where CEPF funding would provide the greatest incremental value.

Each region's planning, preparation and profiling phase is distinct depending on any previous priority setting or planning process that has already taken place. CEPF strives to build on existing foundations, where applicable, and to design a process that will fill in any gaps. The resulting investment strategy includes specific strategic directions to guide both civil society groups in applying for CEPF grants and CEPF decisionmaking.

In the case of the Tropical Andes hotspot, the CEPF strategy targets only the Vilcabamba-Amboró corridor as the highest priority for conservation in the hotspot. The CEPF Donor Council approved the profile in December 2000 after review by the CEPF Working Group, which is comprised of technical staff from each of the donor institutions.

The ecosystem profile sets out the following strategic directions for CEPF investment:

1. Establish effective mechanisms for transboundary coordination, collaboration and catalytic action.
2. Strengthen binational coordination of protected areas systems.
3. Encourage community-based biodiversity conservation and natural resource management.

4. Strengthen public awareness and environmental education.
5. Strengthen environmental and legal policy frameworks.
6. Establish an electronic information exchange and coordinated information and data gathering mechanism.

A logical framework outlines performance criteria associated with the CEPF investment goal, purpose and strategic directions for this region (Appendix E).

Incorporation Of Outcomes Into the CEPF Strategy

Over the last few years, CI has developed a new methodology to set conservation targets against which the success of investments can be measured. These conservation outcomes are defined at three scales of ecological organization: species, sites and landscapes. The outcomes associated with each scale are extinctions avoided, areas protected and corridors consolidated, respectively.

This concept was under development during the CEPF ecosystem profile preparation phase for the Vilcabamba-Amboró corridor, but a potential new CEPF donor partner at the time, the MacArthur Foundation, challenged CEPF to explore how it would measure and monitor the success of the corridor initiative. CEPF catalyzed this process by supporting CI-Bolivia and CI-Peru to create a map illustrating the current state of the corridor (2001) and 5- and 10-year vision maps. These three maps (Figures 2-4) have enabled corridor partners and managers to visualize how each CEPF-supported project, other projects and proposed activities relate to the shared goal of corridor conservation, particularly in terms of areas protected and corridors created.

In this initial stage of outcome definition, CI-Peru and CI-Bolivia identified five measures to capture the expected results of their actions. These were:

- protected areas consolidated;
- new protected areas established;
- connectivity created between core zones;
- changes in people's use of natural resources; and
- control of important threats.

These measures enabled enhancement of the strategic funding directions set out in the CEPF ecosystem profile by identifying priority protected areas and areas for connectivity. This approach proved to be of such value that that CEPF has subsequently invested significant resources into defining and incorporating scientifically based conservation outcomes into the profiling process for each hotspot authorized for CEPF investment.

Figure 2. Status of the Vilcabamba-Amboró Corridor, 2001

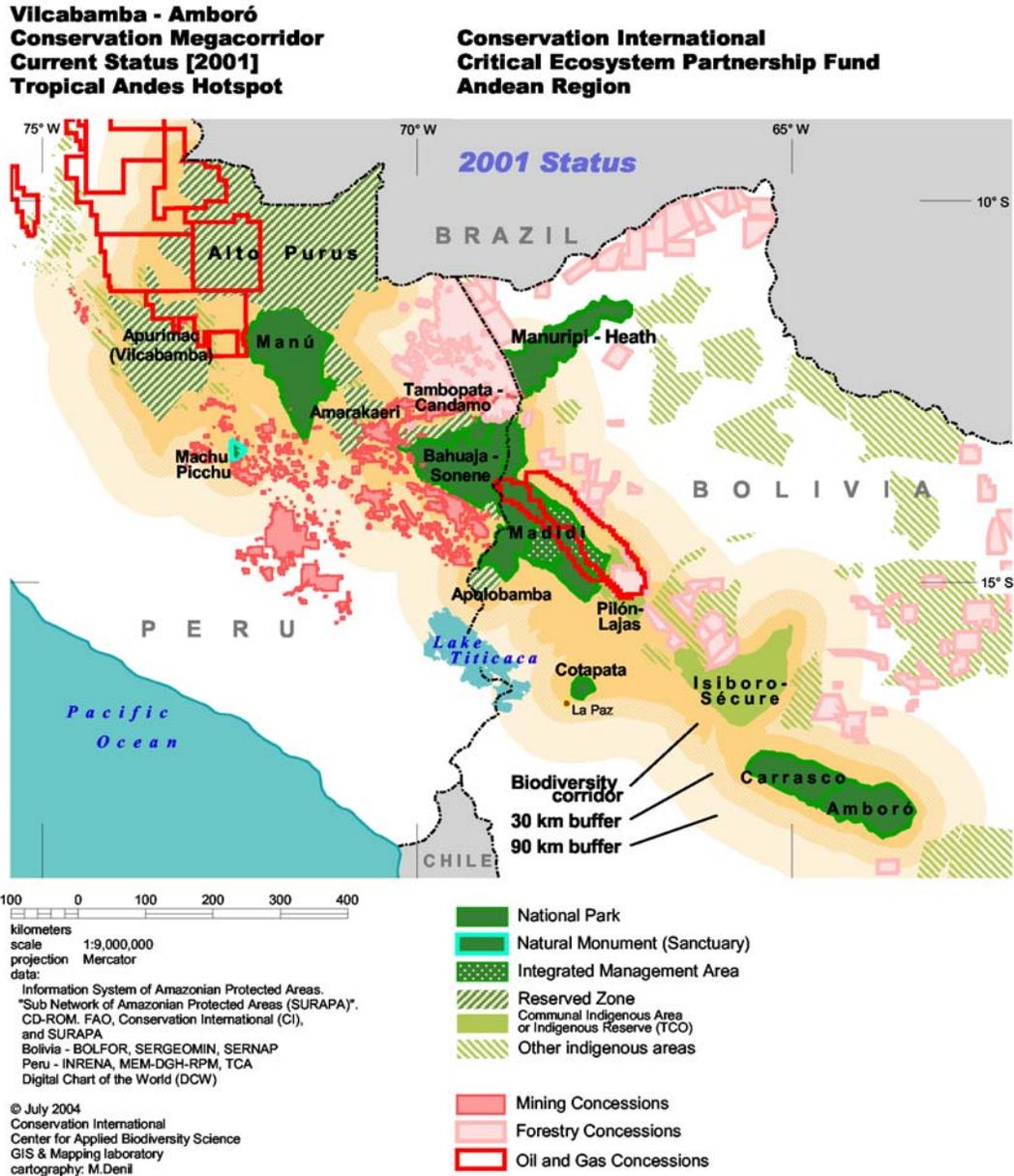


Figure 3. 5-Year Vision Map for the Vilcabamba-Amboró Corridor

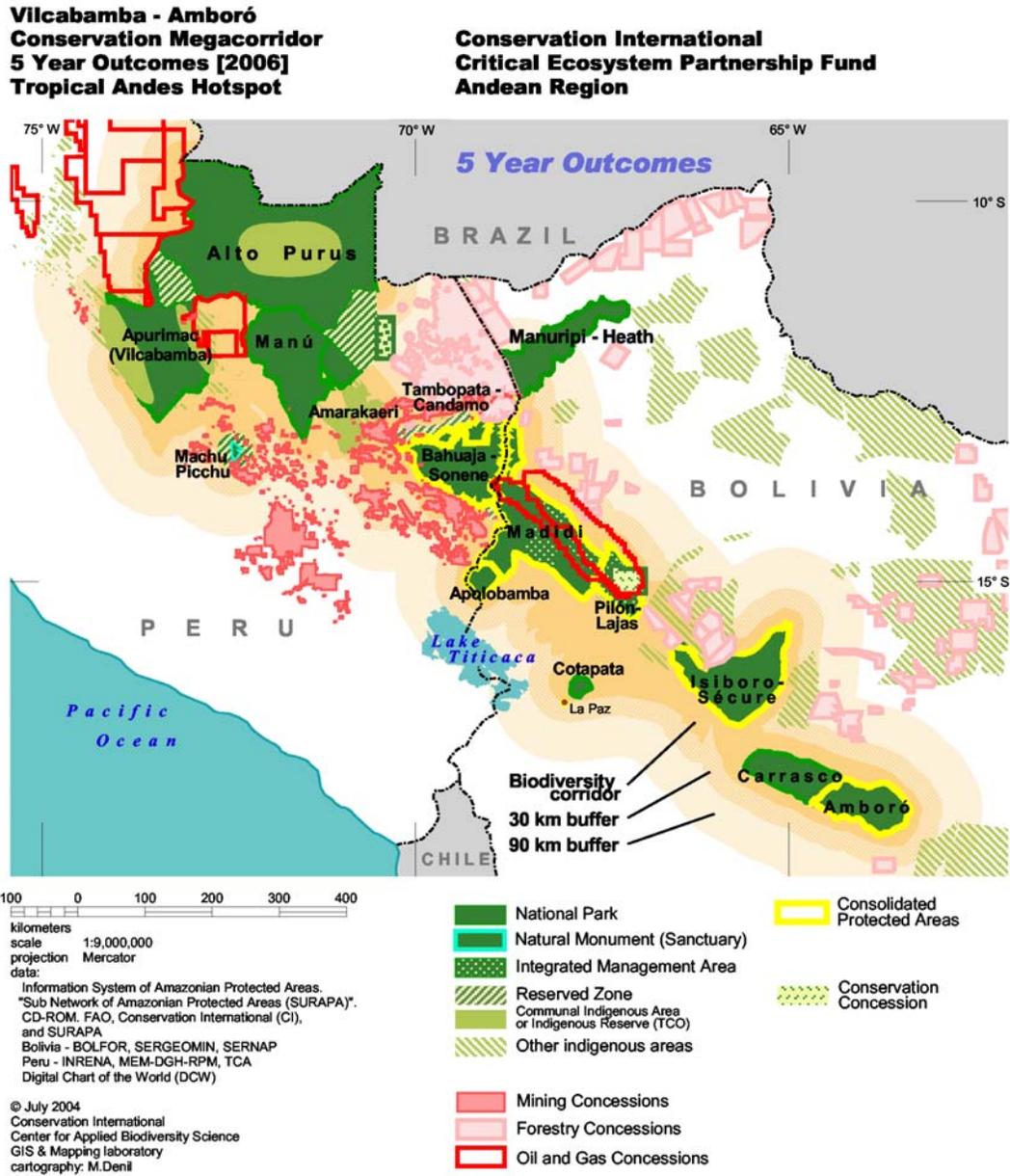
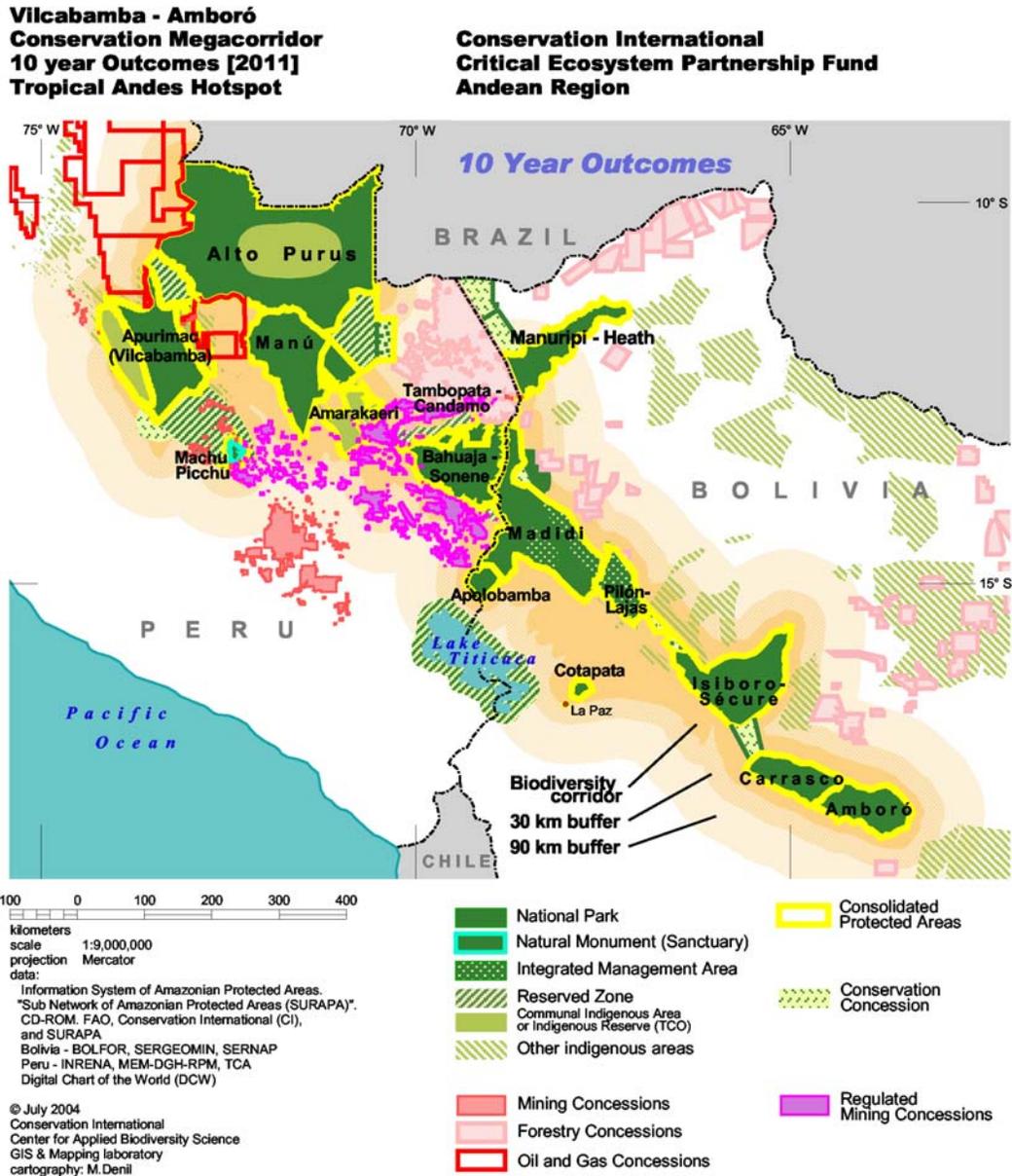


Figure 4. 10-Year Vision Map for the Vilcabamba-Amboró Corridor



CEPF GRANTMAKING IN THE CORRIDOR

Implementation of the CEPF Strategy

The ecosystem profile is designed to guide both potential partners in applying for CEPF grants and CEPF decisionmaking that takes place in concert with a range of experts and partners. In this region, as expected, applicants used the ecosystem profile to formulate project proposals while CEPF grant directors used the profile to determine which proposals would help implement the overall strategy. Justifications for approvals and rejections were most frequently presented in terms of the geographic scope and thematic priorities of the ecosystem profile.

The ecosystem profile for this region was one of the first three CEPF profiles created. Its basic structure and strategic focus on consensus-based priorities for conservation reflects the initiative's standard approach to profile development. However, the way in which CEPF began implementing the strategy differed from future processes in significant ways:

- The effective transition from strategy development to strategy implementation, such as promotional efforts in the media, sustained efforts to target prospective applicants and proactive training of applicants in the application process, was hampered by not having the needed staff in place at the outset of funding in the region.
- While the CEPF ecosystem profile was based on regional geographic priorities that had been generated by a participatory process, these priorities were not informed by a systematic biological analysis. As the methodology for defining scientifically driven baselines was not yet in place within CI, the formulation of the niche for CEPF investment represented only the prevailing conditions in the region rather than an analytical linking of strategy to scientifically based conservation outcomes.
- As a result of the above, strategic directions may have been interpreted by potential grantees as general guides to fundable projects rather than strategically linked and mutually reinforcing sets of activities. An analysis of rejected proposals in the next section indicates that one-third of rejected proposals lacked sufficient alignment with CEPF strategic directions – a finding the review team also made in other portfolios that preceded the development of scientifically defined outcomes.

In addition, the CEPF Donor Council originally mandated that CI pre-disclose projects and specific funding amounts that it intended to apply for at the time of each profile's approval. As a result, in the case of the Vilcabamba-Amboró corridor, CI developed, disclosed and essentially won pre-approval for five major projects consistent with the strategic directions outlined in the profile. While this initial policy was a well-meaning attempt by the CEPF Donor Council to assist in mitigating potential conflicts of interest through the identification of CI projects from the outset, it ultimately limited flexibility to manage and adapt during strategy implementation. Furthermore, the CI focus on implementing these large projects may have made it difficult to engage and work with the

range of other civil society organizations submitting grant proposals and undertaking projects with CEPF support.

The Donor Council has since revised this requirement in the CEPF financing agreement at the recommendation of the CEPF Management Team, but the original rule proved to be a major factor in the development and evolution of the grant portfolio for the Vilcabamba-Amboró corridor.

Portfolio Overview

Through May 2004, CEPF received 105 requests for funding and awarded 25 grants totaling \$4.56 million out of the \$6.15 million investment planned for the Vilcabamba-Amboró corridor (Figures 5 and 6). This is equal to 74 percent of the available funds and leaves CEPF with \$1.59 million in uncommitted funds for new projects in the future. This is important to note as it allows the portfolio review team to make recommendations for future funding decisions and adjustments to existing funded activities to address any important gaps.

CEPF awarded the first grant in this region in April 2001. The approved grants, awarded to both local and international civil society organizations, range from \$9,500 to \$904,000. Table 1 illustrates the distribution of approved grants by strategic direction, remaining grant funds and cash disbursed.

Figure 5.

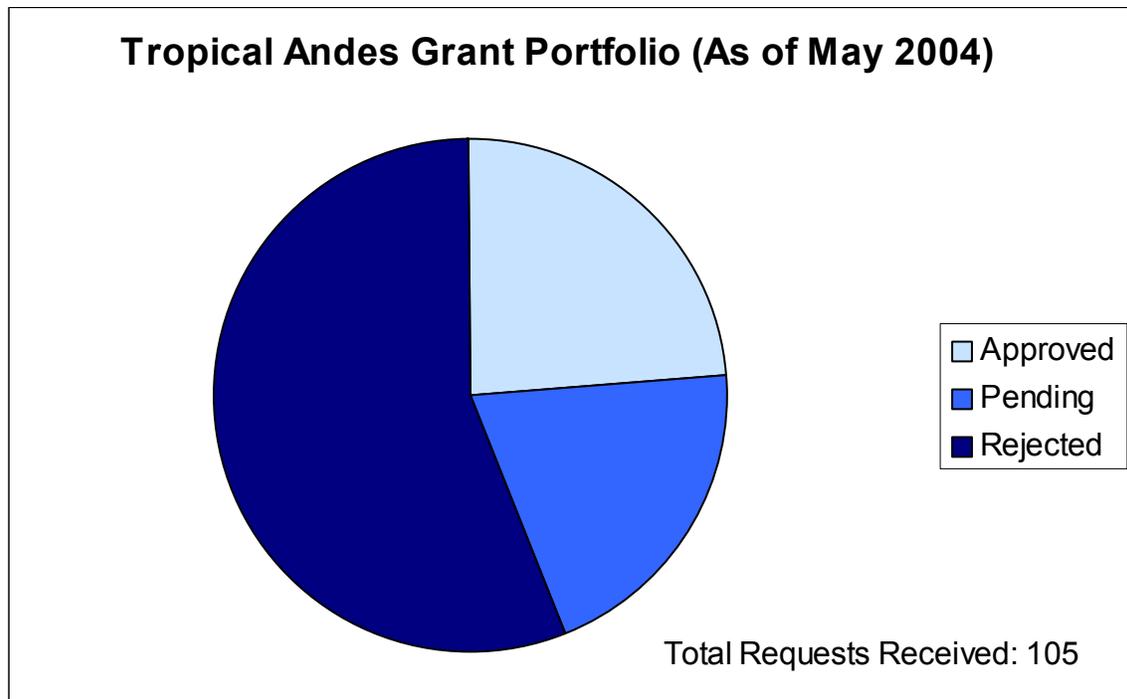


Figure 6.

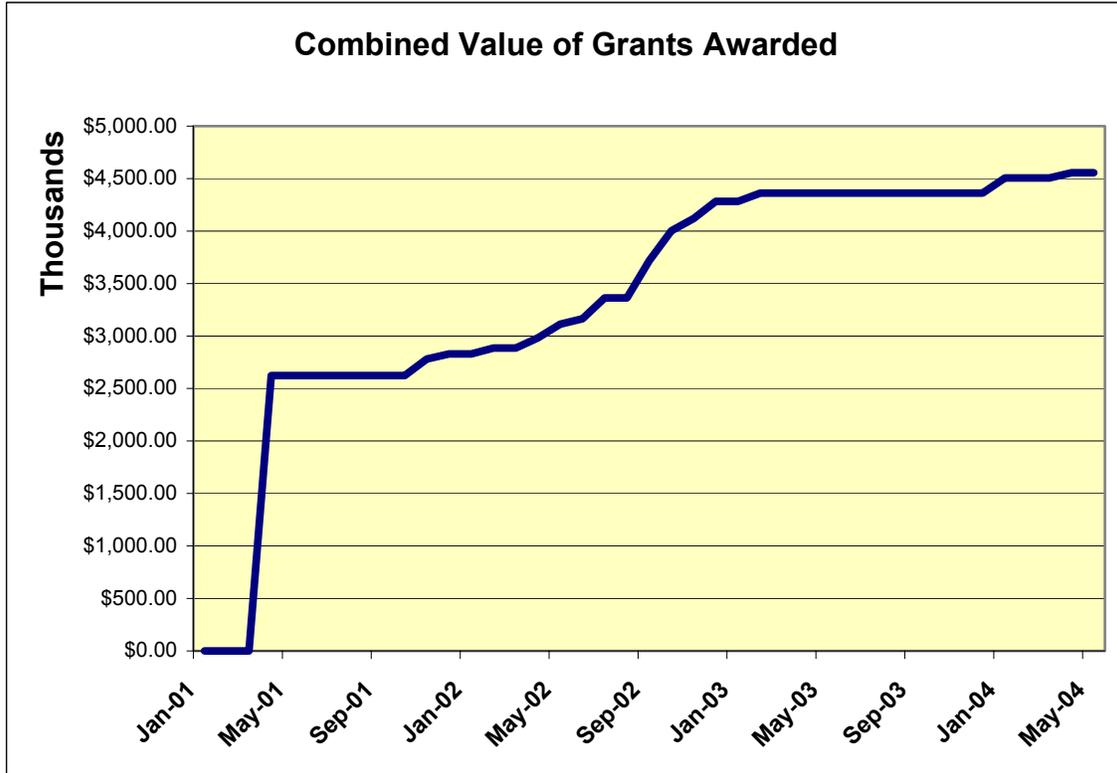
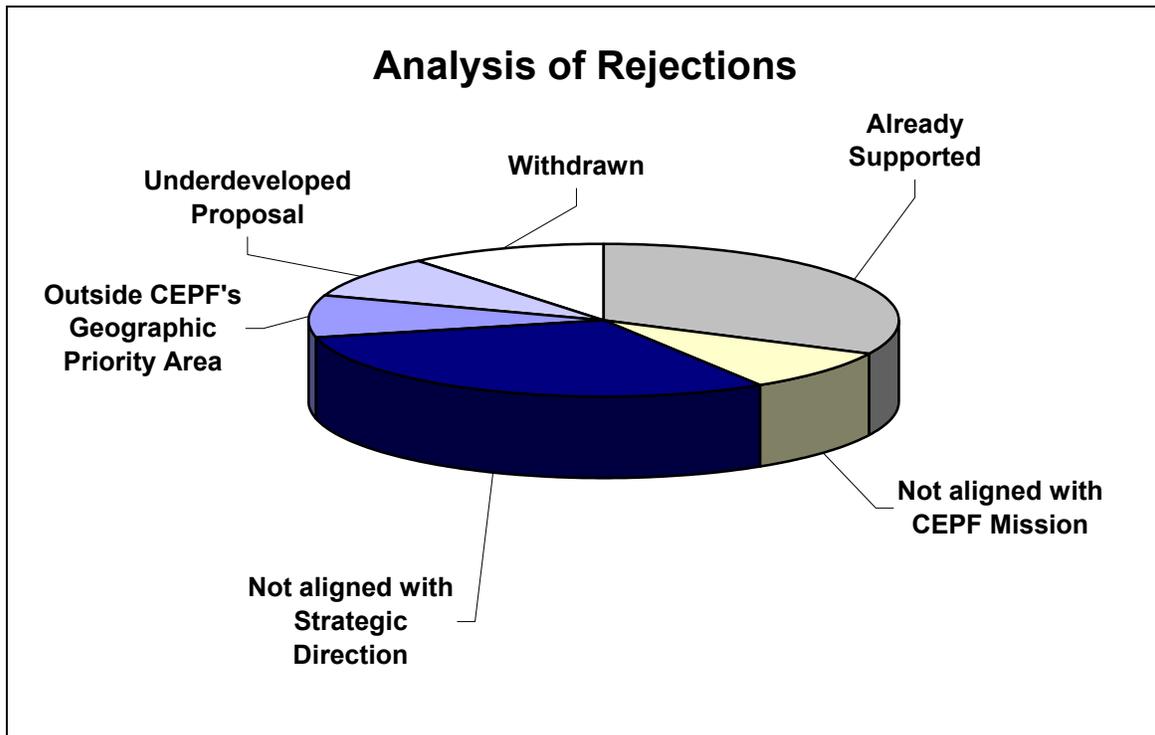


Table 1. Grant Portfolio by Strategic Direction, as of May 2004

Strategic Direction	Amount Awarded	# of Grants
1. Establish effective mechanisms for transboundary coordination, collaboration and catalytic action	\$904,000	1
2. Strengthen binational coordination of protected area systems	688,000	2
3. Encourage community-based biodiversity conservation and natural resource management	1,152,421	7
4. Strengthen public awareness and environmental education	767,203	6
5. Strengthen environmental and legal policy frameworks	448,234	3
6. Establish an electronic information exchange and coordinated information and data gathering mechanism	<u>495,401</u>	6
	Total Grants	\$4,555,259
<i>Remaining Funding</i>		<i>1,594,741</i>
	Total Allocation	\$6,150,000

An analysis of rejections (Figure 7) indicates that CEPF rejected proposals for a variety of reasons, with proposals most commonly rejected for not aligning with any strategic direction from the profile or proposing work in a geographic or thematic area already receiving significant attention by CEPF or other donors.

Figure 7.



Geographic Distribution of CEPF Investments

The historical focal point for the Vilcabamba-Amboró corridor, from the perspective of the two national governments and conservation organizations, has been the Tambopata-Pilón Lajas complex. This particular complex of protected areas serves as a clear test case for international cooperation between Peru and Bolivia because of its binational character and as such serves as a clear anchor point for CEPF investments in the region. The formation of a binational commission by the two governments to address matters of mutual interest, including conservation issues, indicates that CEPF and others are supporting an interesting and successful model of binational cooperation. This initiative has been taken up by CI's new Center for Biodiversity Conservation in the Andes as one of its core objectives. In addition, CEPF is building on the relationship established with INRENA in this binational area to influence policies in other areas of the corridor.

The project distribution across the corridor is as follows:

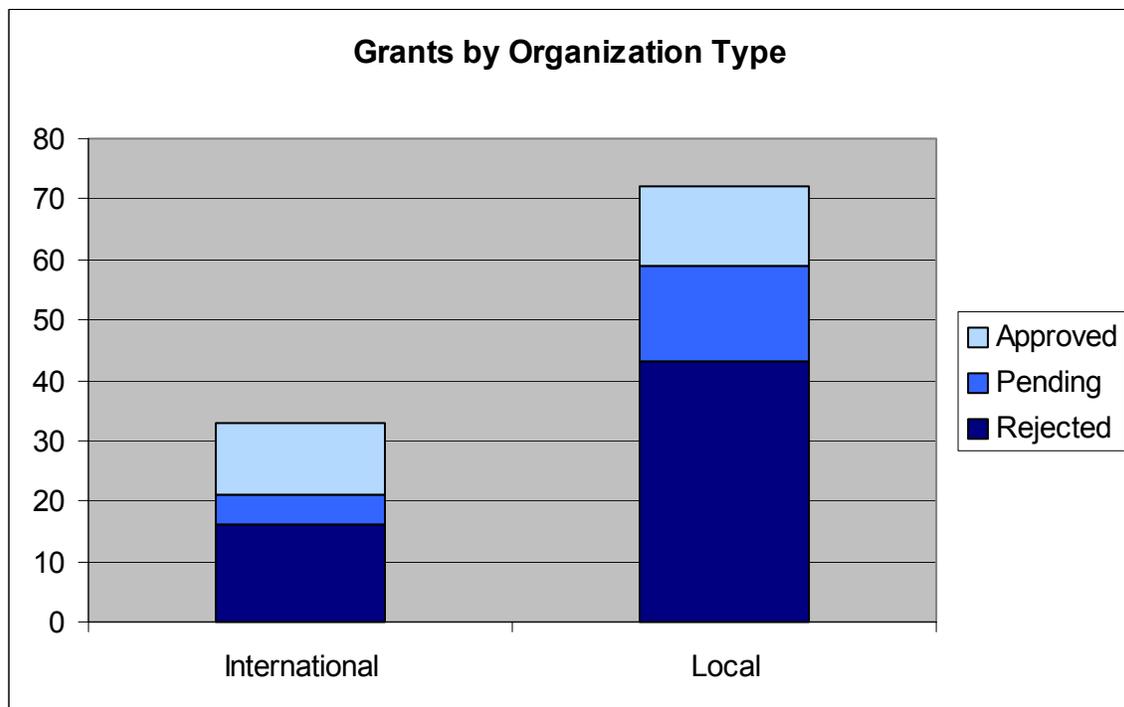
- Nine projects operated exclusively within the Tambopata/Pilón Lajas complex of protected areas.
- Two projects operated exclusively within the Vilcabamba-Manu complex of protected areas.

- One project operated exclusively within the Cotapata-Amboró complex of protected areas.
- Three projects operated in more than one complex, or only in Bolivia or Peru.
- Six projects operated throughout the Vilcabamba-Amboró corridor.

Institutional Distribution of CEPF Investments

CEPF has supported a variety of partner organizations to undertake strategic projects in the corridor. Local organizations received the largest number of grants, with locally based groups leading 13 of the 25 projects supported during the period (Figure 8). For the purposes of this analysis a local organization is defined as an entity that is legally registered in Madagascar with an independent board. International organizations received support to implement 12 projects, representing 77 percent of the total committed funding. In most cases, locally based programs of the international organizations led implementation. Project funding amounts varied, with a low of \$9,500 and a high of \$904,000. The average funding amount was \$207,000.

Figure 8.



PROGRAM IMPACT

The following section describes key impacts of CEPF-supported partners organized by strategic direction and outcome. As conservation outcomes were not formally defined at the time of profile approval, the authors of this document have categorized project impacts related to protected areas consolidated and new protected areas established under the outcome “areas protected,” and impacts related to connectivity created between core

zones under the outcome “corridors created.” As the profile includes a specific strategic direction to encourage community-based biodiversity conservation and natural resource management, the measure “changes in people’s use of natural resources” is used to highlight results of partners who received funding under this strategic direction.

Strategic Direction 1: Establish Effective Mechanisms For Transboundary Coordination, Collaboration And Catalytic Action

For the Vilcabamba-Amboró corridor to function as an effective conservation-planning unit, establishing an effective mechanism for transboundary coordination, collaboration and catalytic action was essential. CEPF supported a single, major CI project, “Transboundary Coordination Mechanism for the Vilcabamba-Amboró Corridor” (11/01-6/03), to meet this need. As part of this project, CI-Bolivia and CI-Peru contributed to the expansion of existing protected areas, the creation of new protected areas and the creation of agreements between the national governments of Peru and Bolivia and between administrations of various protected areas. It also helped leverage significant additional resources toward the specific objectives defined for the corridor.

An integral part of this project included responsibility for coordinating CEPF implementation and raising awareness about the corridor in the region. These specific functions will be discussed more fully under Coordination and Communications.

The review team noted the political emphasis placed by CI on raising the visibility of the Vilcabamba-Amboró Corridor in the national and international arena. These efforts form the core of the corridor strategy and are the key to sustainability of both CEPF and other investments in the region. CEPF support enabled CI to engage partners and expand the corridor vision from a small transboundary area to a large biological corridor reaching Vilcabamba on one end and Amboró National Park on the other. CI’s strategic transition to focus on corridors and outcomes solidified this expanded vision and coincided with the availability of CEPF support, which included funding to launch a comprehensive conservation strategy.

Outcome: Protected areas consolidated

One key product of the CI transboundary coordination project is the 2003 publication *Estrategia Basica de Implementacion del Corredor de Conservacion Vilcabamba-Amboró (Peru – Bolivia)* or Basic Implementation Strategy for the Vilcabamba-Amboró Conservation Corridor. It documents the results of separate workshops in Bolivia and Peru and one binational workshop to develop the strategy and represents a consensus of the governmental and civil society participants. The document highlights the strategic importance of the Tambopata-Pilón Lajas complex and places clear emphasis on the consolidation of this complex of protected areas and the subsequent linking of it to the other two complexes.

CI-Peru and CI-Bolivia also facilitated a meeting of the directors of Madidi National Park, Bahuaja-Sonene National Park and Tambopata National Reserve that resulted in a landmark transnational agreement for joint coordination and implementation of their management efforts. These three protected areas share common borders and are priority

sites for conservation in the corridor strategy. Included in the agreement are joint border patrols, training of park rangers in biological monitoring methods, information exchange on biodiversity threats and the development of a master plan for Bahuaja-Sonene (later approved in late 2003) and Madidi, which together constitute the largest contiguous expanse of protected rain forest in the corridor. These are important examples of progress toward consolidation within the Tambopata-Pilón Lajas complex.

The two CI offices also helped make consolidation of 450,000 hectares in the Pilon Lajas Biosphere Reserve possible, partly by working together with CI's Global Conservation Fund in its design and financing of a compensation package for a company to give up its logging concession – a move that secured the immediate protection of 83,000 hectares of primary forest. The area will contribute to further consolidation of the Vilcabamba-Amboró corridor. As part of the agreement, the logging company dropped a legal dispute over an additional 100,000-hectare concession within the Reserve and Indigenous Territory of Pilon Lajas and its buffer zone. This was the last timber concession inside the protected area.

Outcome: New protected areas established

CI's transboundary project also fostered close working relationships between the Bolivian government and local NGOs to create a new 600,000-hectare municipal park, Altamachi-Cotacajes, that links Madidi National Park, Pilon Lajas Biological Reserve and Isiboro Secure National Park with Carrasco National Park. The result: a continuous corridor of approximately 4.2 million hectares and a major success in terms of connectivity.

Strategic Direction 2: Strengthening Binational Protected Area Systems

This strategic direction includes support for strengthening of protected areas through formulating strategic plans; building financial and administrative capabilities; establishing joint management arrangements among NGOs, indigenous groups and communities; and ensuring long-term monitoring and management systems in protected areas throughout the corridor. CEPF awarded two grants under this strategic direction.

Outcome: Protected areas consolidated

WWF is implementing one project, "Creation and Effective Management of Forest Protected Areas in Peru" (10/02-10/04), to consolidate protected areas in the Vilcabamba-Manu complex. The project, implemented primarily by the WWF Peru Program Office, focuses on improving the management of approximately 4.8 million hectares within Manu National Park, Amarakaeri Communal Reserve and the Alto Purus Reserve Zone. The project is part of a debt-for-nature swap between the U.S. and Peruvian government that will leverage \$10.6 million in local currency through 2014 for Peruvian organizations to carry out activities related to effective management of these protected areas, providing the long-term support needed to ensure sustainability. Management effectiveness in these three areas will be evaluated using the results of a special tool, "Matrix for Monitoring the Conditions Necessary for an Effective Management of Natural Protected Areas," being implemented by INRENA throughout the protected area

system. The debt-for-nature swap includes a special grants program to distribute the money to civil society organizations and, among other activities being undertaken as part of the project, WWF is actively acting in this grant-making role with an advisory committee and established oversight processes. These grants are allowing other groups to become active participants in managing these important areas and aim to ensure sustained efforts beyond the life of this project.

To date, WWF-Peru has helped mitigate land disputes by collecting and analyzing titles and clarifying the boundaries around these three protected areas. The results of this effort have been shared with and validated by leaders of the Federation of Native Communities of Purus. Project staff have also helped train park guards and federal police who are now both involved in managing control posts that are being strategically located along rivers to control two of the primary access routes for illegal loggers as well as the transport routes for their illegally harvested timber. One of the first Peruvian organizations to receive grant funds under the WWF project, the Asociacion para la Conservacion del Patrimonio de Cutivireni, is responsible together with INRENA for creating and managing the control posts. The control posts will also allow monitoring of logging activities and the impact on indigenous peoples living in voluntary isolation within the zone. In addition to the fixed control posts, one mobile control post is being established to patrol the rivers and serve as a rapid response unit.

An important addition to improved management of these areas, WWF-Peru is working with indigenous communities and other stakeholders to strengthen a community management committee in Manu National Park and to establish new committees in Amarakaeri Communal Reserve and the Alto Purus Reserve Zone in Amarakaeri and Alto Purus. The committees will continue to operate after CEPF support to the WWF project with new funds that the project has leveraged.

Outcome: New protected areas established

CEPF supported a series of projects across the entire corridor to strengthen protected area systems. The most direct links come from CI's efforts together with partners in promoting and assisting in the creation and expansion of new protected areas. In the Vilcabamba-Manu complex, CI's "Improving Management and Consolidation of Selected Protected Areas Within the Vilcabamba-Amboró Corridor" project (10/01-6/03) under this strategic direction aimed to improve the management and consolidation of select protected areas. CI's work on this project contributed to a number of protected area outcomes, including:

- Alto Purus Restricted Zone (2.7 million hectares) declared in January 2002.
- Amarakaeri Communal Reserve (402,336 hectares) declared in May 2002.
- Manu National Park expanded by 12 percent (from 1.533 million to 1.716 million hectares) in July 2002.
- Ashaninka and Matsiguenga Communal Reserves and the Otishi National Park created in January 2003, providing a new level of protection to the former Apurimac Restricted Zone with a size of 709,400 hectares.

A table detailing protected areas in the Vilcabamba-Amboró corridor, their surface area and management status is presented following this section (Table 2).

Outcome: Connectivity created between core zones

The creation of the Amarakaeri Communal Reserve, already mentioned above, is a good example of creating connectivity between core zones. This area is within the Madre de Dios district of Manu Province and contributes to linking Manu National Park and the complex of Tambopata Nature Reserve and Bahuaja Sonene National Park.

Strategic Direction 3: Encourage Community-Based Biodiversity Conservation and Natural Resource Management

CEPF awarded seven grants under this strategic direction to strengthen the social underpinnings necessary for community-based biodiversity conservation efforts.

Outcome: changes in people's management of natural resources

The CI project “Developing Natural Resource Management Program in Four Communities of the Vilcabamba-Amboró Corridor project” (10/01-6/03) included work directly with 20 communities along the road from Puerto Maldonado to Cusco to introduce improved natural resource management techniques. CI also worked directly with eight coffee cooperatives in Alto Tambopata to introduce environmentally friendly farming techniques to more than 1,000 coffee growers. This helped create a work plan for organic, shade-grown coffee and provided the opportunity to leverage funds for continued work on assisting organic coffee producers in the export of their product.

The project also contributed, albeit at a small scale, to the maintenance or increase in connectivity by promoting the use of non-timber forest products and the development of ecotourism initiatives. While these are local level impacts, there is a strong potential for scaling up.

The CARE-Bolivia project “Prevention of Human-Induced Forest Fires in Madidi and Apolobamba National Parks” (8/02-12/03) directly impacted the core area of this complex. Specifically, CARE worked with local communities and farmers to reduce uncontrolled burnings that pose serious ecological and economic threats to the region. Through this project, local farmers learned and are incorporating new techniques into their farming practices in the communities of Apolo, San Buenaventura, Ixiamas and Reyes. Some of these communities developed a set of communal norms that include fire prevention activities. The local governments are also incorporating burning control into their Municipal Annual Operations Plans for the coming year. In addition, both the Madidi and Apolobamba protected area administrations included fire control plans into their programs, with park guards in Pílon Lajas and Madidi national parks and the Biological Station of Beni conducting their own workshops in fire prevention.

CARE-Bolivia staff also brought sustainable resource management to the school system by producing and incorporating materials into school curricula in the municipalities of Ixianas, Guanay and Reyes. Teachers carried out activities with the students such as environmental fairs, community theater programs and presentations. The educational

materials developed through this project were shared with protected area administrations as well as municipal governments. CARE-Bolivia staff will share the lessons learned from this project with other protected area staff within the complex, as well as the rest of the corridor, through planned site visit exchanges between protected areas.

Another example of a project aimed at changing community behavior toward more biodiversity-friendly management of their natural resources is the work of the WCS in Madidi National Park. Its project, “Organizational Strengthening of the Council of Tacana Indigenous Peoples for Natural Resource Management and Conservation” (9/02-6/04), helped to develop natural resource management regulations in Altamarani, Carmen del Emero, San Antonio de Tequeje and Esperanza de Enapurera. At least 20 communities developed community regulations for natural resource use as part of the project. These same communities also developed eight community projects to improve natural resource management, including tourism, handicrafts, medicinal plant gardens and native fish farms. In addition, the Tacana communities successfully demarcated their critical resource zones and developed demonstration sites that are being used to replicate successes in other communities in the Madidi area. These efforts are a direct benefit to the sustainable management of Madidi and the consolidation of the core area of this complex.

A final example of a project aimed at providing communities with sustainable use models to reduce their impacts on Madidi National Park is “Reducing Deforestation in the Buffer Zone of Bolivia’s Madidi National Park: Promoting the Cultivation, Manufacture and Use of Bamboo Products” (5/02-6/04) implemented by the Centro de Pueblos Indigenas de La Paz (CPILAP). CPILAP introduced new techniques and marketing skills for local producers of bamboo products, influenced the development of community management plans and provided a replicable model for other communities within the corridor.

In the Cotapata-Amboró complex, Probioma is implementing a project directly linked to improving the protection of Amboró National Park and the Area Natural de Manejo Integrado Amboró (ANMIA) by influencing the way local communities use their natural resources. The project, “Biodiversity Conservation and Participative Sustainable Management of the Natural Resources of Amboró National Park and ANMIA” (4/02-6/04), included the introduction of new agricultural techniques to control crop diseases and pests in 16 communities across four provinces surrounding the park. In addition, Probioma established six demonstration plots where farmers are seeing the results of the new techniques and are taking these back to their own plots. Probioma trained a group of extension workers to go into the communities, investigate problems and teach methods to resolve them. In addition to working with farmers, Probioma is also developing ecotourism training materials and is actively training local guides. A final piece of this local organization’s contribution to helping secure the Amboró area is its work in demarcating parts of the Amboró National Park boundary.

Outcome: Connectivity created between core zones

The CI project “Developing Natural Resource Management Program in Four Communities of the Vilcabamba-Amboró Corridor” (11/01-6/03) mentioned above also introduced a variety of sustainable use techniques to communities, contributing to the objective of connectivity. Within this project, select communities in key areas within and between core zones gained experience in promoting ecotourism and implementing agroforestry systems including organic, shade-grown coffee. While these important developments impact only a small portion of the areas necessary for the connectivity hoped for within the corridor, community successes could be replicated on a larger scale along with those of other similar projects.

The Amazon Conservation Association project “Formalizing Forest Access and Implementing Sustainable Brazil Nut Management in Madre de Dios, Peru” (11/02-11/04) is an effort to help build the capacity of local producers while also contributing to connectivity within the complex. The Amazon Conservation Association has worked directly with nut producers to establish management plans for their sites and is linking these with INRENA to enable the governmental body to incorporate these plans into their own plans for managing the protected areas in the complex. In addition, professionals have been trained in GIS and mapping and will eventually use these tools to develop maps of the brazil nut producers’ areas and how these can be integrated into the management of the area. Lessons learned from this experience of bringing the producers together with the protected area administration team should be documented and prepared to be used for possible replication in other protected areas and complexes within the corridor such as Tambopata and Bahuaja-Sonene where there are up to 1 million hectares of brazil nut concessions that are strategic in terms of creating connectivity and would benefit from these lessons.

The American Bird Conservancy (ABC) project “Project Polylepis” (5/02-5/03) contributed to the improved management of natural resources in irreplaceable higher slopes of the Andes. ABC worked with Asociación Ecosistemas Andinos (ECOAN), a local NGO, to assist five communities in upgrading their community management plans to full conservation agreements, a strong step toward land titling for these communities with which they plan to create a series of private protected areas. Their efforts included the planting of 23,000 polylepis saplings (some for renewable fuel wood and timber, and some to restore degraded lands and protect critically endangered species such as the royal cinclodes). This directly contributes to the connectivity, protection and management within the complex. In addition, this project provided the learning for ABC to move ahead with a larger project to tackle direct threats to extremely threatened habitats in the complex. There is also the expectation that these experiences may be replicated in other Andean conservation efforts. ABC credits its partnership with ECOAN as the key factor in the success of the effort by facilitating ECOAN’s work and assisting in project design, rather than imposing ABC’s objectives upon its locally based partner.

Spurred by the success of their CEPF-supported project, ECOAN and ABC successfully applied for two further grants to continue their work in the polylepis forest fragments. Together they have secured \$100,000 from the debt-for-nature swap referenced under

Strategic Direction 2, which will be complemented by another \$100,000, 2-year grant from the Global Conservation Fund. Both projects seek to establish a community-owned and managed reserve system that provides local people with an alternative to native forest clearing and increases the cover of polylepis forest by 13 percent. The project area covers approximately 25 percent of the population of the royal cinclodes and about 10 percent of the endangered white-browed tit-spinetail and ash-breasted tit-tyrant.

Strategic Direction 4: Strengthen Public Awareness and Environmental Education

The six projects under this strategic direction supported by CEPF are building a constituency to support corridor implementation through a focused communications strategy and media campaign, and school-based educational programs.

Outcome: changes in people's management of natural resources

The Instituto Machu Picchu (IMAPI) project “Enhancing Public Awareness for Improved Management of the Machu Picchu Sanctuary and its Surrounding Environment” (2/02-4/03) sought to influence the behavior of a variety of actors involved in and around Machu Picchu. These actors included the tourism agencies, transportation providers, local government, communities and the farmers active in the area. IMAPI staff conducted campaigns targeted to these groups, produced and disseminated a video documentary that aired on at least six networks, conducted a multitude of radio interviews and produced numerous articles for local newspapers and its own bulletin, “Boletín IMAPI,” that is distributed in the Cuzco and the Machu Picchu area. The staff of IMAPI also participated in the committee tasked with reviewing and revising the Master Plan for the Machu Picchu Sanctuary. These activities directly supported the outcome of achieving a secured Machu Picchu area, however there is much remaining to be done before Machu Picchu is managed securely. The project team is extremely enthusiastic, however, as this project brought Machu Picchu conservation efforts into a larger light as part of the overall corridor strategy. They feel the sanctuary is no longer just an isolated area, but part of the larger corridor concept. This has brought more legitimacy to the areas’ ecological importance and expanded the focus beyond the monument itself and the tourism it brings to the region.

Selva Reps implemented a novel ecotourism project to help ensure that local communities and organizations involved in ecotourism use this activity most effectively to conserve biodiversity and manage their natural resources. The project, “Learning Host-to-Host: Ecotourism Exchange in the Tropical Andes” (11/01-9/03), brought together ecotourism practitioners from some of the most remote regions of the Tropical Andes—members of the native territories of the Achuar in Ecuador, the Quechua-Tacana of Bolivia and the Ese’ija and riberenhos of Peru—to share their experiences, knowledge, ideas and concerns with each other and with others who are striving to make ecotourism an effective tool for conservation and development. Selva Reps brought these local representatives together with CI staff and two tourism businesses—Rainforest Expeditions from Peru and Canodros from Ecuador—for the first time in a series of three five-day workshops in each of three ecolodges—Posada Amazonas in Peru, Chalalan in Bolivia and Kapawi in Ecuador—managed by the community participants.

While focused on the three communities and the ecotourism lodges they manage, the lessons are intended to benefit the entire corridor. In the three sites, the project worked both with the lodges and the local communities to agree on a minimum set of social, economic, cultural and environmental standards for ecotourism throughout the corridor. These standards were verified through a series of workshops with the end result to be a set of key indicators that the lodges will use themselves to monitor the impacts of community-based ecotourism. Lessons learned related to creating effective ecotourism partnerships, creating the ecotourism product, sharing economic resources, building local capacity, managing cultural and natural resources and monitoring impacts and tracking changes in the communities are being shared to a wider audience throughout the corridor, and ecotourism groups across the corridor are being encouraged to link themselves together to benefit from this experience. The project is a solid example of an investment aimed at introducing and refining best-practice techniques to communities and organizations for better managing their natural resources, and provides a model of private sector-NGO-community collaboration.

In an attempt to increase the attention that biodiversity conservation issues receive in the press, and thus enhance the public understanding of the value of the corridor, CEPF is supporting the International Center for Journalists (ICFJ) project “Building Awareness of the Vilcabamba-Amboró Corridor in Peru and Bolivia” (11/01-12/04). ICFJ has worked with journalists from radio, television and print media to reach both rural and indigenous populations as well as the urban populations. These journalists from both Bolivia and Peru have received training in biodiversity conservation and techniques for reporting on such issues. In conjunction with CI’s corridor communication project described below, they have been encouraged to produce material through a Biodiversity Reporting Award and these groups of journalists are being supported to develop associations among themselves, one in Peru and one in Bolivia, to sustain the capacity and interest around environmental issues among editors and reporters.

An additional project directly impacting the Madidi, Pílon Lajas and Apolobamba areas is the project implemented by the Instituto para la Conservación y la Investigación de la Biodiversidad (ICIB) “Conservation from the Schools: Networking and Partnerships in the Vilcabamba-Amboró Corridor. Phase One: Pílon Lajas, Madidi and Apolobamba” (1/03-12/04). ICIB staff members are working with teachers in areas such as Charazani, Rurrenabaque and San Buenaventura to develop a network of trained teachers throughout the area that will disseminate information and lessons on biodiversity conservation at the school level. In this project, the teachers and schools are linking with their local communities to develop joint environmental projects in each of the target areas. In addition, ICIB aims to influence the administrations of the protected areas with information from the communities and from the teacher network. This project, combined with the work of CARE-Bolivia, whose forest fire project is highlighted under Strategic Direction 3, is an example of addressing community behavior and increasing the adoption of sustainable land-use practices.

CI recently concluded its project “Developing and Implementing a Communication Strategy to Raise Awareness among Key Audiences of the Importance of the Vilcabamba-Amboró Conservation Corridor” (1/01-12/03) with the launch of an award-winning documentary titled *Tesoros Sin Fronteras* (Treasures Without Borders). The documentary, produced in collaboration with INRENA and SERNAP, aired on Bolivian and Peruvian TV and resulted in 200 media stories. Other project components included development of the strategy through national workshops in each country where participants analyzed problems and publics, identified the best products for target audiences and jointly planned the actions to be included in the strategy. Pre- and post-initiative surveys in Peru show that awareness of the Vilcabamba-Amboró conservation corridor grew by 25 percent and the number of people who feel that they receive a direct benefit from conservation projects rose by 15 percent. As mentioned above, ICFJ and CI also teamed together to sponsor a Biodiversity Reporting Award for the region.

Strategic Direction 5: Strengthen Environmental and Legal Policy Frameworks

CEPF investments under this strategic direction seek to influence donors, policy makers, concessionaires and others to mitigate the effects of infrastructure and agricultural development projects, extractive industries and large-scale tourism. To date, CEPF has funded three projects that address important gaps in the policy environment.

Outcome: changes in people’s management of natural resources

The TROPICO project “Restoration and Sustainable Management of Forest Resources in the Mining Zone of Tipuani, Bolivia” (4/02-3/05) aims to influence the way the Tipuani communities restore their natural areas degraded by mining. Where mines are being shut down, TROPICO is working together with the local communities to restore and reforest these areas in the most appropriate places to create connectivity. Included in this project is the introduction of new agroforestry techniques as well as basic environmental education on themes such as trash removal, fire controls and various other techniques for better use of natural resources. TROPICO has explored ways to use this example to replicate the successes throughout the Tipuani Municipality and into other areas of the corridor.

The CI project “Evaluating Threats in the Vilcabamba-Amboró Corridor” (1/01-6/03) brought relevant actors together to undertake a corridor-wide assessment to identify and mitigate the impacts of the mining industry. The project included creation and dissemination of a comprehensive database on mining activities along with maps of current and projected mining concessions in the corridor. This baseline information is intended to assist in the development of national policies countering the threat from both small-scale and large-scale mining.

Outcome: New protected areas established

Many projects within the portfolio are specific to a particular protected area or complex of areas. However, one project is trying to increase conservation commitments across the Peruvian side of the corridor as a whole by encouraging private landholders to bring additional lands under protection. The Sociedad Peruana de Derecho Ambiental (SPDA)

project “Disseminating and Implementing Legal Tools for Conservation in the Private Sector in the Vilcabamba-Amboró Corridor” (11/02-9/03) contributed to the achievement of conservation by increasing understanding and use of the legal instruments available to the private sector. SPDA worked directly with private sector partners to broaden their understanding of the legal tools available for conservation-type concessions and protection. At the same time, it also served as the advisory unit to INRENA, assisting the governmental body’s staff in understanding how to review these types of applications from a legal perspective. The project led to an increase in applications and improvements in what types of projects get approved and how quickly. In addition to the constructive guidance on both sides of the application process, SPDA drafted a new regulation for private conservation areas that it has since submitted to INRENA for approval. In doing this, the organization developed such a productive working relationship with INRENA that it has now been asked to review and fill in any gaps to the existing protected area administration legal framework for contracts. As a product of this effort, SPDA has finalized and made publicly available a “Manual for Private Conservation Instruments,” which includes all existing private tools for conservation along with the basic steps to be followed in each case. SPDA is keen to follow-up this groundbreaking work by further disseminating the manual and by selecting suitable candidates to apply the mechanisms and giving them legal advice to ensure successful applications.

Strategic Direction 6: Establish an Electronic Information Exchange, Coordinated Information and Data-Gathering Mechanism

CEPF awarded six grants under this strategic direction, which aims to increase the amount and quality of regional data necessary for effective planning and to make this data available to decisionmakers, communities, protected area managers and others through efficient systems.

The Rainforest Alliance’s multi-regional project “Using the Eco-Index to Allow Organizations Working in Neotropical Hotspots to Share Experiences and Glean Lessons from Colleagues” (10/02-3/04) facilitated the exchange of information about experiences, challenges and best practices among the project staff and beneficiaries of CEPF-funded initiatives in the Atlantic Forest, Chocó-Darién-Western Ecuador, Mesoamerica and Tropical Andes hotspots. The project, led by the Alliance’s Neotropical Communications team in Costa Rica, actively solicited, edited and translated project profiles for posting on the Eco-Index, www.eco-index.org. It succeeded in expanding the site’s reach to South America and making project information available about 73 percent of all CEPF-supported projects in the four hotspots, including 16 in the Vilcabamba-Amboró corridor. Other project results include seven articles about CEPF-supported projects published in Eco-Exchange/Ambien-Tema, the Alliance’s bi-monthly news bulletin; 18 interviews with the staff of CEPF grantees featured in Eco-Exchange/Ambien-Tema and on the Eco-Index site; and continual collaborative efforts together with the CEPF communications team to ensure cross linkages and promotions between the Eco-Index and www.cepf.net. This information-sharing has helped NGOs build on one another’s successes, avoid mistakes and duplication of efforts, learn and share best practices and highlight some of the most innovative projects in the hotspots. The response to the Eco-Index experiment

has been quite positive. Support from CEPF enabled the Alliance to make detailed information about 57 CEPF-supported projects and 106 non-CEPF projects in the four hotspots available to a much broader audience in the Vilcabamba-Amboró region and elsewhere. Visits to the Eco-Index rose 230 percent during the project period, while subscribers to the electronic version of Eco-Exchange/Ambien-Tema now number nearly 600. Another indicator of this project's success is the \$109,000 leveraged from seven other donors to support the project through 2004.

The project "Monitoring Conservation Outcomes in the Vilcabamba-Amboró Corridor" (9/02-12/05), implemented by Amigos del Museo de Historia Natural Noel Kempff Mercado, seeks to organize and generate data to develop predictive models that show the spatial distribution of major habitat types in the region and indicate how future development will impact biodiversity. Using these tools, conservation managers can effectively mitigate the negative impacts of future development on biodiversity. Project staff have created the www.andesbiodiversity.org and www.museonoelkempff.org Web sites, compiled geo-spatial information for Bolivia's protected areas, developed a model for monitoring the effectiveness of management of the corridor's protected areas and evaluated the technical needs of the project's partner institutions.

Table 2: Protected Areas in the Vilcabamba-Amboró Corridor

Surface Area (1999 vs 2003), Degree of Consolidation (2003 vs 2006 objective) & Comments (current as of 5/2004)

Protected Area	Surface Area - 1999 (km ²)	Surface Area - 2003 (km ²)	Degree of Protection (Current)	Degree of Protection (2006)	Headquarters	Management Committee (current)	Management Plan (current)	Comments
Amarakaeri Communal Reserve		4.023		Management Plan			NO	Upgraded to Indigenous Reserve
Amboró National Park & ANMI	6.376	6.376	Management Plan	Management Plan		Y	YES	National Park and ANMI joined (1995)
Apolobamba ANMI	1.500	4.837	Management Plan	Management Plan		Y	YES	
Apurimac Restricted Zone	7.093	(7.094)		Management Plan			NO	
▪ Matsiguenga Communal Reserve		2.189		Management Plan			*	Declared - 1/2003 Master Plan drafted but not valid due to lack of Headquarters and Management Committee
▪ Ashaninka Communal Reserve		1.845		Management Plan			*	Declared - 1/2003 Master Plan drafted but not valid due to lack of Headquarters and Management Committee
▪ Otishi National Park		3.060		Management Plan				Declared - 1/2003 Master Plan drafted but not valid due to lack of Headquarters and Management Committee
Bahujaja Sonene National Park	10.914	10.914		Management Plan	Y	Y	*	Master Plan approved - R.J. 141-2003-INRENA
Carrasco National Park	6.226	6.226				*	NO	Management Unit being established
Cotapata National Park & ANMI	.400	.400				Y	*	Management Plan being developed
Isiboro Sécure National Park & Indigenous Territory	12.363	12.363		Management Plan		*	*	Management Plan & Unit being developed
Machu Picchu Historic Sanctuary	.326	.326	Master Plan	Master Plan	Y	Y	*	The Management Plan appears to be inadequate due to lack of participation, little link w/ regional planning and lack of detailed land use, and monitoring
Madidi National Park & ANMI	18.957	18.957		Management Plan*		Y	NO	Management plan being developed
Manu National Park	15.328	17.163	Management Plan	Management Plan	Y	Y*	YES	Management Unit was formed under previous law and it is being updated to comply with current legislation Management Plan approved R.D. 087-1990-DGFF
Pilón Lajas Indigenous Reserve	4.000	4.000	Management Plan *	Management Plan		*	NO	Management Unit being established
Tambopata Candamo Restricted Zone	2.747				Y	Y	*	Management Plan being updated
▪ Tambopata Nature Reserve		2.747		Management Plan			NO	Master Plan approved - R.J. 141-2003-INRENA
Alto Purús Restricted Zone		27.243		Management Plan	Y		*	Management Plan being developed
Los Amigos Concession		1.376		Management Plan			NO	Management Plan being developed
Altamachi Departmental Park		5.600					NO	
Total	86.230	129.645						

Sources: Servicio Nacional de Areas Protegidas, SERNAP (2001)
 Centro de Datos para la Conservación, CDC-Bolivia (Ergueta, 1997)
 Instituto Nacional de Recursos Naturales, INRENA, www.inrena.gob.pe/dganp_cat.html
 Protection/management status from CI PA Consolidated Report to CEPF

* Management Plan being developed/revised or Management Unit being established

PROJECT DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT

Project Submissions

Efficiency in grant making has always been a central focus for CEPF and a significant effort has been made to create tools to assist both grantees and the CEPF management and coordination teams in this process. When CEPF opened the Vilcabamba-Amoró region for grant proposals, it also launched an Internet-based tool for submitting applications. During the first half of the funding cycle, the online application system encountered a series of problems that caused difficulties and delays for some applicants. Those who were able to use this first system reported that it was a useful tool and very effective in helping them organize their proposal for submission. However, the challenges with the system were consistent and pervasive enough that CEPF set about designing a new online system and accepting offline applications in the interim. The offline templates were modeled after the Web-based tools for consistency. This adaptive management allowed a range of applicants to apply without online access and CEPF to continue to receive proposals without delay.

Project Design Phase

The timeline for the review process for proposals ranged widely. Some projects moved through the process from beginning to end within six-eight weeks. On the other hand, many grantees expressed frustration about how long the process took from the time of their first inquiry to the time of a final decision. Delays occurred on both sides of the application process. In the first year of CEPF funding for the region, the responsibility for management of the grant portfolio changed hands three times, resulting in delayed responses to some proposals. Grantees have also been slow to respond to CEPF feedback on the proposals. While decisions have not been made at the speed CEPF strives for in application processing, the relationship building between donor and grantee is often strengthened through this period and many grantees gave positive feedback about effective exchanges with CEPF and a sense of receiving special attention that they do not often receive from other donors.

Project Monitoring and Reporting

With regard to project progress reports, interviewed grantees had both positive and negative comments. Few grantees are enthusiastic about having to report as they feel it takes time away from implementation, however many do express their desire to share the positive results of their work and to receive feedback on issues for which they need advice.

Feedback received from many grantees indicates that the reporting formats are very useful and clearly set up for their individual project and set of objectives and indicators. This has proven helpful in terms of managing project implementation and teams. At the same time, however, several grantees expressed the desire to be able to report more freely on certain aspects of their progress. They find the reporting structure too rigid for them to express some of the issues that occur as implementation takes place. The technical reporting templates begin with some standard tables based on specific project elements (performance indicators tracked over time), but the report also includes a series of targeted questions and an area for any additional comments. The latter areas are not being used effectively by grantees, either because they do not perceive them to be as important as the table or because they do not want to take the time to craft the responses. CEPF needs to work together with grantees to elicit more complete responses from the grantees, especially responses that place their respective projects into the broader conservation context.

Nearly all grantees reported that they receive little to no feedback on their technical reports. Some interpret this to mean that there are no perceived problems with what they are doing. Others find the lack of feedback frustrating. They are proud of their efforts and want to be sure that the donor and the larger conservation community are recognizing their successes. They also view CEPF as a valuable source of information, expertise and advice. They are often eager to see how CEPF will respond to what they are doing and how they might be able to improve their own implementation.

Many grantees point out this lack of engagement by CEPF not only in terms of feedback on written reports, but also in the lack of contact in the field. Most grantees interviewed only know CEPF through e-mail and phone communication and not through direct contact. They also do not understand that the role of communication is shared between the grant director and the locally based coordination team of CI-Bolivia and CI-Peru. There is a strong desire among many grantees to see more of CEPF staff in the region, whether this be the grant director or a member of the coordination team is perhaps not so important, but the face of CEPF would clearly be beneficial in the field. The desire for increased CEPF presence and feedback are real opportunities for CEPF and for CEPF coordination partners, and their respective roles need to be clarified and improved on in the future.

Grantee feedback regarding financial reporting is more positive. Most find this reporting very straightforward and report that the flow of funds has been timely and flexible based on these reports. In several projects, toward the end of implementation, CEPF worked with the grantees to make adjustments to budget line items in order to allow the grantees to correct for changes that may have occurred over the course of the project. This same flexibility is needed for the technical aspects of the projects. Some grantees have been unsure about their latitude to suggest changes to projects under implementation, and have not made the most effective use of project reporting tools to support their case.

In addition to the issues identified above, efficiency in grant processing, implementation and reporting have also been lost as a result of the transition between grant directors within CEPF during the first year of grant making.

STRATEGY COORDINATION AND COMMUNICATIONS

CEPF has placed a strong emphasis on the functions of strategy coordination and communications within each grant-making region. In the case of the Vilcabamba-Amboró corridor, establishing a coordination mechanism within the region was the first priority when grant funding became available. Developing and implementing a sound communications strategy for the corridor soon followed. Given that these two functions were recognized as important features of the portfolio from the outset, the assessment paid particular attention to them as part of this review. While these were originally seen as separate mechanisms, they will be treated together in this section as they have many overlapping elements that lead to some interesting observations and recommendations.

Frequently the first grant made in a CEPF region is to establish a local mechanism to assist CEPF in the management of the grant portfolio. This was the case in the Vilcabamba-Amboró corridor with the coordination mechanism originally designed with a set of specific functions that included:

- Build strategic alliances and partnerships to ensure delivery of conservation outcomes.

- Increase capacity of local institutions to ensure that the conservation outcomes are being achieved.
- Support the increase in the number and size of protected areas and their effective management, and to protect endangered and endemic species in the defined conservation outcomes.
- Increase the flow of financial resources to support the conservation outcomes.

In addition to these original functions, the coordination mechanism was further defined during the course of implementation to include additional functions such as:

- Coordinate with key partners to further the corridor vision and promote greater integration between diverse and often isolated interventions.
- Actively solicit proposals from potential partners that strategically contribute to the strategy.
- Take an active role in the review and development of partner proposals.
- Participate in the monitoring of external grantee implementation.

CI received funds from CEPF for CI-Bolivia and CI-Peru to jointly act as the coordination mechanism and fulfill these functions. Given the instrumental role these two offices had played in developing and shepherding the corridor concept and driving the preparation phase that led to the ecosystem profile for this region, they were the logical choice for grounding the strategy with local partners and helping to ensure a shared understanding and coordination during implementation.

Similarly, the two offices successfully proposed a joint communications strategy project and subsequently developed it as a necessary addition to the coordination mechanism. Its objectives included:

- Inform key audiences in the public and private sectors (national and regional government, media, community leaders, partners, indigenous groups and NGOs) about the conservation corridor concept, and explain the benefits of the Vilcabamba-Amboró corridor.
- Create an image and identity for the corridor that communicates its importance and benefits.
- Build alliances and catalyze commitment among partners by using a participatory approach to create and implement the communications strategy.
- Generate a political will in favor of the Vilcabamba-Amboró conservation corridor.
- Inspire a favorable attitude and support among key audiences (media, private sector, communities and partners) toward corridor implementation.
- Integrate communications initiatives among the projects being implemented throughout the corridor in order to ensure consistency and coherence.

Coordination

Both the coordination mechanism and the communication strategy proved to be ambitious efforts, particularly because they took place in one of the first CEPF grant-making regions and therefore lacked previous successes to follow. Successful transition from strategy development to implementation would require fluid communication between two country offices of CI, as well as a solid working relationship with the CEPF grant director and management team. CEPF was hampered in its ability to oversee all aspects of the transition by not having a consistent grant director to guide the process. During the first year following approval of funding for the region, the responsibility for

getting the initiative moving was shared by, or transferred among staff within CEPF, leading to discontinuities in communication.

In addition to this somewhat internal set of relationships, communication and coordination among the eventual CEPF external grantees and other partners was also recognized as important in order to develop a shared approach, understanding and level of effort toward the corridor conservation strategy. In several ways, these two combined efforts of coordination and communication had both catalytic and synergistic successes over the first half of the CEPF funding cycle. This is particularly true at the regional and national levels of including and influencing government in the process of creating a conservation corridor. In the binational area, as already mentioned in the earlier section on linking projects to outcomes, the coordination and communication efforts led to joint protected area management plans between Peru and Bolivia across the transboundary area, as well as the declaration of several new and expanded protected areas in line with the outcomes established for the corridor. The communications project linked the corridor approach to several mediums of the media including newspapers, television, magazines books and videos. This continued effort to build awareness placed particular emphasis upon government agencies in charge of conservation in both Bolivia and Peru. One of the most impressive results is the way in which the governments now use the corridor map in their own work and publications. The end result of this entire effort, as seen during the assessment trip, is that the corridor concept does seem to be bought into by many of the key partners and stakeholders at the national level and among these target audiences at the binational level. At these levels, the corridor coordination and communication has been very successful.

While making good strides at the binational and national levels, the assessment found that coordination and communication efforts do not seem to have reached the local levels with as much success. During interviews with grantees outside of the capitals, it was apparent that the corridor concept, while recognized, was not clearly understood and most grantees had little, if any, knowledge of what was taking place in other parts of the corridor. Grantees were mainly working independently on their own projects, perhaps linked with one other CEPF-supported project in rare instances. For the most part, the CEPF-supported organizations in the field appeared to be removed from what is taking place at the corridor level. They are implementation projects largely in isolation, with little to no proactive information sharing taking place across the portfolio of projects.

The concept of the corridor has also not reached the local levels of government to the same degree that it has been incorporated into the higher levels of decisionmaking. During visits with local authorities as part of site visits, it became evident that municipal-level government agencies do not understand the corridor concept. They are not seeing how the local, site-based activities taking place in their areas are contributing to a larger strategy within the transboundary conservation corridor.

This being the case, a new mechanism for ensuring that CEPF partners are linked together and recognizing how their individual efforts are contributing to a larger vision needs to be put in place. Decisionmakers at the local level need to become aware and supportive of the corridor concept to a similar degree of that being seen at higher levels in government across both countries. Grounding the positive momentum realized at the higher levels during the first half of the funding cycle at the local and site levels needs to be a focused objective for the remaining years of CEPF. CEPF should explore how to structure an information sharing function into the coordination function to create greater synergies.

Information Sharing

The need to develop better communication among CEPF grantees has been briefly mentioned above, and the assessment received frequent feedback from grantees interviewed that they see a great opportunity for information sharing among those working under the CEPF portfolio of projects. During the assessment it became very apparent that the lack of communication among CEPF participants, the coordination mechanism and other potential partners has been an opportunity lost thus far in the effort to develop the Vilcabamba-Amoró conservation corridor.

There are several similar projects throughout the corridor that confront comparable issues, be they in working with local communities, working with protected area management units, the media and the public sector among others. In each of these cases, project teams are implementing their programs, adjusting to changing circumstances, being innovative in their approaches and learning valuable lessons that could, and should, be offered to other partners working within the corridor and beyond. Many grantees expressed a desire to learn more of what other CEPF grantees are doing in the corridor, both to learn from others' experiences and to share their own successes with others. Examples include the SPDA project that has developed a series of legal tools for conservation that they see as valuable lessons to share with the Bolivian side of the corridor. At least two CEPF-funded projects are dealing with local issues of fire control, yet these projects have not shared their experiences with one another. The same is true for those projects that are trying to incorporate conservation elements into local educational curriculum. A newspaper reporter supported by the IFCJ project expressed frustration that their contributions on environmental reporting are not regularly sought out by CI or other organizations. Giving these projects the opportunity to share their experiences will not only improve their ability to implement, but will reinforce the networking and partnerships within the corridor that are necessary for long-term success.

Tools to share results and experiences among CEPF-supported organizations and partners are used by a wide variety of civil society and governmental representatives. These include the CEPF-supported Eco-Index discussed earlier under Strategic Direction 6, the CEPF Web site and CEPF E-News, the initiative's electronic newsletter that has featured SPDA and Selva Reps in recent issues. However, the coordination team gave insufficient attention to promoting these results among the CEPF family of grantees and to opening specific avenues of dialogue to foster learning among this group of stakeholders. One such activity, the first CEPF meeting for partners to share experiences and lessons learned, took place in Lima, Peru in May 2004. The participants included most of the organizations receiving CEPF in the corridor, INRENA and SERNAP representatives and park guards from several protected areas. They reviewed the corridor strategy, prioritized key areas for further action and shared experiences. The participants acknowledged how the meeting provided an important forum where they could learn about the activities of others and develop new partnership approaches. An important focus of the second half of CEPF-funding needs to be a greater effort to bring CEPF grantees and others together in forums such as this one to share experiences and plan for a more coordinated and strategic approach to the coming years of corridor implementation.

Local Capacity and Decentralization

The above sections lead to an interesting discussion, and one that has been pursued already in other CEPF funding regions, about decentralizing portions of the CEPF interaction with grantees to the local CEPF coordination mechanism in the region. The local coordination team plays a key role in the review and decision-making process for selecting projects to be funded, but in the case of the

Vilcabamba-Amboró portfolio of projects, it has not played a role in the review of project progress reports, carrying out site visits, providing coaching to grantee partners on how to report or actively trying to link projects together for the purpose of sharing information. This has not necessarily been a shortcoming of the coordination mechanism, but rather is a previously unidentified role that has become apparent through the course of implementation. This should be built into the mechanism to better serve the grantees and help deliver the corridor results.

Up until this assessment, contact between most grantees and CEPF has been almost solely via the grant director and the grantee, with relatively few grantees having ongoing dialogue with members of the coordination team. The review team recognizes that the lack of interaction and involvement of the coordination mechanism is a real opportunity missed. Active participation on the part of the coordination team in assisting grantees in the development of full proposals to CEPF, being available to answer questions and concerns of grantees during implementation, carrying out site visits, review of progress reports and organizing periodic events to bring some, or all, grantees together to share lessons learned and to review progress toward the corridor strategy, is highly desirable and has proven very beneficial in other regions where CEPF supports civil society. This is a role that cannot be carried out solely by the grant director, who is responsible for the management of several portfolios. Some of these roles were envisioned in the contract for the transboundary coordination project, but inadequate communication proved to be a serious obstacle to seamless support to many grantees.

Therefore, defining and agreeing on how the grant director and the coordination mechanism can redefine roles for managing these necessary functions and carry out these functions as a coordinated team is an important next step for strategy implementation in the Vilcabamba-Amboró corridor. Effective mechanisms have already been established and appear to be working well in other regions for CEPF. These experiences should inform the design of a new coordination function for the corridor. In doing this, CEPF should take care in establishing a mechanism whereby much of the capacity to assist grantees is moved to the field. This works in other regions for CEPF and ought to be a constructive adjustment in the case of the Vilcabamba-Amboró portfolio.

LESSONS LEARNED

The review team notes that CEPF has made significant changes in light of the experiences generated by its investments in the Vilcabamba-Amboró corridor. CEPF has increased its efficiency and effectiveness in subsequent regions by:

- Structuring coordination mechanisms prior to awarding grants. Coordination mechanisms in the second cycle of CEPF regions have been carefully crafted with clear designs and processes and the appropriate staff put in place before other projects received support. In this manner, the coordination mechanism itself becomes established and coordinates the review and recommendation-making process for proposals in the region.
- Increasing the involvement of CEPF grant directors in all aspects of profile development and implementation. To ensure continuity between strategy development, implementation and evaluation, CEPF grant directors are taking a more direct role in the profiling process prior to awarding grants and in the monitoring process as the portfolio develops.

- Developing a transition plan from strategy development to strategy implementation to ensure continuity and full participation. CEPF and its coordination teams now jointly develop and ensure consistent interpretation of specific procedures (staffing, partner identification, outreach and an implementation schedule) for effective transitioning from development to implementation and to integrate a wider range of partners from the outset.
- Improving application tools. CEPF has developed and launched an improved version of the application and reporting system for grantees.
- Clarifying the strategic directions. CEPF has placed great emphasis on crafting clear strategic directions in the profiles and now incorporates investment priorities under each direction to enable both grant applicants and the management and coordination teams to more easily gauge the appropriateness of project proposals.
- Incorporating outcomes into the profiling process. The Vilcabamba-Amboró experience of defining conservation targets stimulated CEPF to invest in strategic outcome definition for all regions, a program that includes retrofitting these for regions where they did not exist at the time of profiling and defining them for all new profiles. The importance of establishing baselines and goals that are clearly understood and shared among a wider set of institutions (both governmental and NGO) has been clearly demonstrated in this corridor.
- Expanding the number of partners and depth of consultation during the profiling process. The process of establishing conservation priorities in the Vilcabamba-Amboró corridor benefited from the involvement of many institutions and individuals. However, the actual development of the profile involved fewer stakeholders—a methodology since expanded to include a wider range of partners in the development and review process for each profile.

CONCLUSIONS AND RECOMMENDATIONS

This section highlights and summarizes the most important observations of the portfolio review team and offers recommendations for increasing the effectiveness of CEPF and its partners in implementing the corridor conservation strategy and CEPF strategies in other regions.

How effective are CEPF processes and tools?

The transparency with which CEPF expressed its vision for the region is viewed as a new and positive approach to conservation. This, combined with clearly defined tools for applying for and monitoring project implementation, and a graphic presentation of the desired outcomes in the form of the 5- and 10-year vision maps for the corridor, is a precedent-setting part of the CEPF initiative in the region, and one that has clearly increased the value and credibility of CEPF efforts.

Recommendation: Efforts to establish baselines and clear conservation targets over the long-term and to engage partners in monitoring progress toward achieving shared goals should build on the foundation already in place. In a region where much initiative and technical capacity exists, it is essential to broaden the pool of contributors to the prioritization process to maintain transparency and support from the outset.

The use of standardized project application and reporting tools gives CEPF a window into grantee adherence to the profile and their commitment to broader conservation objectives.

Recommendation: The experiences of dealing with and learning from these tools should be shared among grantees and potential grantees to strengthen coalitions and increase synergies. Greater effort needs to be made to ensure that project applicants and grantees alike have effective access to application and reporting tools, and receive the necessary guidance to complete them.

Striving for corridor-level impacts while emphasizing concrete interventions with civil society partners is a challenge that CEPF faces in all our regions. The sheer size of the Vilcabamba-Amboró corridor combined with the relatively general nature of the CEPF strategy increases the potential disconnect in the field as well as between field-based projects and strategic consensus-building efforts. However, CEPF-supported monitoring efforts are beginning to generate data that can help guide decisionmaking and refinement of the strategic approach where gaps may exist.

Recommendation: Limiting the geographic focus of CEPF investments in a corridor that covers 30 million hectares may have promoted a greater coherence among the pool of projects. As the outcomes definition process advances, monitoring becomes more systematic and trend data becomes more available, results should be assessed in a timely and coordinated manner and used to refine the CEPF strategy for the region in question.

How well is CEPF currently meeting conservation needs in the Vilcabamba-Amboró corridor?

The strong focus of the coordination mechanism on guiding the binational political process of corridor construction has been instrumental in advancing a more genuinely coordinated conservation approach among the governments of Bolivia and Peru. CI's gradual change in perspective—from the owners and drivers of the corridor strategy to the facilitators of partnerships in support of the corridor objectives—opened doors and created positive changes in the attitudes and participation of many partners in this process. Translating high-level political agreements into practical conservation initiatives on the ground, though, is an ongoing process that needs constant reinforcement. The review team observed that the significance of the corridor was not well understood at the local level, resulting in missed opportunities. Weak linkages between national and local political bodies will reduce the incentives or opportunities to scale up or replicate positive experiences.

Recommendation: The coordination mechanism should use the buy-in achieved at the national level to press for greater political acceptance of the corridor concept at the municipal and local level, using local initiatives as concrete examples. CEPF and the CI offices in Bolivia and Peru should examine if broader support and more effective coordination could be achieved by expanding the coordination function to include input from other institutions.

The ecosystem profile can, and should be an efficient way for identifying priority actions in the field, threats to the biodiversity and ecological processes and for distributing grant funds among these priorities. It can only be as good as the information that feeds it, and much can change between the profile definition stage and after two or three years of strategy implementation.

Recommendation: CEPF and its partners should periodically assess the changing conservation context, including biological conditions, investment opportunities and

institutional capacities, so that the CEPF strategy reflects this new reality. The coordination mechanism is in a unique position to access relevant information and data to guide potential applicants in the development of strong proposals that translate emerging opportunities into concrete projects under the CEPF strategic directions.

Has the CEPF strategy in the region been coordinated and communicated effectively?

Recommendation: Increased communications between the coordination mechanism, CEPF, and amongst all the grantees would provide a more comprehensive and holistic approach for the conservation corridor and shorten the time it takes to process grant applications. Efficient communication lines, including clarity of mission and procedures, could enhance the impact of CEPF conservation action in the field and be used as a model by other organizations. The design and implementation of appropriate mechanisms, such as yearly workshops or corridor-wide materials tailored to local audiences, need to be included in corridor activities.

Recommendation: The CEPF grant director and members of the coordination team must present a clear and consistent position to applicants and grantees about their respective responsibilities related to grant decisionmaking. While the grant director has the ultimate responsibility for approving projects and making modifications to project agreements, applicants and grantees must recognize the critical role that the coordination mechanism plays in reviewing and making recommendations to the grant director regarding technical merits of a proposal and institutional capacities to carry the proposed work forward. Members of the coordination mechanism are best positioned to engage applicants to develop or refine project proposals to win approval.

Recommendation: The frequency, duration and purpose of grant director trips to the funding region should be informed by a deliberate and ongoing assessment of implementation progress and the appearance of new opportunities or recurring issues. The presence of the grant director at key points in the life of the portfolio is essential for maintaining even and productive communication between CEPF and its partners.

Is CEPF missing an important part of the potential grantee constituency?

At the time of its development, the CEPF ecosystem profile was the clearest articulation to date of a corridor-based strategy, along with a mechanism and procedures to achieve it. The review team found that national and binational political bodies have adopted the corridor concept. The process of decentralized decisionmaking by government authorities moves ahead slowly, but the mechanisms for translating national level environmental and conservation priorities are not yet in place. As more authority is given to municipalities, without the technical and financial resources to carry their mandates or visions forward, the chance of placing significant ownership at the local and regional level is in question. The *Estrategia Basica de Implementacion del Corredor de Conservacion Vilcabamba-Amboró (Peru – Bolivia)* will provide a new opportunity to bring conservation-oriented individuals and organizations together for the benefit of the corridor.

Recommendation: Attention must now be given to the creation of a forum where national, regional and municipal officials can share perspectives on the value of building a conservation corridor. Such a forum should give greater space for implementing organizations to exchange experiences and lessons learned, and to discuss explicitly if

incorporation of the corridor vision has impacted the way they conceptualize, design or implement their projects.

Recommendation: The structure and function of the coordination mechanism should be revised and be given a central role in guiding the partner identification and project development process and in tailoring the CEPF strategy message to the diverse audiences in the corridor to achieve conservation goals. Together, CEPF and the coordination mechanism must agree on the importance of building functional links among the constellation of grantees in the region. Implementation of the *Estrategia Basica de Implementacion del Corredor de Conservacion Vilcabamba-Amboró (Peru – Bolivia)* must be accompanied by a thorough dissemination effort that builds on the foundation already in place and highlights complementary efforts.

How should strategic directions for CEPF be further refined?

Recommendation: CEPF should use a greater range of tools to assess whether projects are meeting their strategic objectives. A combination of more targeted reporting, a more standardized site visit methodology and/or the use of external assessments could help CEPF grant directors and implementation partners flag implementation issues, increase transparency, encourage adaptive management and expand the opportunity for sharing and integrating lessons learned within and among projects in the region, as well as in other regions. Efforts to address issues such as effectiveness, efficiency, sustainability and replicability at an earlier stage of portfolio development would provide a more effective baseline for midterm and end-of-term reviews.

Is CEPF having a catalytic effect in the region?

The adoption of the corridor concept at the highest level of national government in both Bolivia and Peru is testament to the catalytic effect of the CEPF approach and its investments. So too is the financial commitment from other institutions to support corridor-wide initiatives, as elaborated in the sustainability section that follows. Fundamental building blocks have been put in place, though CEPF and its partners will be continuously challenged to sustain these advances.

CI-Peru staff suggested that CEPF should consider phasing in funding. There is a need for some funding to be held in reserve in order to provide follow-up funding to successful projects from the first phase and/or to respond to critical opportunities that result from the first phase. Examples include the mining project where threats were determined and an action plan developed, but funding is limited for the implementation of the action plan. The counter argument to this point is that CEPF is meant to be opportunistic and that sustainability needs to be better addressed and secured on an ongoing basis. The CEPF approach includes the aim to leverage significant sums of new funding for conservation in any given region where it invests; leveraging was included as a core function in the coordination mechanism's terms of reference (see the Sustainability section for more information).

Recommendation: CEPF should consider incorporating leveraging objectives into more projects, especially those that require longer time frames than are traditionally granted (i.e. monitoring initiatives), whose potential impact could increase dramatically following initial funding from CEPF (i.e. creation of an action or management plan leading into implementation) or that have high potential for replication (i.e. pilot projects,

education/awareness efforts and policy efforts that are highly scalable from local to regional or national contexts).

Recommendation: CEPF should seek opportunities to match remaining funds with new funding mechanisms, guiding these new outside funds toward efforts that meet the corridor strategy. CEPF and its partners should invest in projects that will be cornerstones for the corridor into the future and beyond, such as Outcomes monitoring, corridor coordination and policy efforts.

Has the review contributed to the refinement of the CEPF review methodology?

As a direct result of the experience in the Vilcabamba-Amboró region, CEPF made several important changes in the way it conducts portfolio reviews. The most important changes included:

- Incorporation of an external reviewer on the team. CEPF management, donor partners, the CI programs in Peru and Bolivia and several grantees have reacted positively to the incorporation of an independent perspective into this review. The document itself is intended to reflect the transparency that an external person brings to the exercise. An external reviewer has also been incorporated into the two other portfolio reviews undertaken to date.
- Development of a questionnaire to be sent to all grantees to prepare them for the review visit and to solicit important information from them in case they are not available for a meeting with the review team. In the case of the Vilcabamba-Amboró review, a questionnaire was developed during the trip and sent to all grantees with whom the review team had not met.
- Analysis of all projects in the CEPF portfolio rather than a select sample. Based on the experience of the review team in its first portfolio review (Madagascar), the review team concluded that an assessment of all projects, while logistically more complicated, would generate more reliable information that could be aggregated at the level of the portfolio and strengthen its conclusions regarding the overall strategy in the region.
- Placement of the CEPF strategy in context. The Vilcabamba-Amboró review highlighted the importance of the broader conservation context in the region. While it is impossible for the review team to consider all events that impact the successful implementation of the CEPF strategy in a region, it carefully considered the national and international conservation context. Recognizing the context within which CEPF implementation takes place provided a window for assessing partner perceptions of the overall initiative and prospects for sustainability of the investments made by CEPF, among other benefits.

Recommendation: These adaptations have proven beneficial in ensuring a more robust, transparent and inclusive review while also ensuring consistency to allow for effective cross-regional comparisons of CEPF strategy development and implementation, the use of project design and monitoring tools, and program impact. CEPF should ensure that the review methodology continues to incorporate these valuable approaches but remains dynamic and flexible enough to capture the unique challenges and opportunities in each region and to effectively respond to the needs of CEPF and its partners.

SUSTAINABILITY

As CEPF initiates its fourth year of operations in the Vilcabamba-Amboró corridor and has committed approximately three-quarters of its available funds, the question of sustainability is taking on ever-greater importance. Sustainability has been part of the CEPF agenda from the beginning, hence its focus on bringing new resources for conservation, building local capacity, and leveraging new funding for conservation. By targeting and catalyzing initiatives that might not be able to attract funding from more traditional sources and assisting partners in developing their proposals to fit into the corridor conservation strategy, it is hoped to make them eligible for a wider range of donor funding and to encourage them to share the risks and rewards associated with biodiversity conservation in the corridor. Implicit in the CEPF model is the notion that a strong focus on species, sites and corridors, with the requisite monitoring process, will allow partners to join the effort and contribute their data to a system for assessing impact on biodiversity over the long-term. Quality results from CEPF projects, such as those identified under Program Impact, should generate increased interest and confidence in the donor community leading to increased investment.

Ecological Sustainability

A core objective of all CEPF funding in the Vilcabamba-Amboró corridor, as with all CEPF investments, is to secure the ecological integrity of the area by conserving species and the land they depend on. CEPF funding of the CI projects aimed at securing governmental commitment to the corridor concept and the development of plans to move this vision forward is a significant step. The need to generate timely and accurate data to allow the monitoring of species and the effective management of protected areas has also been recognized. With the creation of the CBC in the region, considerable technical capacity and further financial resources may be brought to bear on this issue. CEPF is highly supportive of the efforts to establish a greater monitoring capacity in the region even though the CBC is not likely feed much needed information to existing CEPF efforts.

The review team is aware of a range of initiatives to gather data and analyze conditions and trends, however most suffer from working in relative isolation and distinct methodologies. The project led by the Museo Noel Kempff Mercado has been developing indices to measure park performance and objective measurements of ecological integrity, however, the results of these analyses and the application of the indices have not made their way into the mainstream. If these efforts are to be sustainable, a core of capable and relevant actors must be brought together to agree on common standards and to adopt a long-term vision.

Institutional Sustainability and Partnerships

The CI projects related to coordination and developing a binational corridor strategy have promoted a shared sense of responsibility toward conservation in the Vilcabamba-Amboró corridor. This has been particularly evident among the major international conservation organizations working in the corridor and the relevant governmental agencies (SERNAP and INRENA). This critical group of stakeholders has committed to the corridor strategy, but the review team has not yet seen the necessary collaboration among them to gauge how well they are harmonizing their institutional strategies. The CI teams in Bolivia and Peru both felt that a major breakthrough for the corridor concept came when CI's institutional presence in the process of corridor creation took a back seat to that of the respective government agencies responsible for environment and natural resources. An example cited was the decision to take the CI logo out of many corridor-related materials. The corridor is now most often presented as a Bolivia/Peru binational initiative and not as an NGO-

pushed agenda. This approach has significant increased support for the corridor (from their perspective) and should help to sustained progress toward realizing the corridor strategy.

The meetings and workshops among the above actors appear to be both thoughtful and constructive and it is anticipated that they will continue to advance the cause of national and binational commitment to the corridor. The team observed, however, that a commensurate effort to translate this high-level political energy into realistic (financially and technically) programs at the municipal level is missing. This is an issue for INRENA and SERNAP, whose field staff suffers from high turnover and low wages. Also missing is an effective mechanism for feeding local and regional examples of successful efforts, or unsuccessful efforts, up the hierarchy of governmental institutions.

The review team noted a concern on the part of CI staff regarding their ability to capitalize on the significant groundwork that CEPF has helped to create. They recognize that CEPF has started many good things but feel that without a greater emphasis on turning the CEPF investment into something larger, there is a risk that initiatives supported by CEPF will simply cease when CEPF funding does. In addition, even though CEPF has catalyzed funding from other donors and partner institutions, in some cases for the same CEPF grantees, there has been little communication with respect to sharing lessons learned across projects and/or grantees.

Financial Sustainability

As part of their coordination responsibilities, CI-Peru and CI-Bolivia were to leverage \$2 million from other sources to complement the CEPF funds for the Vilcabamba-Amboró corridor. CI reports it has leveraged nearly \$14 million to date for corridor conservation from GCF (\$570,000), the International Tropical Timber Organization (\$1.5 million), USAID (\$1.8 million), the debt-for-nature swap (\$10.6 million) and other sources. This is a significant increase over the projected amount. There is a general consensus that CEPF funding is responsible for triggering most of these funds. In the absence of CEPF, there would have been a more gradual financial buy-in to the conservation of the corridor at the site level.

CI's 12-year presence in specific sites within the Vilcabamba-Amboró corridor and, more specifically, the last three years of CEPF funding at the corridor level, provide a strong foundation for CBC implementation and investments in the corridor. The CBC's focus on conservation outcomes at the species, site and corridor level, built in part on the pioneering work under CEPF, and its increasing emphasis on monitoring and information management, should help provide the necessary foundation for attracting additional resources for conservation.

While the language of sustainable financing is making its way into the national and binational strategy documents and actions, there is still much work to be done at the local level. Financial sustainability has yet to be incorporated into most project proposals and even where it is, it is often in the form of a follow-on funding request to the same institution. While the review team has noticed no serious problems with grantee capacity to manage money, it is understood that relatively few organizations have the in-house capacity to conduct strategic fundraising.

APPENDICES

Appendix A. Overview of the CEPF Monitoring Approach

<p>CEPF Monitoring System</p>	<p>In accordance with the Memorandum of Understanding between CEPF and its donor partners, CEPF has instituted a three-pronged monitoring approach that focuses on delivering impacts at the (i) initiative-wide level, (ii) ecosystem or programmatic level and (iii) the individual project level. These three levels are integrated to build linkages between projects, programs and the overall strategy.</p> <p>Initiative Wide (Fund Wide): Each year, CEPF defines an agenda and work plan that will ensure that CEPF’s annual conservation investment authority in the number of approved hotspots (currently 13 hotspots) is contributing to delivering targeted conservation outcomes: extinctions avoided, areas protected and corridors consolidated. This work plan is designed to ensure that CEPF is equipped with the necessary inputs to carry out its mandate in a systematic and strategic manner, including financing, growth plan, implementation tools and monitoring protocols, and the requisite political and institutional support. The most recent annual work plan (FY03) includes the following general objectives:</p> <p>CEPF investments in existing hotspots expanded</p> <ol style="list-style-type: none"> 1. Close \$25 million commitment with one new partner. 2. Finalize all donor commitments and reporting to ensure that all five partners contribute the required \$5 million annually. <p>CEPF investments targeted in new hotspots</p> <ol style="list-style-type: none"> 1. Support and invest to develop conservation outcomes in the preparation hotspots authorized by the Council. 2. Support and invest in partners to develop ecosystem profiles in the authorized hotspots. 3. Create and operationalize coordination units, in new regions, as appropriate. <p>Strategic implementation of CEPF regional portfolios</p> <ol style="list-style-type: none"> 1. Develop a set of standardized modules, tools and training systems. 2. Evaluation, monitoring and compliance reports (midterm assessments) produced for a specific set of hotspots. 3. Support CI’s outcome monitoring program, and integrate CEPF more closely into the process, as appropriate and feasible. 4. Operationalize grantmaking in the relevant new hotspots/ecosystems. 5. Continue and improve grantmaking and monitoring in the all active hotspots. <p>Effective financial and programmatic monitoring of CEPF grant portfolio supported</p> <ol style="list-style-type: none"> 1. Annual audit completed. 2. Evaluation, monitoring and compliance reports (midterm assessments) produced for relevant hotspots. 3. Grant Tracker captures monitoring and performance statistics. 4. Performance measures refined, evaluated and utilized. 5. Production of PMR and other donor reporting requirements completed quarterly and annually. 6. Improved financial reporting provided to the CEPF Working Group. 7. CEPF information system works effectively for both grantees and grantmakers and generates useful initiative wide tools. <p>Awareness and participation in CEPF increased</p> <ol style="list-style-type: none"> 1. Host CEPF Working Group Meetings and Council Meetings, as appropriate. 2. Web site sections and informational tools developed for relevant new regions. 3. Global communications strategy developed and implemented.
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Ecosystem or Programmatic Level: Ecosystem profiles for each grant funding region are developed based on participatory stakeholder consultation, literature review and assessment and definition of conservation outcomes in order to highlight key conservation priorities within an ecosystem and determine where CEPF efforts should be focused. Each ecosystem profile includes a discussion of the CEPF niche for investment, and a series of strategic directions and more specific investment priorities that guide CEPF in its decisions about funding project proposals. These strategic directions and investment priorities are based on a comprehensive analysis of the biological conditions in the region, the threats present, the current investments in conservation, and the institutional capacity to implement conservation activities, and which form part of the profile. Additionally, the ecosystem profile process defines a set of conservation outcomes to which the investments are oriented. Final results of these processes are represented in an ecosystem-level logical framework (LogFrame) in which outcomes are stated as goals to be achieved within the CEPF funding lifetime. A description of the institutional set of Conservation Outcomes is provided under Midterm Review below.

Project Level: CEPF builds strategic project portfolios around these strategic directions and investment priorities. Investment priorities were developed since Cycle 2. CEPF stipulates that each project eligible for funding articulate how it fits into the ecosystem-wide strategy in the ecosystem profile. This includes choosing a strategic direction under which the proposed project would be supported. These strategic directions are articulated in the ecosystem profile and represent the key criteria used to ensure a link to CEPF's overall institutional strategy. Each project must use a project LogFrame to address how the goals and purpose of the project relates to aspects outlined within established ecosystem-level strategic directions, investment priorities and outcomes. This LogFrame is a performance-tracking tool that aids the grantee in setting quarterly targets for each indicator of project outputs. In this sense, synergy between the initiative, ecosystem and individual project is explicitly addressed.

Midterm Portfolio Review: As each funding region approaches the midpoint in its funding life, CEPF has instituted a midterm portfolio review process to gauge portfolio-level progress and impacts, and to synthesize experiences and derive lessons learned to more effectively direct resources throughout the grant portfolio. This midterm reviews seek to:

- Understand any change in on-the-ground conservation dynamics and the role CEPF plays in them;
- Assess the contribution of CEPF-supported projects toward expected impacts and corridor conservation goals as articulated in the ecosystem profile;
- Assess the efficiency and effectiveness of CEPF in processing and monitoring grants;
- Identify gaps and critical needs for achieving strategic objectives;
- Derive key lessons learned and determine recommendations for improvements; and
- Refine the portfolio review methodology.

Conservation outcomes or targets represent the quantifiable set of conservation goals that list species and land areas that are indispensable for the ultimate goal of biodiversity conservation. CI's Outcome Monitoring Taskforce is currently refining the conservation outcomes, along with their measurement protocols and frameworks for interpretation. For each funding region, CEPF does not take responsibility for the full set of conservation outcomes, but for a subset that becomes articulated as CEPF's niche for the region. These outcomes are broken down into three primary categories:

1. **Species Protected (Extinctions Avoided)**
Number of threatened species reduced
Intact biotic assemblages maintained
2. **Area Protected**
Improved management of key protected areas
Maintenance of original habitat cover in key areas
3. **Corridors Created**
Reduction in fragmentation
Habitat maintained for corridor level species

*** The outcome monitoring process is ongoing, and the indicators under each Outcome are currently considered draft indicators subject to review.**

CEPF plans to conduct three to four midterm reviews each year.

* This document, like the CEPF monitoring and evaluation approach itself, is subject to change as opportunities arise that may require modifications or enhancements.

Appendix B. Portfolio Review Questionnaire Sent to Grant Recipients in the Region

Encuesta para el diagnostico de CEPF

Socio:

Título del Proyecto:

Monto de la Donación:

Desempeño del CEPF:

Cómo se entero de la posibilidad de financiamiento de CEPF?

Cómo empezó el proceso de aplicación al CEPF (Carta de Intención, Propuesta, otro) y con quien?

Los lineamientos para el proceso de aplicación estuvieron claros?

1	2	3	4	5
Muy claros				Demasiado complicado

Comentarios:

Cómo fue el intercambio entre su organización y el CEPF durante el desarrollo de todos los elementos de la propuesta de proyecto?

1	2	3	4	5
Muy fuerte				Poco o ningún intercambio

Comentarios sobre elementos específicos:

El proceso de contratación se desarrollo en un tiempo razonable?

Por favor comente sobre los problemas encontrados.

Las instrucciones para los informes programáticos y financieros estuvieron claras?

1	2	3	4	5
Muy claros				Demasiado complicado

Comentarios:

Los informes financieros y programáticos les han ayudado en el manejo de su proyecto?

1	2	3	4	5
Muy útiles				Nada útiles

Comentarios:

Los comentarios del CEPF a sus informes han beneficiado el manejo de su proyecto?

1	2	3	4	5
Muy beneficiosos				Nada beneficiosos

Comentarios:

Sus expectativas con relación al intercambio con el CEPF durante la vida de su proyecto han sido logradas?

1	2	3	4	5
Se han sobrepasado				No se han cumplido

Comentarios:

Por favor indique si usted ha utilizado alguna de las herramientas de comunicación del CEPF. Si los ha utilizado, por favor indique si les han sido útiles o no.

a. Informe Anual del CEPF: Sí o no

1	2	3	4	5
Extremadamente útil				

b. Sitio Web del CEPF: si o no

1	2	3	4	5
Extremadamente útil				

c. Boletín electrónico del CEPF: Sí o no

1	2	3	4	5
Extremadamente útil				

Por favor comente sobre como hacer estas herramientas más útiles para los socios o si hay otros productos de comunicación que les serian útiles.

Proyecto:

Describa los resultados importantes que han logrado pero que no se han reportado en los informes a CEPF.

Han hecho cambios en el diseño original del proyecto? Si lo han hecho, como fueron recibidos por el CEPF?

Describa los factores externos que han tenido un impacto negativo o positivo en su proyecto.

En su propuesta original al CEPF, había previsto la disponibilidad de fondos adicionales provenientes de otras fuentes?

Ha podido atraer otros fondos como resultado de la implementación de su proyecto con el CEPF? Si su respuesta es si, por favor describa su experiencia.

Estrategia Regional:

El vinculo entre su proyecto y las direcciones estratégicas del CEPF ha cambiado durante la implementación de su proyecto?

Ha utilizado el perfil de ecosistemas durante la implementación de su proyecto?

Han trabajado conjuntamente con otras organizaciones en su proyecto? Por favor explique el tipo de trabajo conjunto.

Esta usted enterado de otros proyectos financiados por el CEPF? Se ha beneficiado su proyecto de un intercambio con otros proyectos o socios financiados por el CEPF?

Considera que hay coordinación entre las diferentes actividades apoyadas por el CEPF para lograr los objetivos estratégicos?

Piensa usted que el concepto del CEPF para financiamiento en el Corredor Vilcabamba-Amboró es una manera innovadora de lograr los objetivos de conservación?

Piensa usted que el concepto del Corredor de Conservación Vilcabamba-Amboró continuara cuando la inversión del CEPF se acabe?

Le agradecemos su ayuda con esta encuesta. Si tiene preguntas, no dude en comunicarse conmigo a r.martin@conservation.org.

Atentamente,

Roberto Martín
Equipo de Monitoreo y Evaluación del CEPF

Appendix C. List of Institutions Contacted During the Portfolio Review

Amazon Conservation Association
American Bird Conservancy
Amigos del Museo de Historia Natural Noel Kempff Mercado
CARE-Bolivia
Central de Pueblos Indigenas de La Paz
Conservation International–Bolivia
Conservation International–Peru
Instituto Machu Picchu
Instituto Nacional de Recursos Naturales (INRENA)
Instituto para la Conservación y la Investigación de la Biodiversidad
International Center for Journalists
Probioma
Selva Reps
Servicio Nacional de Areas Protegidas (SERNAP)
Sociedad Peruana de Derecho Ambiental
TROPICO
WWF-Peru
WWF-US
Wildlife Conservation Society

Appendix D. Approved Grants in the Vilcabamba-Amboró Corridor (as of May 2004)

Strategic Direction 1: Transboundary coordination, collaboration and catalytic action

Transboundary Coordination Mechanism for the Vilcabamba-Amboró Corridor

Develop corridor conservation strategy and seek agreement by stakeholders, formalize transboundary coordinating body, and develop and implement a strategy to raise long-term funds for corridor conservation.

Funding: \$904,000

Grant Term: 1/01 – 6/03

Grantee: Conservation International

Strategic Direction 2: Strengthening bi-national coordination of protected area systems

Creation and Effective Management of Forest Protected Areas in Peru

Through a debt-for-nature swap between the U.S. and Peruvian governments to guarantee long-term funding for protected areas, contribute funding for protection of three parks (Manu National Park, Amarakaeri Communal Reserve and Alto Purus Reserved Zone) in the Vilcabamba-Amboró Corridor. This grant is expected to leverage \$3.5 million in local currency over the next 12 years for grants to local Peruvian organizations to carry out activities related to the effective management of these protected areas.

Funding: \$236,000

Grant Term: 10/02 – 10/04

Grantee: World Wildlife Fund

Improving Management and Consolidation of Selected Protected Areas Within the Vilcabamba-Amboró Corridor

Consolidate Bahauja-Sonene, Madidi, Tambopata, Pílon Lajas and Apolobamba protected areas by finalizing their management plans and initiating management plan implementation.

Funding: \$452,000

Grant Term: 1/01 – 6/03

Grantee: Conservation International

Strategic Direction 3: Encourage community-based biodiversity conservation and natural resource management

Formalizing Forest Access and Implementing Sustainable Brazil Nut Management in Madre de Dios, Peru

Develop and implement a forest management model that conserves the Brazil nut forests in the Vilcabamba-Amboró corridor in Madre de Dios, Peru by protecting the forests' size and integrity, while improving the standard of living of Madre de Dios Brazil nut producers.

Funding: \$163,963

Grant Term: 11/02 – 11/04

Grantee: Amazon Conservation Association

Sustainable Development and Natural Resource Conservation Capacity-building in Indigenous Community Groups in the Buffer Zones of Madidi National Park, Bolivia

Help achieve the objectives of the Sustainable Development Plan for the Tierras Comunitarias de Origen Tacana by increasing awareness and education on such issues as sustainable development of lands and promotion of ecologically sound economic alternatives. Build capacity within communities to organize and ensure complementary conservation efforts.

Funding: \$48,215

Grant Term: 9/02 – 6/04

Grantee: Wildlife Conservation Society

Prevention of Human-Induced Forest Fires in Madidi and Apolobamba National Parks

Establish partnerships with community-based organizations and cattle ranchers' association to promote the importance of controlling burning and involve these organizations in the development of sustainable natural resource practices. Conduct workshops, lectures and other activities and strengthen the capacities of local institutions to establish effective control of burning.

Funding: \$193,743

Grant Term: 8/02 – 12/03

Grantee: CARE Bolivia

Biodiversity Conservation and Participative Sustainable Management of the Natural Resources of Amboró National Park and ANMIA

Undertake a participatory process in local communities to address conservation needs and sustainable practices in critical habitats.

Funding: \$120,700

Grant Term: 4/02 – 6/04

Grantee: Probioma

Developing Natural Resources Management Program in Four Communities Within the Vilcabamba-Amboró Corridor

Through a participatory process, train communities and interested families in natural resource management by developing and initiating projects in select localities.

Funding: \$565,000

Grant Term: 1/01 – 6/03

Grantee: Conservation International

Learning Host to Host: Ecotourism Exchanges in the Tropical Andes

Bring together leaders of three ecotourism lodges with four communities in Ecuador, Peru and Bolivia to share lessons learned on ecotourism and ultimately compile best practices to share with other communities and private companies.

Funding: \$157,451

Grant Term: 11/01 – 9/03

Grantee: SelvaReps S.A.C.

Project Polylepis

Help protect key polylepis forest areas, reforest high altitude watersheds with polylepis and develop community-based conservation programs to support these efforts.

Funding: \$9,500

Grant Term: 5/02 – 5/03

Grantee: American Bird Conservancy

Reducing Deforestation in the Buffer Zone of Bolivia's Madidi National Park: Promoting the Cultivation, Manufacture and Use of Bamboo Products

Establish capacity-building centers to guide local communities in the sustainable cultivation of bamboo, as well as the manufacture and marketing of bamboo products at the local, regional and national levels.

Funding: \$51,300

Grant Term: 5/02 – 6/04

Grantee: Central de Pueblos Indigenas de La Paz

Strategic Direction 4: Strengthen public awareness and environmental education**Conservation from the Schools: Networking and Partnerships in the Vilcabamba-Amboró. Phase One: Pílon Lajas, Madidi and Apolobamba**

Strengthen the role of educational units in conservation through the training of teachers, the development of school-based environmental programs that mobilize entire communities and the establishment of a network of cooperation and information exchange among educational units and teachers.

Funding: \$78,980

Grant Term: 1/03 – 12/04

Grantee: Instituto para la Conservación y la Investigación de la Biodiversidad

Healthy Ecosystems, Healthy People: Linkages Between Biodiversity, Ecosystem Health and Human Health

Cover travel and full participation costs for individuals from Atlantic Forest, Chocó-Darién-Western Ecuador, Guinean Forests of West Africa, Madagascar, the Philippines and the Tropical Andes hotspots to attend the Healthy Ecosystems, Healthy People conference.

Funding: \$5,500

Grant Term: 5/02 – 7/02

Grantee: University of Western Ontario

**This is a multiregional project covering six hotspots; the total grant amount is \$27,200.*

Building Awareness of the Vilcabamba-Amboró Corridor in Peru and Bolivia

Stimulate and support good environmental reporting on the rich biodiversity of the Vilcabamba-Amboró Corridor in Peru and Bolivia and efforts to conserve it. Activities include workshops for print, radio and television journalists, development of a mechanism for information exchange and distribution of awards for conservation reporting.

Funding: \$48,449

Grant Term: 11/01 – 12/04

Grantee: International Center for Journalists

Developing and Implementing a Communication Strategy to Raise Awareness Among Key Audiences of the Importance of the Vilcabamba-Amboró Conservation Corridor

Develop and implement a communication strategy to strengthen awareness of the conservation corridor and its importance and ultimately create a broad constituency for its conservation.

Funding: \$420,475

Grant Term: 1/01 – 12/03

Grantee: Conservation International

Enhancing Public Awareness for Improved Management of the Machu Picchu Sanctuary and its Surrounding Environment

Conduct a comprehensive public awareness campaign about the sanctuary, including creation of a documentary film and development and distribution of press releases and media kits, a newsletter and radio and television spots.

Funding: \$56,298

Grant Term: 2/02 – 4/03

Grantee: Instituto Machu Picchu

Strategic Direction 5: Strengthening environmental and legal policy frameworks

Disseminating and Implementing Legal Tools for Conservation in the Private Sector in the Vilcabamba-Amboró Corridor

Promote the use of conservation instruments such as conservation concessions, private reserve establishment and concessions for environmental services for land protection on the Peruvian side of the Vilcabamba-Amboró Corridor as a complement to current government-sponsored conservation initiatives. Activities include an outreach campaign to the nongovernmental sector on Peru's new legislation that underpins such instruments, training for government officials on processing applications and publication of a guide on applying for conservation instruments.

Funding: \$69,384

Grant Term: 11/02 – 9/03

Grantee: Sociedad Peruana de Derecho Ambiental

Evaluating Threats in the Vilcabamba-Amboró Corridor

Together with relevant actors, undertake a corridor-wide assessment to identify human-induced threats to biodiversity and develop and propose strategies to eliminate or mitigate their impact.

Funding: \$282,500

Grant Term: 1/01 – 6/03

Grantee: Conservation International

Restoration and Sustainable Management of Forest Resources in the Mining Zone of Tipuani, Bolivia
Work with a local mining cooperative and municipality to develop a pilot project in ecological restoration following the closure of small-scale gold mines in the buffer zone of Apolobamba National Park.

Funding: \$96,350

Grant Term: 4/02 – 3/05

Grantee: TRÓPICO

Strategic Direction 6: Electronic information exchange and coordinated information and data gathering for the corridor

The Vilcabamba-Amboró Corridor Biodiversity Information Management System: A Collaborative Internet Resource for Scientists, Educators and Conservation Managers

Create a mechanism for information sharing across the Vilcabamba-Amboró corridor, making relevant information available on projects, activities and monitoring indicators for biodiversity conservation. The project will also help build capacity of the organizations involved and help build alliances among all those working in the corridor.

Funding: \$192,870

Grant Term: 1/04 – 12/06

Grantee: Asociación Peruana para la Conservación de la Naturaleza (\$50,059), Fundación Amigos de la Naturaleza (\$46,463), Fundación para el Desarrollo Agrario (\$46,348), Fundación San Marcos para el Desarrollo de la Ciencia y la Cultura (\$50,000)

Using the Eco-Index to Allow Organizations Working in Neotropical Hotspots to Share Experiences and Glean Lessons from Colleagues

Facilitate the exchange of information about experiences, challenges and best practices developed through various conservation projects throughout Central and South America, including CEPF-funded projects in the Atlantic Forest, Chocó-Darién-Western Ecuador, Mesoamerica and Tropical Andes hotspots. Project goals, experiences and information will be disseminated through the Eco-Index in English, Spanish, and where relevant, Portuguese.

Funding: \$47,335

Grant Term: 10/02 – 3/04

Grantee: Rainforest Alliance

**This is a multiregional project covering four hotspots; the total grant amount is \$189,727.*

Monitoring Conservation Outcomes in the Vilcabamba-Amboró Corridor

Organize and generate data to develop predictive models that show the spatial distribution of major habitat types in the region and indicate how future development will impact biodiversity. Using these tools, identify critical habitats as priorities, develop monitoring frameworks and assist conservation managers to effectively mitigate the impacts of negative impacts of future development on biodiversity.

Funding: \$355,196

Grant Term: 9/02 – 12/05

Grantee: Amigos del Museo de Historia Natural Noel Kempff Mercado

Appendix E. CEPF Logical Framework for the Vilcabamba-Amboró Corridor

Narrative Summary	Performance Indicators
<p>Long-Term Goal Statement</p> <p>Corridor concept and management frameworks incorporated into binational policy creation and decisionmaking.</p>	<p>Targeted Conservation Outcomes</p> <p><i>Area Protected</i></p> <p>1-5 years</p> <p>1.1</p> <p><i>Immediate Priorities</i></p> <ul style="list-style-type: none"> -Manu National Park (1,800,000 ha) under effective management -Apruimac Reserved Zone (1,700,000 ha) under protection and effective management -Alto-Purus Reserved Zone (6,000,000 ha) under protection and improved management -Bahuaja Sonene National Park (1,100,000 ha) under effective management -Mididi National Park (1,924,300 ha) under effective management and corridor created -Pilón Lajas Biosphere Reserve (400,000 ha) under effective management -Apolobamba Natural Area (483,000 ha) under effective management -Pilón-Lajas-Isiboro Secure Corridor (80,000 ha) under protection and corridor created -Isiboro Secure National Park (1,200,000 ha) under effective management -Amboró National Park (638,000 ha) under effective management <p>5-10 years</p> <p><i>Long-Term Priorities</i></p> <ul style="list-style-type: none"> -Amarakaeri Reserved Zone (420,000 ha) under protection and effective management -Machu Picchu Cultural Heritage (1,500,000 ha) under protection and effective management -Apurimac-Alto Purus Corridor (500,000 ha) corridor created -Tambopata-Candamo National Reserve (516,000 ha) under effective management and corridor created -Manuripi-Heath National Park (1,500,000 ha) under effective management and corridor created -Cotapata National Park (51,000 ha) under effective management -Carrasco National Park (623,000 ha) under effective management -Carrasco-Isiboro Secure Corridor (459,000 ha) under protection and corridor created <p>1.2</p> <p><i>Extinctions Avoided</i></p> <p>Due to the immense size of this corridor there are a large number of critically endangered and endemic birds, mammals, rodents, and primates that will be targeted for protection. A more detailed list may be found in the regional executive summary</p>
<p>CEPF Purpose</p> <p>Relevant actors (governments, indigenous and non-indigenous people, extractive resource groups and others), collaboratively and effectively participate in biodiversity conservation within the corridor.</p>	<p>Impact Indicator</p> <p>1.1 Increase in overall funding for biodiversity conservation within the hotspot to reach a level of at least 2 times the initial CEPF funding level by the conclusion of 3-year CEPF implementation.</p> <p>1.2 Indigenous groups, local communities, grassroots groups, municipalities and other local stakeholders increase their participation in the planning and management of corridor protected areas.</p>

	<p>1.3 Overall expansion in the number and size of local NGOs and other civil society participants working in biodiversity conservation and the array of services offered is also increased.</p> <p>1.4 Political authorities, private sector companies, NGOs and other stakeholders maintain inter-institutional relations through the Corridor Operations Center and continue to use the information system for planning purposes.</p> <ul style="list-style-type: none"> - number of hits on the CEPF.net site after funding cycle - number and frequency of discussion groups within CEPF.net - number of entries of, and request for, information within each ecosystem information system - number, frequency & participation in workshops and/or other meetings through the Corridor Center - occurrence of bi-national agreements for implementation of joint actions and activities
<p>CEPF Strategic Directions</p> <p>1 Mechanisms for transboundary coordination, collaboration and catalytic action within the corridor established.</p> <p>2 Methods for strengthening binational coordination of protected area systems and zoning provided.</p> <p>3 Projects to encourage community-based biodiversity conservation and natural resource management.</p>	<p>1.1 A formalized coordination mechanism with one or more collaborating organizations staffed and operational by June 2001. Activities should focus on the following functions:</p> <ul style="list-style-type: none"> - coordination and establishment of strategic alliances - act as interface between CEPF and partners - provide repository and clearinghouse for corridor information - conduct analysis and planning to inform conservation decisions - develop a monitoring framework - identify and undertake strategic actions to support a corridor conservation plan - provide neutral forum for meetings and workshops - manage a conservation action fund for the corridor <p>1.2 Processes established and in use to ensure stakeholder involvement and buy-in amongst the various mechanisms supported by CEPF.</p> <p>1.3 Core binational working group of NGOs and government agencies supported.</p> <p>1.4 Small-grants mechanism established to support grass-roots initiatives, community outreach, time-sensitive research and other similar small-scale projects (A total of \$200,000 to be granted over 3 years with no individual grant over \$10,000).</p> <p>2.1 Support provided for the realization of protected area planning workshops with participation of government agencies, local & international NGOs, grassroots groups, and indigenous groups.</p> <p>2.2 National and binational exchanges of protected area managers funded as well as the eventual inclusion of local participants in the actual management of protected areas.</p> <p>3.1 Ethnographic analyses of traditional knowledge, attitudes and environmental practices among rural populations supported in year 1.</p> <p>3.2 Support provided for a series of participatory workshops in each country for communities and indigenous unions to define actions and alliances.</p>

		3.3	Selected community-based projects funded for implementation beginning in year 2. Possible project types include: <ul style="list-style-type: none"> - Environmental awareness - Legal issues - Institutional strengthening - Business management
4	Public awareness and environmental education projects supported.	4.1	Support provided for the creation of joint communication and environmental education strategies during year 1.
		4.2	Development and implementation of environmental education strategies for urban areas and selected settlements supported.
		4.3	Support provided for the creation of environmental curricula and the teacher training programs to accompany this new curricula.
		4.4	Creation of informative documents to be distributed to selected politicians and decisionmakers funded.
		4.5	Focused communication strategy supported to include: <ul style="list-style-type: none"> - environmental radio shows - television spots - training of local media - video documentaries
5	Methods for strengthening environmental and legal policy frameworks provided.	5.1	Support provided for the creation of binationally coordinated proposals for sustainable exploitation of natural resources to be submitted to policy-makers.
		5.2	Policy and economic analyses on extractive industries, transportation and tourism funded.
		5.3	Workshops on extractive resource management, infrastructure mitigation and tourism mitigation supported.
		5.4	Development of a set of environmental policy and legal recommendations supported as well as events to engage decisionmakers, donors, extractive business interests and others in constructive dialogue on how to implement these recommendations.
6	Electronic information exchange and coordinated information and data gathering mechanisms established.	6.1	Regional biological assessments will be funded during year 2, based on the results of the general assessments, for the creation of comprehensive lists of: <ul style="list-style-type: none"> - vertebrate species - standardized vegetation types - associated plant species - the highest priority areas for biodiversity conservation
		6.2	Support provided for the management and periodic updating of the corridor monitoring system to include responsibilities such as: <ul style="list-style-type: none"> - conducting multi-temporal analyses of land use and coverage changes - coordinating field research for rapid change monitoring - establishing new field studies in areas of human activity on wildlife and fisheries
		6.3	A unified database organized by Hotspot - Corridor - Project - Site will be funded and access will be provided at least to all CEPF participants.
		6.4	The establishment of an electronic information exchange mechanism will be supported for CEPF participants and others by end of year 1 and will be maintained throughout CEPF activity.