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Report

External Review of

the IUCN/NORAD projects

Cam 033 and Cam 008,

July 1999

Prepared for NORAD and IUCN-ORMA

by

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Preface

This review is a combination of two tasks as catered for in project agreements between NORAD and the Mesoamerican Regional Office of the World Conservation

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EXECUTIVE SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

General recommendations

ORMA should give priority to:

- **influencing policies and decision makers,**
- **develop capacity in members and partners to strengthen the role of civil society at the local, national and regional level,**
- **promotion of legislation and economic and environmental policies that create a favourable framework for local communities to use their biodiversity resources in a sustainable way,**

CAM 033 Wetlands and Coastal Zone Program

The CAM 033 Wetlands and Coastal Zone Program is a three-year (1997-1999) project with the overall goal to contribute to conservation and sustainable use of wetlands and coastal zones in Mesoamerica. The program follows on earlier NORAD-funded wetlands projects. The project should:

- support key governme

Local level:

- **Local community organisations established and active. Activities may be related to the project tasks or to other matters of relevance to the local community. (“Structural sustainability”).**
- **Local communities actively pursuing the pr**

- **IUCN-ORMA should be enabled to provide continued advice and technical/educational support to local and national GOs and NGOs, with the aim to service local community organisations.**
- **Contributions to projects from local communities, as voluntary labour or in funds, should, whenever possible, be recognised in IUCN financial reports.**
- **The contact and involvement of IUCN members and Commission members in the region should continue and be further developed and strengthened.**
- **The small incentives program (SIP) of CAM 033 is a format of support that should be maintained and strengthened. However, in a future integrated program, SIP should support a wider range of issues beyond research and education, but be more concentrated around a given project or geographic area. More flexibility in the size of grants may also be needed.**
- **We recommend the establishment and active use of a Technical Advisory Committee as an overseer of project performance.**
- **We recommend to maintain and strengthen interchanges between organisations and groups, with a focus on communities and technical programs working in or around geographic areas prioritised by the program.**
- **ORMA supervisory staff should receive training on project development, evaluation and monitoring.**
- **Development and maintenance of databases associated with biological, socio-economic and legal issues related to wetlands in the region should continue, and, if feasible, be extended to other ecosystems. The information should be made available through internet and periodic publications widely disseminated throughout the region.**
- **IUCN-ORMA should continue and strengthen their role as a contact point between regional or national NGOs and development agencies and international foundations, to assist in obtaining support for biodiversity-related projects..**

Geographic and ecosystem considerations

- **IUCN-ORMA should maintain a regional (Mesoamerican) focus for their programs.**
- **The field demonstration projects to be included in a integrated program should, however, be carefully selected. We recommend that field demonstration projects should be focused on fewer geographic sites and should be reoriented towards bioregional or catchment area management, concentrating the different actions (small incentives, institutional and organisational strengthening, training, information, etc) within a given number of areas or basins.**
- **IUCN-ORMA has a unique position in their ability to bring together different groups and institutions, also across national borders. Areas for field demonstration may therefore be bioregions or catchment areas (river basins) shared by two or more countries.**

Time scale

- **NORAD should consider entering a long-term programme or framework agreement with ORMA, alternatively to allow a separate budget line for staff time for strategic discussions in any project agreement with ORMA.**
- **NORAD and ORMA should develop agreements that allow for long-term (e.g., ten years) activities, although with the necessary monitoring and evaluation (e.g., every third year) to ensure corrective measures, if needed.**

1. Introduction

1.1 Background for the review

This review concerns two different projects, CAM 033 and CAM 008, being implemented by the Mesoamerican regional office (ORMA) of the World Conservation Union (IUCN) with funding from NORAD. The first IUCN programme for wetlands in Central America was started in 1988 with support from NORAD. In 1990 a Marine Coastal Programme was started. In 1997, NORAD approved funding of **CAM 033 Wetlands and Coastal Zone Program**, for 1997-1999. The first phase of **CAM 008 Regional Wildlife Program for Central America** received NORAD support

1.2.2 CAM 033 Wetlands and Coastal Zone Program

1.4 Structure of the report

The report follows the recommended report outline in NORAD's "*Handbook for Evaluators and Managers*", with each of the main chapters containing two parts to cater for the two projects. Recommendations and conclusions of a general nature, and those pointing towards a possible merged "biodiversity conservation and sustainable use" program have been given a general heading. There is also a chapter discussing the role and impact of IUCN-ORMA in the region, in relation to the recent external review of IUCN at the global level (Bruszt et al. 1999).

2. Project relevance

2.1 CAM 008 Wildlife

2.1.1 Rationale and context of project at its inception

CAM 008 started its field demonstration projects and related activities in 1992. The first proposal aimed at contributing to economic development of rural communities, and to conservation through management of wildlife, in accordance with IUCN's mission. In the early 90's the Central American countries showed little or no progress regarding wildlife management and its necessary institutional framework, neither at the local, regional nor national level. On the other hand, the trend of habitat alteration continued at a solid pace, threatening the future of several species and local economies and livelihoods. Few human resources in governments had been trained to respond to this situation, wildlife conservation and management did not have a clear legal status, and there were no strong community projects to show the potential and relevance of community management in terms of economic and ecological benefits.

At its inception, CAM 008 foresaw this potential and gave a clear focus to the activities in two fields of action:

- a) supporting and building capacity at the community level in order to develop, organise and consolidate wildlife management plans, which in the near future would contribute to the local economies, as examples with mu

External review, Cam 008 & 033

3.1.2 Costs and utilization of resources compared to budgets and plans

The Program worked according to the annual operating plan, which included the breakdown of The7j1 O10.37n aded

3.2 CAM 033 Wetlands

3.2.1 Project progress compared to plans

The working plans of the project are over-a

4. Effectiveness

4.1 CAM 008 Wildlife

4.1.1 Expected achievement of objectives when the project was designed

The Program was expected to provide technical assistance on wildlife management to rural communities, to develop and implement model development projects, to assist governments in providing extension services to rural communities an

Nicaragua

El Salvador	1994-1999	Management of the whistling duck in Jocotal Lagoon Refuge.	The project has been successful regarding the whistling duck management, but communities need a wider range of options. Conflicts between parties arise partly due to lack of co-ordination between IUCN's wetlands and wildlife Programs. New promising perspectives are associated with the effort to develop a management plan for the Refuge. Conflict resolution abilities are essential in this work. The wildlife Program has expertise in conflict resolution and could play an important role; however, it seems that the wildlife Program team will be left out of the process (this needs further investigation).
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3. The Program has developed a series of training and capacity-building activities related to wildlife management. Workshops and technical exchanges have been conducted.

These experiences have helped to build institutional capacities in the legal departments of wildlife-related government bodies. The participatory and holistic approach of the Program has led to important dissemination and discussion of the new legal information and perspectives in different parties, having a multi-dimensional context (biological, social, economical, political, legal, gender) as a base for policy making. IUCN-ORMA has clearly stressed through the Wildlife Program its expertise in legal aspects of conservation and management of biodiversity. This is an important asset to be strengthened toward the future

extent has made it more difficult to reach the project objectives. The progress of the demonstration project, and research promotion components are to a large extent dependent on the work of other implementing agencies and the priorities of other funding agencies. Together with the changes in program staff, this has affected the implementation of these objectives. In a more general venue, the short funding cycle of the program limits the adequate development of the demonstrative projects. Community development projects usually require several years to achieve significant results.

5. Impact of the projects

5.1 CAM 008 Wildlife

5.1.1 Local priorities, needs and demands

The design and implementation of the different projects within the Wildlife Program had the direct input and feedback of national and local institutions. The participatory approach, carried out in a consistent manner by the program through the years, guaranteed the necessary adjustments to the local priorities, regarj10.925c 0 0 10.98 81 494.281 Tm(110.409 Tm(ary)Tj10.9ties, regarj6.132 660.4206 Tm(i)Tj9ti.9

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methodological matters, especially in regard to the critical know-how of the participatory methodologies, c) the effort to implement in the field, in a creative but responsible ways, the theoretical background discussed on community participation in wildlife-habitat management, d) the indispensable financial support from NORAD, e) the practice of working out annual operating plans which followed up on mid-term external reviews, f) the capacity to focus on the objectives of the project and the IUCN Mission statement and, *last but not least*, g) the local community ability to find relevant human and financial resources to contribute to the project objectives without refunding.

5.2 CAM 033 Wetlands

5.2.1 Local priorities, needs and demands

Achievement of the objectives of the project may satisfy needs and demands of local and national institutions. The training and institutional strengthening components are of great relevance. The impact of these two components has been important and greatly appreciated by all the target institutions. It is our opinion that this impact could have been greater if a more focused approach had been followed during project implementation. E.g., a lower number of institutions might have received more continuous support. This would provide a more permanent impact.

5.2.2 Foreseen and unforeseen impacts on target groups and other affected parties

A substantial improvement of national and institutional capacity throughout the region has occurred as a result of the project activities. The establishment of national networks and working groups results in positive synergetic effects. Many of them were not foreseen, such as the development of other related projects, such as the “Mangroves of the Pacific coast of Guatemala”; the establishment of a wetland training center in Costa Rica; and a proposed Regional Ramsar Center in Panama. Importantly, the project has influenced the development of national legislation in, e.g., Nicaragua, Costa Rica and Guatemala, and the ratification of the Ramsar Convention by all countries of the region.

5.2.3 Foreseen and unforeseen impacts at the institutional level

The subject of wetland conservation and management has increased its relevance and status among institutions in the region, 1 403.3819 Tm(m)Tj0.0s61.9023 Tm(institutions ia)Tj10.98 0 0 10.98.9781 340.1425 Tm(a)(s)

GOs and NGOs. Project activities and ideas may then become part of daily lives and thus sustainable.

7.1 CAM 008 Wildlife

7.1.1 Operational lessons

- Information and documentation, no matter the category, has little value unless it is received and understood by target groups.
- Project input in terms of money is usually more than duplicated by the receiving community in terms of economic resources and unpaid labour.
- If a project is to have a real impact on the lives of the participants, it is imperative that participants have a strong sense of ownership to the project.
- Conflicts, or opposed interests, are not necessarily detrimental to a project. If conflicts are handled correctly, they may as often as not produce new ways of thinking and thus contribute to development.
- Conflict resolution abilities are important in order to overcome difficult obstacles in the path towards conservation and sustainable use of biodiversity.
- Coordination with, rather than isolation from, other thematic areas, is an important consideration in terms of integrating lessons.

7.1.2 Development lessons

- Success in community organisation does not only depend on project inputs; it depends to a large degree on the capacity and strength of individuals in the community.
- Rural sectors, peasants and indigenous peoples are not homogeneous groups, and strategies must be based on analyses of specific needs and opportunities. Traditional knowledge must be acknowledged.
- Conservation objectives will not be met through project efforts if the structural framework (i.e. legislation, law enforcement, control) does not exist and/or is not functioning.
- When basic needs are not met, conservation is an inappropriate approach. "Conservation is saving; poor people have nothing to save."
- Strengthening of the community in terms of organisation, capacity, economy etc. will in the long term be beneficial to – if not a prerequisite for - conservation objectives and the sustainable use of ecological resources.
- Participatory processes take time, but are far more effective and sustainable in the long term. They also contribute to the multiplying effect of any project.
- Community use of wild resources is not necessarily oriented towards gaining access to international markets, but tend to focus on local consumption and local markets.
- If women are given the chance to participate in project activities, they will participate, and often take on responsibilities traditionally held by men.
- Confusion exists between the notions of value and price and its impact in economic analysis.
- Successful demonstration projects/local experience is a very important factor in convincing policy makers of the need for, e.g., new legislation.
- In order to strengthen institutions and organizations, communities and governments must cooperate and learn from failures and successes through a participatory process in which both parties are conscious about rights and duties.
- Policy making which affects community life finds an indispensable source of ideas in the organized experience of local organizations and individuals.
- The role of the State in development should be weighed in appropriate terms according to the situation in each country. Cooperation with governments should adapt to the development

- Proper attention should be given to the fact that participatory methodologies strengthen democratic practices in the local level.

7.2 CAM 033 Wetlands

7.2.1 Operational lessons

- It is difficult to develop good impact indicators and sustainability indicators, in particular in short term projects.
- It is difficult to measure impacts of short term projects (3 yrs in the case of Cam 033).
- The separate impacts of IUCN activities is difficult to measure when IUCN inputs (money, staff time) is only a small part of total project activities. However, by working together with other organisations and institutions, resources are pooled, synergies created, and the sustainable impacts of projects are increased.
- Goal oriented operating plans are invaluable tools for defining areas of action, collaboration and assistance.
- It is difficult to demand specific products from volunteer groups, such as the national working groups on wetlands. Volunteer groups are fragile, and depend to a very large extent upon members putting their own time and resources into the operation of the group.
- Although follow-up for demonstration areas in the field has been constant, local actors expect greater participation and technical involvement from IUCN. It is important that IUCN clarifies its role vs. local actors at an early stage.
- The wetlands network does not function as such unless specific issues are being addressed.
- Due credit should always be given to participating institutions or organisations.
- Documentation and information tend not to reach intended target groups. Efforts should be made to ensure a proper dissemination through appropriate means.
- Interchange of staff at or between all levels and regions contribute to important networks.

7.2.2 Development lessons

- The impact of the programme over a period of three years will be quite limited. In order to have a real impact a project/programme will have to develop over a period of preferably not less than 10 years, with appropriate adjustments and corrections carried out on the basis of regular reviews.
- An integrative approach (including institutional strengthening, policy generation, individuals networking, community organisation) will be required to achieve sustainable development on any wetland area.
- Bioregional planning and an ecosystem approach to management will be needed if a successful wetland management program is to be attained.

8. Conclusions and recommendations

8.1 General aspects

8.1.1 Co-ordination between projects/thematic areas

The joint review of the Wildlife Project (CAM 008) and the Wetlands Project (CAM 033) allowed us to observe the clear dissociation between the two projects in most of the field sites and within the organisations consulted. The lack of integration of the projects reflects a lack of co-ordination among ORMA's thematic areas. For the Wetlands Project, where bioregional planning demands an integrative approach, this lack of integration is a negative factor that should be corrected immediately.

Various groups interviewed (e.g., government institutions, field technicians in charge of projects, and community organisations) converge in a positive opinion of the Wildlife Program and the support it has provided in relation to their needs. Cam 008 is perceived by interviewees as an efficient facilitator, and a co-ordinator of institutional efforts that is able to bring together different parties, even with conflicting views, as in the case of the Green Macaw National Commission in Costa Rica. IUCN-ORMA has helped local groups of people to meet in workshops and achieve collective outcomes, thus strengthening organisational capacities. IUCN-ORMA provides valuable technical information and support to the field managers of the projects and is also punctual in delivering budget allowances according to the needs.

Throughout its implementation, the Wildlife Project was able to benefit from an efficient network of local and national organisations that would likely survive the project (such as in the case of the Jocotal Lagoon and the Isla Cañas). However, in both cases the Wetlands Project does not benefit from this organisation and works with other local organisations (in Jocotal) or does not work at all in the area (Isla Cañas). At the sam

8.2 CAM 008 Wildlife

8.2.1 Social vs. ecological issues

Cam 008 has given an important emphasis to the social processes, building institutional and community capacities through participatory methods. This strength is already reflected in the final reports and the histories of each demonstration project. The approach has favoured the sustainability of most of the demonstration projects, and improved their multiplying effect. Involved communities seem motivated to increase their contribution in terms of e.g., voluntary labour. Community organisations have improved their structures and have made important steps toward gender-sensitive approaches. According to interviewees, the communities of Cosigüina and Jocotal demonstrated their advances in community organisation by reacting adequately and efficiently to Hurricane Mitch.

The emphasis on social issues and participatory approach may have led to the ecological dimension of some of the demonstration projects having been overlooked. While data on the population trends of the whistling duck (*Dendrocygna autumnalis*) have been collected and analysed with community participation in Jocotal, this analysis is not yet available for the olive turtle (*Lepidochelys olivacea*) in Isla de Cañas. As a consequence, the objective interpretation of the real ecological impact of the community effort to manage the turtle eggs is difficult.

In Cosigüina, rough data provided by Mr. Esquivel, consultant biologist of the wildlife project indicated that a total of 8407 iguanas (*Iguana iguana* and *Ctenosaura similis*) have been produced by the project. According to a 1998 report to IUCN a total of 8195 iguanas are poached and trafficked in the regional market over the same period. This is the reason that the local groups do not consider the activity of rearing and releasing iguanas into the wild to be sustainable after the project has ended.

On the other hand, for the Jocotal case, a government official from El Salvador thinks that "*there are too many scientific studies in El Jocotal... maybe it's enough. We need more answers about the options for the people, the economic value of the wetland, not about wildlife*". A government official from Nicaragua considered that IUCN has emphasised the concept of conservation, which does not properly consider and integrate the urgent needs of the people related to the wildlife species. This

- b) integration of projects into general development community plans,
- c) moving towards self-sufficiency of target groups,
- d) termination of IUCN site involvement,
- e) local and regional market studies for products of wildlife management,
- f) investigation on turtle egg production and natural mortality of eggs, and
- g) focus on socio-economic aspects.

However, the degree of progress in relation to the recommendations is variable.

- a) The gender perspective has been strengthened in most of the field projects, especially in Jocotal, Cosigüina and Isla de Cañas. Interviews with women at these localities showed increased participation by women during the project period. The women were motivated, assertive and proud of assuming project responsibilities traditionally held by men.
- b) Community Plans are not a responsibility of Demonstration Projects but depend on the initiatives of local governments and organisations. Jocotal and Isla de Cañas are moving towards Management Plans, which encompass several aspects beyond the specific objectives of the Wildlife Program. Activities stressed in both communities are most likely to be relevant parts of those plans. Future projects should aim at IUCN-ORMA and partners providing input to community plan development.
- c) Jocotal, Cosigüina and Isla de Cañas seem to have reached already a capacity enabling them to continue their wildlife projects on their own, the first two with a subsistence and conservation purposes, and the third integrated to the market. Both Cosigüina and Isla de Cañas would continue in a similar manner only if the community derives from it some income or benefit that could not otherwise be produced via other activities. Lapa Verde National Commission in Costa Rica depends largely on the existence of national incentives to conserve the forests.
- d) In the second phase of its development, Cam 008 terminated direct involvement with communities. Its presence was mostly as a facilitator through government agencies, NGOs, external national consultants and community organisations. The role of facilitator sometimes includes mediating between conflicting parties. As a mediator IUCN takes the risk of being in the middle of a conflict.
- e) Economic studies were done for each demonstration project in Jocotal, Cosigüina, Isla de Cañas

8.2.3 Project input to local field projects

Cam 008 spent during the first period of 1992-1994 a 40% of its budget in the demonstration projects (10,000 USD per project), while the other 60% remained at IUCN-ORMA headquarters as staff and administration costs. This relationship may have varied for the second period of 1995-1997, as individual projects raised their budgets to 20,000 USD per year. Though it was not a common comment from interviewees, the team observed that very small amount of money was allocated for important project components as “revolving funds”. At the same time the communities are providing labour and money in greater proportion according to their resources. The Isla de Cañas Cooperative, Isleños Unidos, pays room and board for the police who help in beach patrolling and contributes with labour for guarding the turtle nursery. The Omar Bacca Cooperative (Cosigüina) keep releasing iguanas into the wild while the government cannot control poaching. PRODEMUSER (also in Cosigüina) reports having had to use extra unplanned resources from their own funds in order to meet the terms of the agreement signed with IUCN.

The proportion of contributions from IUCN in relation to local community inputs should be revised. IUCN-ORMA should look for ways to improve this aspect in terms of increasing the budget to be spent directly at the local level. Community contribution should be properly recognised in IUCN financial reports.

8.2.4 Legislation

Relevant legislation, regarding wildlife conservation and sustainable use, has been approved by the legislative assemblies in several of the Central American countries during the last eight years. Cam 008 has actively promoted this process, helping national partners and government institutions in the process of drafting and discussing new laws and policies, and providing direct technical assistance and training to legal departments of wildlife-related institutions.

This technical assistance and training keeps its relevance when Cam 008 comes to its end, while new developments are on foot. Nicaragua will start soon the process to draft and discuss the new Biodiversity Law. IUCN-ORMA is expected by government officials and other parties to be the facilitator of that process.

It is strongly recommended that IUCN-ORMA is provided with funds to continue the support to development of policies and legislation in the region, as proper legislation is the basis for any

8.3 CAM 033 Wetlands

8.3.1 Overall achievements

The overall impact of the project up to this date has been positive, especially in the following components:

- establishment of regional networks of specialists,
- support for international treaties, and
- development of a communication system for information exchange.

Its role in demonstration projects has been more variable, some projects (such the mangroves of the Pacific coast of Guatemala) has received substantial support and information, while in other

demonstration projects (such as the Guatuzos Wildlife Refuge) the role of the project Tw 10 6065c10.98991410.98 309

We recommend a closer contact of the Program with government agencies working at prioritised wetland areas. Training and educational activities that increase the awareness of these agencies to conservation and sustainable management issues should be implemented.

8.3.4 Training of project staff

Training activities for staff and participants of on-going projects in the region have proved very successful during this first half of the project. Much needed information is being transmitted through these activities to the technical staff and executors of the projects and these training events are very much appreciated. Special efforts should be made to incorporate, when possible, local experts into these events, preferably out of the National Working Groups already selected, facilitating in this way the creation of a local network of experts.

We recommend to maintain and strengthen the training activity component of the project,

including relevant concepts and methodologies to develop a bioregional perspective within the

existing management projects in the region.

8.2.6 Small Incentives Program

The Small Incentives Program (SIP) is

information should be recover in a systematic way and made available through internet and periodic publications widely disseminated throughout the region.

8.2.12 Information center

The dissemination of technical information, including information about other initiatives throughout the region, has been a very positive achievement of the project. This initiative needs, to be maintained and strengthened to ensure a broader impact throughout the region. The bibliographic database, a main product of the documentation center, has had a limited impact and its availability is little known in the region.

We recommend the program maintains and increases its role as clearinghouse for technical documentation and relevant information on wetland-associated initiatives. This will require a more systematic approach for information dissemination to ensure a wider more effective information distribution.

8.2.13 Liaison function

The wetland program should play a linkage role making small organisations aware and in contact with other potential agencies that would donate to/support them, especially in development-type of activities. The Program should not be directly involved in the implementation of development-type of projects, but rather seek the involvement of other agencies or national NGOs specialised in these areas.

We recommend the program staff intens

strengthened within the Wetland Program. Particular care must be taken to play only the role of facilitator and technical advisor in this process.

We recommend the Wetland Program maintains its role as tec

Recommendation:

ORMA should give priority to:

- **influencing policies and decision makers,**
- **develop capacity in members and partners to strengthen the role of civil society at the local, national and regional level,**
- **adopt a holistic approach to conservation and sustainable use of biodiversity, and the equitable sharing of benefits from this use,**
- **concentrate field demonstration projects to a few bioregions or catchment areas where resources from many projects may be pooled to enable a truly holistic approach.**

9.2 ORMA's role and influence

In the region, IUCN (i.e. ORMA) may play roles at the regional or cross-boundary level, at the national level and at the local level. At all levels, ORMA should play the role of facilitator or broker, helping to establish contact and collaboration among institutions and organisations to support conservation and sustainable use of natural resources. The Lapa Verde project in Costa Rica is but one example where ORMA has brought together organisations and institutions with diverging interests with a view to find a common solution.

Representing a global and regional network of experience and expertise, ORMA should continue providing technical support to development of environmental policies and legislation, follow-up of international

Possible funding of this activity may be sought either through donors entering framework agreements directly with ORMA (as recommended in Bruszt et al. 1999), or by including separate budget lines in the individual project budgets. NORAD's agreement with CATIE may be one practical model to ensure this line of activity.

Ext

Annex 2

Annex 3

LIST OF PERSONS CONSULTED

IUCN

- Enrique Lahmann, director
- Vivienne Solís, coordinator of Wildlife programme
- Rocío Córdoba, coordinator of Wetlands programme
- Ivannia Ayales, social emphasis, Wildlife programme
- Francisco Pizarro, project assistant Wetlands programme
- Patricia Madrigal, legal emphasis, Wildlife programme
- Mario Sagastizado, project assistant, Wetlands programme
- Jesús Cisneros, coordinator membership liason unit

COSTA RICA

- Luís Rojas, Sistema Nacional de Areas de Conservación (SINAC)
- Gerardo Budowski, member of the Technical Advisory Committee
- Rosa Bustillo, Proyecto Corredor Biologico Talamanca Caribe
- Carlos Chavarría, Proyecto Corredor Biologico Talamanca Caribe, representative of the Membership Committee

Green Macaw project

- Gabriel Rivas, Friends of the Earth
-

- Dilia Santamaría, member of national working group on wetlands
- Zuleika Pinzón, Fundación Natura. Member of national working group on wetlands and member of technical advisory committee

ANAM

- Kruskaya Díaz, member of national working group on wetlands
- Erasmo Vallester, member of national working group on wetlands
- Vanessa Bernal
- Linette Córdoba, ANAM representative on Isla de Cañas

Cooperativa de Isleños Unidos, Isla de Cañas

- Prinio Ballester, legal representative of the cooperative
- Jorge Ríos, vice president of the cooperative
- Leodora Arcia, secretary of the cooperative
- Aida Vargas, administrator of the cooperative

NICARAGUA

MARENA

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ANNEX 4

LITERATURE AND DOCUMENTATION

Anonymous 1992. Datos preliminares sobre el est

