PROJECT DOCUMENT

1. Identification

Project Name:	Cooperation in Conservation: Western Hemisphere Migratory Species Initiative (WHMSI)
Duration:	5 years
Implementing Agency:	UNEP
Regional Executing Agency:	GS/OAS General Secretariat of the Organization of American States
Requesting Countries:	All 34 Countries of the Americas Hemisphere (5 Focal Point Letters have been received to date: 1. Trinidad and Tobago: Earl Nesbitt, Permanent Secretary, Ministry of Public Utilities and the Environment, November 8 2005 2. Saint Lucia: Marcia Philbert-Jules, Permanent Secretary, Ministry of Physical Development, Environment and Housing, January 12 2006 3. Republica Dominicana: Max Puig, Secretario de Estado, Secretaria de Estado de Medio Ambiente y Recursos Naturales, February 3 2006 4. Costa Rica: Ricardo Ulate, GEF Focal Point, Ministerio de Medio Ambiente y Energia, October 12 2005 5. Haiti: Yves-Andre Wainright, GEF Operational Focal Point, Ministry of Environment, December 15, 2005. 6. Paraguay: Alfredo Molinas, GEF Focal Point, Secretaria del Ambiente, February 24, 2006 7. Uruguay: Roberto Elissalde, GEF Focal Point, March 29, 2006
Eligibility:	Under paragraph 9(b) of the Instrument
GEF Focal Area:	Biodiversity BD 1,2, & 4
GEF Operating Program:	OP 1-4

2. Summary

This hemispheric project encompassing 35 nations addresses issues from several mandates, endorsements and resolutions by the countries in the Western Hemisphere, including the 1940 Western Hemisphere Convention and the 2001 Summit of the Americas. In response to a call from the Heads of State of the Western Hemisphere countries to *"advance hemispheric conservation of plants, animals and ecosystems through…the development of a hemispheric strategy to support the conservation of migratory wildlife throughout the Americas",* wildlife directors responsible for the management of flora and fauna and other senior officials have developed the Western Hemisphere Migratory Species Initiative (WHMSI). WHMSI is building country capacity to conserve and manage migratory wildlife. It improves hemispheric communication on conservation issues of common interest, provides training in priority areas, strengthens the exchange of information needed for informed decision-making, and provides a forum to address emerging issues such as new threats to migratory species, or the connections between wildlife disease and human diseases. Through the proposed project, all countries in the Western Hemisphere will benefit from strengthened cooperation among nations and other stakeholders on migratory species conservation – the animals in question range throughout the Americas.

The goal of this 5-year, US$15 m project ($5m GEF, $10m co-financing) is to build upon existing WHMSI and other migratory species efforts to significantly enhance the conservation of shared migratory species throughout the Americas by strengthening institutional and human capacity, political commitment, international cooperation, and public-private partnerships at regional, national and local levels.

Project objectives include to:
Build country capacity to conserve and manage migratory wildlife and its habitat, enforce national wildlife laws and meet international obligations.
Strengthen wildlife administration through training of trainers programs.
Raise public awareness of the ecological, economic and cultural importance of migratory species and the need to conserve them.
Promote coordination and partnerships to facilitate information sharing, monitoring and research.
Exchange scientific and technical expertise through collaborative projects and other efforts to build capacity in human and technological resources;
Facilitate the sharing of resources available for network-building to more effectively build partnerships among what might otherwise be isolated national implementations.
Ensure coordination with other regional efforts such as WHSRN, SPAW MPAs Training Program, NABCI, REMIB, INBio, CRIA, Humboldt-Colombia, DISCOVERLife, Species Analyst, AndinoNet and CariNet, CREHO, and WIDECAST, as well as global efforts such as CMS, Ramsar, CBD, CITES, GBIF, and BioNet.
Digitize and translate relevant data to allow searching and retrieval and increase the amount of migratory species information available to all interested stakeholders.

The **output/outcomes** of the project will include:

- Assessment of capacity building needs for the conservation and management of transboundary migratory species at the hemispheric and subregional levels.
- Implementation of multi-year capacity building plan that measures progress by people trained, skills acquired, institutional strengthening, long-term sustainability, and replicability to other regions. Because of the wide spectrum of levels at which training must be delivered, the project will use a delivery system structured around "training the trainers" courses. Types of training to be conducted include short courses on wildlife management, environmental education and social aspects of conservation, in-service training, protected area management, graduate programs, learning-by-doing workshops, and distance learning, all with a focus on transboundary migratory species. Elements of the plan include institutional support; scholarships, internships and mentoring; faculty and student exchanges; outreach and electronic information exchange; and institutional networking.
- A cadre of experienced trainers that will be not only essential for the actual expansion of the training programs but can also serve in other advisory roles, including peer mentoring, for addressing local and national issues and contexts.
- Increased efficiency of, and access to, existing capacity building programs
- Systematization of existing training materials, with a focus on migratory species and trans-boundary

biodiversity issues.

- Facilitation of collaborations with other relevant intergovernmental fora and international initiatives such as those of CMS, Ramsar, IAC (Inter-American Convention for the Protection and Conservation of Sea Turtles), SPAW Protocol to the Cartagena Convention, CBD, IABIN, The Global Register of Migratory Species (GROMS), the NAFTA/CEC North American Conservation Action Plan, World Heritage, Regional Seas, UNESCO MAB, and IUCN Commission on Protected Areas, among others.
- Coordination of migratory species aspects of key related conventions (e.g. Migratory Species, Ramsar, Cartagena's SPAW Protocol, Desertification, Climate Change, World Parks Congress outcomes, IAC).
- Information exchange and improved decision making (at national and regional levels) about biodiversity and endangered species, as well as fragile natural areas and ecosystems that provide ecosystem services.
- Promotion of legal initiatives and incentives to assist with improved migratory species conservation in the Americas.
- Identification of new methods to counter threats to migratory species, including inadequate land use planning and oversight, overexploitation, habitat degradation and loss, invasive species, fisheries bycatch and climate change, among others.
- Increased visibility of successful national and regional initiatives (such as NABCI, the MesoAmerican Biological Corridor, Path of the Panther, WWF Reduction of Sea Turtle Bycatch in the Eastern Pacific, WWF Trans-Atlantic leatherback conservation, the collaborative research and management activities of the WIDECAST network, etc.)
- Contributions to implement road map developed to assist the process of the CBD/WSSD 2010 reduction in biodiversity loss target.
- Increased fundraising revenues during the five years of the project, to demonstrate financial sustainability beyond the life of the project.
- Long-term institutionalization (beyond life of the project) of training programs supported by the capacity building plan.
- Digitalization and translation of relevant data to allow searching and retrieval and increase in the amount of migratory species information available to stakeholders.

Activities:

The WHMSI Focal Points, representatives of international and multinational organizations and initiatives, and migratory species experts have decided that it is not necessary to request PDF project preparation funds as the project is sufficiently well developed to go to the full project proposal stage. After an extensive consultative process, the following proposal was developed for submission to the GEF Council that outlines the technical requirements for implementing the proposed activities.

The following specific activities, as pertinent to the conservation and management of transboundary migratory species, will be undertaken during the project:

Note: some of these activities have already been initiated as part of the project development phase

Component 1. Development of the hemispheric network

This process will ensure that the implementation of WHMSI is responsive to the needs of the natural resource conservation and management agencies in the region (this will include Fisheries and Wildlife Service Agencies). Activities:

a. Review and compile background documentation on issues, projects, and other topics relevant to existing capacity building initiatives in the region, their effectiveness and follow-up with graduates; identification of institutions and experts which might fill gaps in training needs, and exploring new mechanisms for capacity building (such as distance learning) and financial sustainability in the region.

b. Fully engage WHMSI participants, both individual and organizational, as well as other appropriate experts, including representatives of other relevant GEF-funded projects, in defining the specifics of a broad-based, hemispheric capacity building initiative. Include assessing capacity gaps, to precisely focus WHMSI capacity building efforts and tailor them to the hemisphere's highest priority needs.

c. Define the specific types and levels of training most needed in the Hemisphere, including their subject and audiences, duration, delivery mechanisms, key training components, potential attendees, and institutions which might offer and/or complement such trainings.

d. Convene follow-up meetings as appropriate on a sub-regional or hemispheric scale of WHMSI participants and other experts to better refine capacity building needs and delivery mechanisms for WHMSI and expand the partnership base for delivering specific capacity building programs.

e. Finalize a report with the outputs from the requirements definition process.

Component 2. Institute collaborative partnerships with other initiatives and organizations
Proposed activities will ensure that WHMSI development is complementary to and supportive of other initiatives, helping to meet the objectives of those initiatives as well as its own. It is important to note that four key international governmental entities (Ramsar, CMS, Inter-American Convention for the Protection and Conservation of Sea Turtles, and the Protocol on Specially Protected Areas and Wildlife in the Wider Caribbean (SPAW) are active members of WHMSI's Interim Steering Committee. Activities:
a. Conclude formal Memoranda of Cooperation, as appropriate, with global treaties and accords (e.g. CMS, Ramsar, CITES, and the CBD) and hemispheric agreements (e.g. Inter-American Convention for the Protection and Conservation of Sea Turtles, SPAW Protocol to the Cartagena Convention) defining the collaboration with WHMSI.
b. Establish partnerships with successful national and sub-regional capacity building initiatives, so that they may be linked into the hemisphere-wide network and can be built upon to more effectively deliver capacity building on a hemispheric scale.
c. Develop MOUs including formal agreements where necessary, with other relevant initiatives including WHSRN, Global Register of Migratory Species (GROMS), CREHO, IAC, NABCI, and many others.
d. Develop explicit working relationships, including agreements for training and information-sharing, with international and national academic institutions, private enterprises, and NGOs (e.g., World Wildlife Fund, American Bird Conservancy, Birdlife International, IUCN, IABIN, World Resources Institute, Conservation International, The Nature Conservancy, Association for Biodiversity Information, Wetlands International, WIDECAST, etc.). (See **Annex 7** for an example of an ongoing initiative – "Sharing Information About Western Hemisphere Migratory Species Initiatives through New Bilingual Web Pages and the Eco-Index".)

Component 3. Implement capacity building plan
The capacity building plan will be implemented through a demand driven grant award process. Matching grants will be awarded to institutions with proven abilities to lead training courses in the priority areas identified by countries and ngos/conventions at the 2006 Western Hemisphere Migratory Species Conference. A request for proposals (RfP) process will be initiated to seek proposals from institutions that seek to further WHMSI objectives. A technical review committee will be formed to evaluate proposals for grant financing based on pre-established criteria (see annex 5). A short proposal format will be filled out, and a one-page project budget will show how WHMSI funds will be spent. One to one (1:1) co-financing will be required and must be provided by the institution. institutions with the highest scores will qualify to receive grants. In the review of proposals, evaluators will seek to achieve a subregional balance within each of the grant cycles during the life of the project.
a. Based on an understanding of user needs and the findings obtained under items 1 and 2 above, develop a multi-year capacity building implementation plan; include estimates of the resources required for each stage of implementation. This will require convergent efforts to provide for (i) the availability of trained technical personnel; (ii) strengthening of national and regional institutions involved in training and environmental management; and (iii) provide means to recover and transfer useful traditional knowledge/skills, combining these with new knowledge, in order to empower local communities to share in the management of their natural resources.
b. Implement multi-year capacity building implementation plan. (See CAPACITY BUILDING IMPLEMENTATION PLAN below for an outline of the capacity building implementation plan, the types of training needed, and elements to be included). These needs and methods of delivery were identified at the 2006 WHMSI Meeting in Costa Rica, which included participation of wildlife directors from 30 countries in the hemisphere, as well as more than 60 NGOs and relevant international conventions. Implementation will be through a Request for Proposals process that will seek collaborative partnerships to deliver the demand driven capacity building programs. (See **Annex 5**.)
c. Define the details for creating a sustainable base of capacity building infrastructure that would remain in place beyond the funding life of this GEF initiative.

CAPACITY BUILDING IMPLEMENTATION PLAN FOR IMPROVED MIGRATORY SPECIES CONSERVATION AND MANAGEMENT IN THE AMERICAS HEMISPHERE -- PRIORITY AREAS AND ACTIVITIES AS IDENTIFIED BY WESTERN HEMISPHERE COUNTRIES AT THE WHMSI MEETING IN SAN JOSE, COSTA RICA, JANUARY 2006

The capacity building implementation plan will provide support for the long-term development and continuity of regional training to support conservation and management of migratory species in the

Western Hemisphere countries. The plan will address each of the themes and target audiences summarized below. This section also provides a brief definition of the target audiences as well as a more comprehensive description of courses for each priority area. Finally, the section includes a list of benefits and contributions expected from all the courses in the capacity building implementation plan, as well as a strategy for the institutionalization of training programs, which will seek to ensure their long-term sustainability beyond the life of this project.

a) Monitoring and Evaluation (for Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, and Upper Level students).
b) Administration, including Fundraising/ Financial Mechanisms, Organization Administration/ Management, and Project Development/ Management (for Protected Area Managers, Local NGOs, and Technical Conservation Personnel)
c) Social and Economic Issues: Law, Policy Understanding and Compliance / Conflict Resolution / Economic Incentives (for Legislators-Political Officials); Sustainable Development and Ecotourism (for Community Leaders)
d) Environmental Education and Outreach (for Teachers, Local NGOs and relevant government organizations.) *Note: Although hunters/consumers/fishers and the media received enough marks to be part of this theme, the proponents decided that these were not audiences to train on how to do environmental education but rather should be recipients of environmental education).*
e) Sustainable Resource Use, including Sustainable Harvest, Sustainable Collection and Best Practices (for Hunters/Fishers/Consumers; Community Leaders; and Industry)

Definition of Audiences:
Park Personnel: In some countries protected area park guards are the only public presence of the national government. For some participants this would be their first on-the-job training experience.

Protected Area Managers: Management of protected areas is sometime done by government personnel, often located far from the protected area, and, in some countries by staff of non-government organizations contracted for that purpose. We include both in this category.

Technical Conservation Personnel: Employees of government terrestrial and marine wildlife and conservation agencies, or non-governmental organizations, as well as fisheries agencies relevant to migratory species. To continue success of employee participation, close collaboration with local governments will be critical to appropriately reflect local needs and issues.

Local NGOs: Non-governmental organizations and grassroots development organizations that have the know-how and influence to play a critical role as trainers, communications channel and interface between local communities and the relevant elements of the capacity building plan.

Upper Level Students: Future conservation professionals (wildlife biologists, managers, local leaders, and policymakers), pursuing Master of Science (M.Sc.) and certificate level degrees, as well as some doctor of philosophy (PhD.) degrees in natural resource conservation and management.

Community Leaders: Community leaders and/or "opinion leaders", including media practitioners, would be selected from those progressive members of the community that can catalyze actions and make the extension message compelling ("train the trainers").

Legislators-Political Officials: Select groups of policymakers, most with likely little background in the environmental sciences and issues related to conservation and sustainable development, and who will influence decision making in this field.

Teachers: Select individuals at the elementary and secondary levels responsible for designing and delivering environmental or science related curricula, as well as selected individuals at relevant institutions or organizations (national or regional) involved with the science/environmental curricula (eg. at Ministries of education).

Capacity Building Priorities as identified by the WHMSI Council at their Council Meetings:

i) Monitoring and Evaluation for Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, and Upper Level students

Successful, long-term conservation of a species and its habitat relies on knowledge of its biology coupled with integrated efforts to protect and manage that species and habitat in a sustainable manner. Monitoring is an intricate endeavor because it involves complex technical issues related to the monitored objects, and involves multiple scales and attributes: from local-level (species), to populations, whole ecosystems and entire landscapes. Policies are built upon knowledge about the state of the system (evaluations and appraisals), which are generated from monitoring efforts. Governments have wide-ranging monitoring needs that are fundamental requirements for their resource management needs. Monitoring programs must be comprehensive in scope, coherent with management needs, and sensitive to the technical issues that affect project design. Resource surveys provide the foundation for the establishment of national conservation programs and policies. Monitoring is generally costly, and its value is highly dependent on a technically adequate design.

Training in this subject area will be driven by funds available, rather than by need, in that the need far exceeds the resources to be raised in this proposal. Typical training workshops would range from 5 to 10 people per instructor. Using a "training-the-trainers" approach could lead to a 3:1 multiplier where each person to be trained commits to training an additional three people each. Audiences should be categorized according to function: 1) on-the-ground data collectors; 2) site/protected managers, NGO leaders; community leaders; 3) senior national conservation personal. The on-the-ground personnel need to have at least some of the training done locally, and specific to the taxa and habitats to be monitored. The "higher-level" (farther from the field) audiences need less detailed, less hands-on information. These audiences could be trained regionally or hemispherically, perhaps with distance-education technologies. For this reason, we recommend development and delivery of a modular training. Training is envisioned to be organized around two modules:

Module A. Basic Principles and Practice of Monitoring
Monitoring is a specialized, costly endeavor in which project design is critical and determines the degree of success or failure of any investment for this purpose. Based on purely scientific imperatives, more data is always better, but budgetary considerations force realism on such scientific enthusiasm. In reality, most monitoring efforts are poorly planned and executed and yield data of dubious value. This often leads to unwillingness by funding agencies to "waste" money on supporting such activities. Monitoring has a critical place in adaptive management but it must have a well defined purpose and be technically adequate for it. This module will provide managers and decision-makers (park personnel, protected area managers and technical conservation personnel) a basic familiarity with monitoring concepts, how it fits into management and sustainability notions, and familiarity with scale/grain issues. Whereas actual design is therefore best left to experts, this course will familiarize managers with basic principles needed to help guide the development process of monitoring efforts that are biologically sound as well as technically correct.

Module B. Participatory Techniques for Problem Identification/Definition. The most important step in problem solving is problem definition. Whereas scientific problems are commonly sharply defined, addressing social problems requires sifting through a broad spectrum of different perspectives and appreciation of reality. This makes the "capturing' of policy requirements difficult and elusive. However, several methodologies have been developed (such as Soft System Methodologies) to capture the nature of the problem(s) and to define approaches and strategies to address them. These tools involve methods for management of guided interventions where people with different objectives and perceptions discuss, increase their understanding of the problem at hand, and develop shared visions. When confronting complex, multi-stakeholder social or environmental problems, scientific risk assessment and risk characterization must be combined with broad social participation in an iterative, "analytic-deliberative" process. In this approach, stakeholders, including experts and non-experts, work together to characterize and determine appropriate responses to risk by integrating scientific, social, ethical, and political perspectives into a common shared framework for decision-making.

This module will provide participants the skills needed for establishing a participatory framework of stakeholders that should lead to the creation of a cooperative decision-making environment in which trust, understanding, and mutual reliance can develop and persist. Since participatory policy analysis is democratic in its integration of various types of information, including quantitative and qualitative, analytical and perceptual, and objective and subjective, it can be highly demanding of social resources, including time, money, and stakeholder commitment and skills. Participatory policy analysis is a search tool for broadly acceptable and implementable solutions, rather than for optimal solutions that may be difficult to implement.

Several taxa, especially certain bird groups, sea turtles, cetaceans, and Monarch Butterflies, have on-going monitoring and training programs, which currently lack cooperation and coordination. Among the efforts that could be integrated into the WHMSI activities are those offered by the following institutions: Point Reyes Bird Observatory; WIDECAST & University of West Indies; ParkFlight (US National Park Service); Invasives Information Network; Government of Jamaica; PROAVES-Colombia; and Institute for Field Ornithology (American Birding Association).

ii) Administration (Fundraising/ Financial Mechanisms; Organization Administration/ Management; and Project Development/ Management), for Protected Area Managers, Local NGOs, and Technical Conservation Personnel

Resource management involves active development of organizational skills and leadership. Modern resource managers are asked to address increasingly complex issues and participate in multiple-stakeholder decision-making processes. A foundation for effective administration is the development of good judgment and three broad types of skills: human, technical and conceptual (ability to integrate and coordinate). This is true for administrators at all levels.

This training will build on and help disseminate several ongoing programs provided by organizations such as TNC, WWF, UNDP, AESI, USAID, OTS, Birdlife International, USFWS, Ducks Unlimited, IUCN, UNESCO, CATIE, UCI, UNA, Proarca/Costas, Universidad de Cordoba, Colorado State University, Boticario, CIPAM/USDA, University of the West Indies, Salvanatura, and others. These programs will be adapted to reflect subregional needs and their curriculum materials will be standardized as much as possible to focus on migratory species and the areas that are most important to those species. Existing manuals, directories, magazines, websites, and other relevant resources will be consolidated and disseminated.

Short courses (1-4 weeks) would be preferable as the delivery method for this training, since it may be hard for government and NGO employees to obtain permission to participate in longer sessions. In order to reach out to the maximum number of people, the project will focus on training the trainers, the creation of a network of educators, and information dissemination through the Internet. The Request for Proposals process will be used to identify the best delivery mechanism for the courses, which could be designed around specific topics or audiences to be trained, depending on the strengths and skills of the proponents.

Priority topics to be included in the training courses include:
<u>For Protected Area Managers:</u>
- Logistics and infrastructure
- Communications and negotiation with elected officials regarding decisions on migratory species conservation
- Basic administration skills
- Strategic planning for operations
- Human resource management
- Importance of cooperation with all stakeholders
- Strengthening and work with communities
- Addressing plagues and invasive species
- Safety issues (snakes, bees)
- Cooperation and synergies with NGOs
- Ecotourism management, buffer areas, interpretation programs
- Conflict resolution
- Budget administration

<u>For other Technical Conservation Personnel:</u>
- Strategic planning (to include migratory species issues)
- Design, implementation, monitoring and evaluation of conservation projects
- Design of indicators of performance and success
- Importance of cooperation with various stakeholders (communities, NGOs, academic institutions, etc.)
- Budget planning and administration

<u>For national and local NGOs:</u>
- Strategic planning of administration and resources
- Internal structure management, including staff and Board management

- Financial mechanisms such as grants, membership, contracts, benefits, endowment funds, land acquisitions, easements, debt for nature swaps, land stewardship
- Fiscal management and responsibilities, legal issues
- Profit sharing (for co-management agreements)
- Communications, marketing, public relations, lobbying, corporate support
- Cooperation with other NGOs, agencies and private landowners
- Project management (budget, timelines, risks; indicators of success)

iii) Social and Economic Issues: Law, Policy Understanding and Compliance; Conflict Resolution; and Economic Incentives for Legislators/ Parlamentarians/ Political Officials. Sustainable Development and Ecotourism for Community Leaders

Social and economic issues identified as priority for these courses include site/habitat protection mechanisms such as traditional first generation control-based approaches (legislation/regulations) as well as new governance structures based on non-regulatory approaches (MOU's, landowner partnerships, Codes of Conduct and incentives). Non-regulatory approaches can be better suited to address large-scale, dispersed conservation issues. Promising new generation approaches will be examined, particularly private-sector based partnerships and state-federal mechanisms. These approaches are "place-based" and civic oriented, engaging communities and emphasizing cooperative rather than intrusive methods while working within the context of established legislation.

Resolution of complex problems requires approaches that are widely acceptable, practical to implement, technically and economically feasible, and politically achievable. Conflict can be a source of pain and loss of potentiality or it can be an opportunity to generate adaptation and ultimately far-reaching unity. This training will provide participants with basic techniques to address social and economic issues using case studies that illustrate aspects of bargaining and negotiations as they occur between government, environmental advocates and other affected stakeholders, and will provide examples of opportunities and obstacles in various resource management contexts.

For Legislators/Political Officials, course duration will be 5 days for legislators, ½ day for ministers, and 2 weeks for technical advisors (not as prone to turn over with change of administrations), including 2-3 participants per country. The courses will be professionally facilitated, and would take place in an attractive location to entice participation. Partial scholarships will be provided to facilitate attendance.

Curriculum will be based on existing programs by organizations such as CMS, CITES, CCAD, CATIE, Katoomba group, Forest trends, University of Peace, GLOBE (Global Legislators Organized for a Balanced Environment), and other international NGOs and universities.

Key topics to be included in the courses are: International Conventions and regional agreements; Environmental impacts on migratory routes and main threats; Key sites and species for each country/region to protect; Importance of best practices regionally and internationally; Exchange information about existing legal instruments; Development of international instruments under CMS to coordinate national level migratory species conservation activities across a migratory range; Harmonization of legislation; Application of national legislation; Legal processes from investigation to court; Forensic techniques.

For Community Leaders, the training will be structured as a training of trainers (TOT) model and will be conducted subregionally and/or nationally for periods of 3-4 weeks. Priority will be given to communities in or near key migratory routes.

Training modules will be designed using materials from existing training programs conducted by, among others, USFWS, CMS, CITES, Park Rangers in Argentina, RENCTAS, WWF, Environmental Law Institute. Key topics to be included are: identification of migratory species; migratory routes, general knowledge of ecosystems and species as well as present threats; protection plans, international conventions, survival in mountains, scuba diving, first aid, policing/enforcing techniques, alert system and monitoring on a national level. Existing ecotourism initiatives will be highlighted, as well as sustainable fisheries, such as the incidental catch program in Ecuador; Whale ecotourism in Panama; UNDP ecotourism projects; Patagonia activities by the Fundacion Patagonia Natural; and ACTUAR for community tourism.

iv) Environmental Education and Outreach (Public Awareness, Communications and Extension Skills), for Teachers, Local NGOs, Community Leaders and Governmental Education Officials

Progress toward the goal of sustainability, and co-management- the sharing of responsibilities between government and resource users, is directly correlated with the degree to which local people become involved in developing the resource management strategies. This requires the empowerment of local communities so that they may effectively blend new knowledge and technologies with traditional ways of doing things in order to develop sustainable, economically feasible, and socially just resource management methods. Therefore, the training will provide participants with the necessary tools and skills to develop effective and adaptable education programs and activities on migratory species conservation suitable to local issues, conditions and circumstances.

Through the Request for Proposals process, the project will identify the best suited candidates to conduct this training. It is anticipated that 2-3 courses (1-4 weeks each) will be conducted annually to train about 20 trainers per course, who would then commit to train others regionally. Seed funds will be provided to conduct such subsequent training. Specific activities to be included are:

a. Design of course and manual: the course will be generic in nature by highlighting cross-cutting themes, and focused on how to implement effective environmental education with emphasis on migratory species conservation applicable at different local or regional levels. It will be hemispheric in application but adaptable to a variety of delivery mechanisms and regions. The course will be translated in different languages. Although there is no existing course focused on this subject area and with a hemispheric approach, the newly designed materials will build upon existing efforts.

b. Development of specific criteria for selection of course participants to help address issues of sustainability and institutional support.

c. Training of trainers at an existing center. These trainers would in turn commit to train others in their countries or regions of influence. Seed funds will be provided to develop and/or implement plans that (1) help people become aware of the value of migratory species and their habitats; (2) educate people about threats to these species and how they can contribute to improve their management; and (3) motivate people to support or implement policies to conserve and manage these species.

d. Use of virtual (eg. Eco-index, IABIN) and real libraries to disseminate course manual.

e. Identification of opportunities to incorporate or expand scope of environmental education related to migratory species within current national curricula.

f. Build/expand a network of environmental educators within the hemisphere.

v) Sustainable Resource Use (sustainable harvest, sustainable collection and best practices), for Hunters/Fishers/Consumers and Community Leaders; Industry

Training in these areas will be organized around five 2-week courses to train 50 trainers per year. Seed funds will be provided to support the activities of trainers related to the development of model projects, or to the expansion of successful ongoing model projects in the field of capacity building for migratory species conservation. Data collected by the trainers will be analyzed to evaluate the impact of this training from a regional perspective.

Trainers will train at a regional level as multipliers, and these multipliers will train the final target audience (consumers, hunters, fishers, and community leaders on one hand; and industry, on the other), with the number of beneficiaries at the local level varying according to local factors. Two modalities of multipliers are envisioned: 1) a specialist in a specific subject area, and 2) a generalist that facilitates access to key organizations that work with industry, to the existing tools (e.g. certification processes, manuals, etc.) such that they can in turn approach the industry with avenues to adopt best practices. The generalist is expected to work at a regional level. Multipliers should be staff of organizations or institutions that cover their salaries during the training and implementation of their projects. Information should be disseminated locally, and all levels should share in the lessons learned. In order to reach out to hunters, fishers and consumers, the project will encourage the development and implementation of local initiatives with regional promise and the scaling-up of those with demonstrated success at a model level.

Courses (for trainers and local recipients) would last two weeks for both industry and

hunters/fishers/consumers/community leaders. However, in the process of identifying the best provider of these services, the WHMSI Steering Committee will also consider that training might be more effective in stages, and that subsequent opportunities should exist to build on training through refresher courses, networking, and other opportunities. The web in particular may offer additional modules, a platform for sharing experiences and updates, as well as other resources for trainers and local recipients. It is envisioned that training will take place at regional centers, bringing students to the center, in order to foster a regional vision and to maximize the benefit of cross-border ties and the potential for sharing of experiences among professionals.

Curricula for these courses will be based on existing materials, with a particular focus on transboundary migratory species. Some materials may need to be redesigned to accommodate persons who cannot read. Equipment, Internet access, and tuition support will almost certainly be needed. Even though there is no existing training program on Sustainable Resource Use that incorporates a vision for hemispheric migratory species conservation, there are numerous NGOs, academic institutions and government agencies in the hemisphere that regularly provide capacity building at a community level. Therefore, no new institutions will be needed in order to meet trainer needs. Existing universities, international organizations and regional environmental programs all provide possible platforms and expertise for developing and implementing trainer programs. These include CREHO; Regional Wildlife Management and Conservation Programs in Costa Rica, Argentina, Brazil, Chile and Venezuela; the Eastern Caribbean Institute for Agriculture and Forestry; the Institute for International Tropical Forestry; the Jersey-Durham Institute; Universidad para la Cooperación Internacional (Costa Rica); RARE; the Food and Agriculture Organization (FAO); the National Conservation Training Center (U.S,), and the Smithsonian Institution.

For hunters/fishers/consumers, the project will identify whether relevant, related programs of sustainable resource use already exist. The effort will seek indicators to assess the impact of the training program on decisions that pertain to the conservation of migratory species. National governments may have extension officers to work on issues like agriculture, forestry, fisheries and tourism. Industry already enjoys various platforms that could be used to encourage action on migratory species, addressing such threats as the unsustainable taking of migratory species and the impact of industry practices on habitats. These include certification programs (Conservation International, Rainforest Alliance, WWF, Forest Stewardship Council, ISO, EUROGAP, Marine Stewardship Council, etc.); International Tropical Timber Organizations; CMS and CITES Secretariats; Convention on Biodiversity guidelines; incentives for sustainable use (eg., environmental service payments); and others.

Exchanges of experiences and information will be facilitated at a regional level. Courses could be scheduled in conjunction with one or more of several events relevant to these courses, including meetings of IUCN SSC Specialist Groups, Neotropical Ornithological Conference, the Caribbean Biodiversity Conference, Meso-American Society for Biology and Conservation, Amazonia Wildlife Management Conference, International Fishers Forum Organization, International Sea Turtle Symposium, bilateral science and technology meetings, among others. International conventions and entities (SPAW, CMS, Ramsar, CITES' Regional meetings, UNEP, GEF) may provide additional opportunities for exchanges. Private sector events like trade shows or resource-specific meetings may provide another opportunity for information exchange among trainees and experts in the field.

Common elements to all courses:
All courses in the capacity building plan will seek to provide:

Institutional support (institutional and curriculum strengthening): Regional training programs are unable to sustain themselves solely with local funding. Experience has shown that while local institutions can make significant efforts to contribute to such programs, it is virtually impossible for them to bear the burden of supporting a high quality regional program. This project will support the strengthening of core faculty and resource people, enrich that faculty by involving local resource managers in the training process, and enhance the curriculum beyond the present capacity of host institutions to do so. Experienced professionals may be granted lecturing awards to serve as instructors that complement core faculty and as an inexpensive way to transfer expertise. Although primarily intended to support local training, these awards may be offered to support combination training/research when the topic is clearly in the interest of the local program and the country. Curriculum enrichment would be supported by involving the students more actively in field courses and exercises off-campus in rural communities and within government agencies-- such activities would enhance the student's comprehension of the multidisciplinary nature of issues at hand and foster the recognition and understanding of the interlocking social, economic, political

and scientific aspects of these issues.

Scholarships, mentoring and internships: Scholarships are needed to sustain the regional participation of students in the training courses. It is fundamental that the regional programs recruit more students from neighboring nations. Typically, support for these students has had to come from outside sources and has been difficult to raise. Internships are intended to provide depth and applied experience to the theoretical foundations acquired through course work. Internships would assist in the development of problem solving skills focused on local issues, economic realities and social/cultural settings. Trainees would have the opportunity to apply their newly-acquired skills in practical projects. Furthermore, it is expected that the internships would provide a mechanism by which trained students may be inserted into local institutions, enhancing their chances of being retained and avoiding the loss of trained personnel to other unrelated activities.

Learning-by-doing for small institutions, workshops & communications to reach industry: would provide the opportunity for participants to receive additional training and to develop new skills. Participants will gain new insights, skills, and techniques to use in their positions. This will also be an important mechanism to transfer methodologies and problem solving approaches between sub-regions.

Electronic Information Exchange: Unpublished reports and other documents, referred to as gray literature, make up the large bulk of written materials on biodiversity related subjects in Latin America. This information has great value for management since generally it is a rich source of local knowledge. Unfortunately, it may be inaccessible because it is spread out in many institutions. Worse yet, this type of information is vulnerable to disappearance since generally these documents are produced in very limited quantity, their value may not be recognized, or they may simply be forgotten. The importance of establishing of a regional information and documentation network is recognized in the Central American Agenda on Environments and Development (UNDP-WRI-IUCN/ORCA-CI 1992). The project will strengthen existing documentation centers which have already initiated the task of document collection, processing (indexing), storage, and digitalization. In coordination with IABIN (Inter American Biodiversity Information Network), the project will make documentation centers operational and useful for technical, policy making and extension/environmental education purposes, as well as efficiently networked in order to provide regional access and coverage. The availability of this technical information will also serve to insure the successful implementation of other GEF and technical assistance activities within the region.

Institutional networking: Through annual meetings of program representatives from the various subregions, the project will seek to improve communications and promote cross-fertilization between the training programs. Associated with these meetings will be program reviews and assessments to encourage the interchange of ideas and the development of activities and curriculum modifications that meet the current needs of the hemisphere as well as to assist in the conceptualization, planning and implementation of activities that address current issues. Project implementation is a learning experience, this self-review process provides a mechanism whereby this accumulated experience may be fed back into the project to improve methods and procedures. It also makes the program adaptive to changing curricular, training and outreach needs, improving its effectiveness.

Institutionalization of training programs to ensure long-term sustainability beyond the life of the GEF project

In order to institutionalize the training programs, a culture of training in the region must be created. This will demonstrate that a demand exists for training in the subject areas and for the target audiences identified by the countries over the long term. In the selection of courses to be funded by this project, special consideration will be given to those who can provide curriculum and materials that can be adapted and adopted by NGOs and other training opportunities, or those which highlight best practices that can be incorporated into local law or promoted by the appropriate conventions, in order to ensure that migratory species issues are made relevant to their projects.

The RFP process for selecting activities to be funded will give priority to proponents who can strengthen existing programs, building their resilience, performance, and long-term autonomy. This will be carried out by building on existing capabilities, strengthening current assets in material and human resources, and critically examining weaknesses and constraints to long-term achievement. Programs will be encouraged and supported to create a "niche" and "identity" in terms of products delivered in order to build demand, prestige and "brand equity". Programs will be strengthened to ensure creativity and indigenous applications

of knowledge relevant to the region. Activities should be designed to the highest standards while insuring that they respond to society's current needs, and that they can be delivered in an appropriate format. Partnerships within and among programs will be promoted through functional linkages and overall coordination to ensure that their products and services are offered at reasonable cost, and to offer a wide diversity of products that complement each other. Special consideration will be given to programs that seek to strengthen their delivery mechanisms, through techniques and technologies that offer the greatest opportunities for low cost delivery. Feedback mechanisms should be implemented to ascertain that program activities address current needs and serve their customers. These mechanisms could include, for example, periodic consultations with resource agencies and MEA secretariats as well as program review meetings. Programs will remain in demand and competitive as long as they can maintain pride in their products, develop useful services, and create strong national and regional constituencies that fully recognize the needs of the society they are embedded in, and which underwrites their existence.

Component 4. Support sustainability, communication and coordination among participants

a. Continue development and maintenance of an international WHMSI Web site and email communication groups.
b. Coordinate working groups addressing the activities of the project.
c. Keep all participating organizations informed of progress.
d. Convene meetings as appropriate of the WHMSI Steering Committee and full hemispheric meetings.
e. Coordinate capacity building programs by resource managers, scientists, policy-makers, and information specialists in the biodiversity community.
f. Prepare and distribute informational brochures for WHMSI participants summarizing the findings and describing the outcomes of capacity building exercises.
g. Prepare and implement financial sustainability plan to assure long-term sustainability of the capacity building program of WHMSI.

Component 5. Administration

a. Provide project management and coordination, meeting logistics support, procurement and disbursement, measurement of time bound quantitative performance indicators, and overall support to communication among participants. Administration costs in general are to be co-financed with the OAS.
b. Begin implementation of the strategy to establish a sustainable financial base for WHMSI capacity building.
c. Convene meetings as appropriate regarding implementation, oversight and technical review.

Costs and Financing (see detail budget item 7)

GEF:	-Framework Program– Phase I	**US $ 5,000,000**
	- PDF A:	(US $ 0
	- PDF B:	(US $ 0
Co-financing		**US $ 4,195,217**
Government and other financing sources		**US $ 5,804,783**
Total Project Cost :		**US $ 15,000,000**

Budget Proposed Project and Timetable

Project Activity	GEF	Completion of Activity
1. Development of the hemispheric network **This process will ensure that the implementation of WHMSI is responsive to the needs of the target communities. Activities:**		
a. Review and compile background documentation on issues, projects, and other topics relevant to existing capacity building initiatives in the region, their effectiveness and follow-up with graduates; identification of institutions and experts which might fill gaps in training needs, and exploring new mechanisms for capacity building (such as distance learning) and financial sustainability in the region.	30,000	Jan 2007
b. Fully engage WHMSI participants, both individual and organizational, as well as other appropriate experts, including representatives of other relevant GEF-funded projects, in defining the specifics of a broad-based, hemispheric capacity building initiative. Include assessing capacity gaps, to precisely focus WHMSI capacity building efforts and tailor them to the hemisphere's highest priority needs.	40,000	Mar 2007
c. Define the specific types and levels of training most needed in the Hemisphere, including their subject and audiences, duration, delivery mechanisms, key training components, potential attendees, and institutions which might offer and/or complement such trainings.	15,000	Mar 2007
d. Convene follow-up meetings as appropriate on a sub-regional or hemispheric scale of WHMSI participants and other experts to better refine capacity building needs and delivery mechanisms for WHMSI and expand the partnership base for delivering specific capacity building programs.	60,000	Jun 2007
e. Finalize a report with the outputs from the requirements definition process.	30,000	Jan 2008
SUBTOTAL	175,000	
2. Institute collaborative partnerships with other initiatives and organizations Proposed activities will ensure that WHMSI development is complementary to and supportive of other initiatives, helping to meet the objectives of those initiatives as well as its own. Activities:		
a. Conclude formal Memorandum of Cooperation, as appropriate, with global treaties and accords (e.g. Ramsar, CMS, CBD) and hemispheric agreements (e.g. IACPCST, SPAW Protocol, NAFTA/CEC) defining collaboration with WHMSI.	20,000	Jan 2008
b. Establish partnerships with successful national and sub-regional capacity building initiatives, so they may be linked into the hemisphere-wide network.	5,000	June 2007
c. Develop MOUs including formal agreements where		

Project Activity	GEF	Completion of Activity
necessary, with other relevant initiatives including WHSRN, GROMS, CREHO, IAC, NABCI, and many others.	15,000	Jan 2008
d. Develop explicit working relationships, including agreements for training and information-sharing, with international and national academic institutions, private enterprise, and NGOs.	15,000	Mar 2008
SUBTOTAL	55,000	
3. Implement capacity building plan The capacity building plan will be implemented through a demand driven grant award process. Matching grants will be awarded to institutions with proven abilities to lead training courses in the priority areas identified by countries and NGOs/Conventions at the 2006 Western Hemisphere Migratory Species Conference. A Request for Proposals (RfP) process will be initiated to seek proposals from institutions that seek to further WHMSI objectives. A technical review committee will be formed to evaluate proposals for grant financing based on pre-established criteria (See **Annex 5**).		
a. Based on an understanding of user needs and the findings obtained under items 1 and 2 above, develop a multi-year capacity building implementation plan; include estimates of the resources required for each stage of implementation. This will require convergent efforts to provide for: (i) the availability of trained technical personnel; (ii) strengthening of national and regional institutions involved in training and environmental management; and (iii) means to recover and transfer useful traditional knowledge/skills, combining these with new knowledge, in order to empower local communities to share in the management of their resources.	40,000	March 2007
b. Implement multi-year capacity building implementation plan. See above (page 20) for an outline of the capacity building implementation plan, the types of training needed, and elements to be included. Specific needs and method of delivery were identified at the 2006 WHMSI Meeting in Costa Rica. Implementation will be through a Request for Proposals process that will seek collaborative partnerships to deliver the demand driven capacity building programs.	4,000,000	Throughout project
c. Define the details for creating a sustainable base of capacity building infrastructure that would remain in place beyond the funding life of this GEF initiative.	30,000	Mar 2009
SUBTOTAL	4,070,000	

4. Support sustainability, communication and coordination among participants		
a. Continue development and maintenance of an international WHMSI Web site and email communication groups.	60,000	Throughout project
b. Coordinate working groups addressing project activities.		
c. Keep all participating organizations informed of progress.	90,000	Throughout project
d. Convene meetings as appropriate of the WHMSI Steering Committee and full hemispheric meetings.	50,000	Throughout project
e. Coordinate capacity building programs by resource managers, scientists, policy-makers, and information specialists in the biodiversity community.	120,000	Throughout project
f. Prepare and distribute informational brochures for WHMSI participants summarizing findings and describing the outcomes of capacity building exercises.	50,000	Throughout project
g. Prepare and implement financial sustainability plan to assure long-term sustainability of the capacity building program of WHMSI.	10,000	Throughout project
	10,000	Mar 2009
SUBTOTAL	390,000	
5. Administration		
a. Provide project management and coordination, meeting logistics support, procurement and disbursement, measurement of time bound quantitative performance indicators, (see **Annex B**) and overall support to communication among participants. Administration costs in general are to be co-financed with the OAS.	240,000	Throughout project
b. Begin implementation of the strategy to establish a sustainable financial base for WHMSI capacity building.	30,000	Throughout project
c. Convene meetings as appropriate regarding implementation, oversight and technical review.	40,000	Throughout project
SUBTOTAL	310,000	
PROJECT REQUEST TOTALS	**5,000,000**	

Operational Focal Point Endorsement:

1. Trinidad and Tobago: Earl Nesbitt, Permanent Secretary, Ministry of Public Utilities and the Environment, November 8 2005

2. Saint Lucia: Marcia Philbert-Jules, Permanent Secretary, Ministry of Physical Development, Environment and Housing, January 12 2006

3. Republica Dominicana: Max Puig, Secretario de Estado, Secretaria de Estado de Medio Ambiente y Recursos Naturales, February 3 2006

4. Costa Rica: Ricardo Ulate, GEF Focal Point, Ministerio de Medio Ambiente y Energia, October 12 2005

5. Haiti: Yves-Andre Wainright, GEF Operational Focal Point, Ministry of Environment, December 15, 2005.

6. Paraguay: Alfredo Molinas, GEF Focal Point, Secretaria del Medio Ambiente, February 24, 2006

7. Roberto Elissalde, GEF Focal Point, March 29, 2006

6.Implementing Agency Contact:	Ahmed Djoghlaf, Executive Co-ordinator, UNEP/GEF Co-ordination Office, UNEP, Nairobi Tel. 254 2 624166/ Fax 254 2 520825 E-mail: ahmed.djoghlaf@unep.org

List of Acronyms

BioNet	The Global Network for Taxonomy
CBD	Convention on Biological Diversity
CHM	Clearing-House Mechanism
CIDS	Inter-American Committee on Sustainable Development (of OAS)
CITES	Convention on International Trade in Endangered Species of Wild Flora and Fauna
CMS	Convention on Migratory Species
CNEH	Centro Neotropical de Estudios para Humedales
COP	Conference of Parties (of CBD)
CREHO	Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales para el Hemisferio Occidental
CRIA	Centro de Referencia em Informacao Ambiental
DAAD	German Academic Exchange Service
EA	Enabling Activity
GBIF	Global Biodiversity Information Facility
GEF	Global Environment Facility
GISP	Global Invasive Species Program
GROMS	Global Register of Migratory Species
IABIN	Inter-American Biodiversity Information Network
IAC	Inter-American Convention for the Protection and Conservation of Sea Turtles
INBio	Instituto Nacional de Biodiversidad – Costa Rica
IUCN	International Union for the Conservation of Nature – The World Conservation Union
NABCI	North American Bird Conservation Initiative
NAFTA/CEC	North American Free Trade Agreement / Commission on Environmental Cooperation
NGOs	Non-Governmental Organizations
OAS	Organization of American States
OP	Operational Programme
OTS	Organization for Tropical Studies
PDF	Project Development Facility (of GEF)
Ramsar	The Convention on Wetlands (not an acronym)
REMIB	The World Information Network on Biodiversity
SPAW	Protocol Concerning Specially Protected Areas and Wildlife in the Wider Caribbean of the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean (Cartagena Convention)
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
USFWS	United States Fish and Wildlife Service
WHMSI	Western Hemisphere Migratory Species Initiative
WHSRN	Western Hemisphere Shorebird Reserve Network
WIDECAST	Wider Caribbean Sea Turtle Conservation Network
WWF	World Wildlife Fund

.

TABLE OF CONTENTS

1. Program background and context

1.1. GEF Program context

The present Framework Program for WHMSI was prepared under the auspices of GEF Biodiversity Program, and includes priority interventions focused on the application of appropriate migratory species, national parks and protected areas, trans boundary corridor national parks, and integrated ecosystem management strategies and policies, and reformulated sectoral activities consistent with the principles of sustainable development. Considering the mega biodiversity and large areal extent of the Hemisphere, the main problems facing the management and utilization of its migratory species are intimately connected with the causes and effects of land degradation, desertification and climate change. This interrelationship also influences concerns relating to Sustainable Land Management and Biodiversity Protection that remain as cross-cutting issues.

The 32 beneficiary countries which form the Hemisphere—have ratified the following United Nations Conventions linked to the present program: i) the Convention on Biodiversity, ii) the Convention on Combating Desertification; iii) the Ramsar Convention on wetlands protection; and iv) the Framework Convention on Climate Change and its main instrument, the Kyoto Protocol.

The agreements (policies, programs and plans) concluded in the context of WHMSI include development and implementation of the necessary tools to support the millennium development goals by 2015, as agreed by the World Summit on Sustainable Development (WSSD) in 2002. In terms of these goals, biodiversity protection and management is identified as a key components for economic development and poverty reduction as well as for the rational use of shared natural resources. In relation to WSSD Objective 7, environmental sustainability measures were prioritized by resource management. These priorities coincide with those of the GEF Biodiversity and Integrated Ecosystem Management Focal Areas.

1.2. Country Programs Context

The Americas hemispheric project encompassing 35 nations addresses issues from several mandates, endorsements and resolutions by the countries in the Western Hemisphere, including the 1940 Western Hemisphere Convention and the 2001 Summit of the Americas. In response to a call from the Heads of State of the Western Hemisphere countries to "advance hemispheric conservation of plants, animals and ecosystems through…the development of a hemispheric strategy to support the conservation of migratory wildlife throughout the Americas", wildlife directors responsible for the management of flora and fauna and other senior officials have developed the Western Hemisphere Migratory Species Initiative (WHMSI). WHMSI is building country capacity to conserve and manage migratory wildlife. It improves hemispheric communication on conservation issues of common interest, provides training in priority areas, strengthens the exchange of information needed for informed decision-making, and provides a forum to address emerging issues such as new threats to migratory species, or the connections between wildlife disease and human diseases. Through the proposed project, all countries in the Western Hemisphere will benefit from strengthened cooperation among nations and other stakeholders on migratory species conservation – the animals in question range throughout the Americas.

The Second Western Hemisphere Migratory Species Conference entitled “Hands across the Hemisphere: Helping People to Help Wildlife” took place January 17-20 2006 and was attended by over 100 participants, representing 30 countries of the hemisphere and more than 60 NGOs and Conventions. Hosted by the Minister of Environment and Energy of Costa Rica, the Conference reviewed the priority needs identified in Chile, with a focus on capacity building. The event was devoted to review and finalization of this GEF proposal. Participants were asked to identify and prioritize “Capacity Building Needs for Transboundary Migratory Species”. (See Annex 3 for a complete description of the methodology used). The result was a comprehensive, prioritized training matrix of needs for marine and terrestrial wildlife personnel in the hemisphere. The participants also provided guidelines on:

- The geographic level at which each capacity building program should be delivered (nationally, regionally, hemispheric);
- existing programs that can deliver this training;
- an assessment of the size of population to be trained and duration of courses;
- what institutional support already exists and is needed;
- which curricula exist and whether it needs to be improved/consolidated;
- what scholarships/internships/mentoring opportunities and faculty/student/information exchange opportunities are available;
- a demand driven procedure for procuring and delivering cost effective training utilizing a Request for Proposals (RfP) format.

In summary, the meeting furthered consensus between government wildlife experts and NGOs on a hemispheric strategy to address capacity building and training needs for migratory wildlife conservation in the region. The result has been this demand-driven project for strengthening human, technical and institutional capacities through formal courses, seminars, workshops, exchanges, and the distribution of learning products and services throughout the region on a wide range of topics related to habitat management for migratory species and sustainable development. Activities proposed are targeted to reach audiences that include policymakers, academics, nongovernmental organizations and leaders of civil society. This project is intended to strengthen the capacity of institutions to better manage environmental and natural resources in more sustainable ways that take in account local, national and regional factors. This regional project will also address the problem of habitat and land degradation and loss of ecosystem goods and services -- migratory species in particular -- by mainstreaming sustainable management practices into national development policies and management techniques. Because the project is focused on migratory species, it incorporates regional collaboration and shared efforts and regional level improvements in resource management.

1.3. Global importance of Migratory Species in the Americas Hemisphere

From the Arctic to Antarctica, fish, birds, mammals, sea turtles, cetaceans, bats, insects and other migratory species provide ecological and economic services shared by the countries and people of the Western Hemisphere. They are sources of food, livelihood and recreation, and have important scientific, economic, cultural, aesthetic and spiritual value. Despite these benefits, many migratory wildlife species are increasingly threatened by uncoordinated national level management, habitat degradation and loss, invasive alien species, pollution, over hunting and fishing, by-catch, unsustainable aquaculture practices and illegal harvesting and trafficking.

1.4. Threats and Barriers Identified during Project Development

The two WHMSI Council meetings have defined a Vision for the Hemisphere in trans boundary migratory species capacity building. In addition, these activities have enabled the Hemisphere to identify the main migratory species and transboundary problems and their causes (See Annex 1). These outputs, documented on the websites WHMSI (http://www.oas.org/main/main.asp?sLang=E&sLink=http://www.oas.org/dsd), form the first comprehensive overview of Hemispheric needs and priorities confirmed through a wide ranging participatory process.

The transboundary analysis identified hemispheric constraints and risks facing the countries that include:

- Extreme hydrologic events linked to climate variability and change
- Watershed and Water quality degradation

- Biodiversity alteration through deforestation and wetland drainage
- Unsustainable management of fisheries resources

Underlying these risks, are barriers or impediments to change that potentially limit the effective response to these challenges by the hemisphere.

- Lack of framework plans to manage the diverse demands for shared resources
- Weak institutions and limited budget for trans boundary migratory concerns
- Lack of an integrated and hemispheric scope and management vision

2. Rationale and Project Objectives

The sustainable development and management of trans boundary migratory species requires the efforts of all 34 countries to take advantage of the opportunities and overcome the barriers to resolving the critical transboundary issues summarized in **Annexes 1 and 3.**

2.1. Rationale for the Project

At the ministerial level, the agencies designated to protect wildlife have stated that the need to work collaboratively on a regional basis has escalated in the last century as threats to wildlife populations in the Western Hemisphere become more complex, with greater impacts on biodiversity operating across broader geographic scales. Modern threats to marine and terrestrial wildlife in the Western Hemisphere present challenges that can only be addressed effectively by the strategic alignment of stakeholders in wildlife conservation throughout North America, Latin America and the Caribbean.
As a result of this growing need for regional cooperation, in October 2003, representatives from 25 government wildlife agencies in the Western Hemisphere and over 40 international conservation groups and stakeholders came together in Termas de Puyehue, Chile, to participate in the Western Hemisphere Migratory Species Conference. With a visionary disregard of traditional geographical and political borders, and an expanding mandate to look at conservation of all migratory species and common wildlife conservation issues, government wildlife agency representatives and non-government organization participants of the Conference created a forum for collaboration and cooperation to conserve the valuable wildlife of the Western Hemisphere.

The purpose of this conference was to develop cooperative strategies for conservation of migratory species and collaboration more broadly on a wide array of wildlife conservation issues among the countries of the Western Hemisphere. **Annex 1** provides the "Top Priority Migratory Species Needs" as identified by the 25 country representatives at the Chile Conference. The representatives created an Interim Steering Committee (see **Annex 2** for a list of Committee members) to augment implementation of the key priorities identified at the Conference, one of the most important ones being to increase wildlife management capacity building to countries in Latin America and the Caribbean. All priorities are within the specific context of international or regional conservation needs for migratory species.
The Second Western Hemisphere Migratory Species Conference entitled "Hands across the Hemisphere: Helping People to Help Wildlife" took place January 17-20 2006 and was attended by over 100 participants, representing 30 countries of the hemisphere and more than 60 NGOs and Conventions. Hosted by the Minister of Environment and Energy of Costa Rica, the Conference reviewed the priority needs identified in Chile, with a focus on capacity building. The event was devoted to review and finalization of this GEF proposal. Participants were asked to identify and prioritize "Capacity Building Needs for Transboundary Migratory Species". (See **Annex 3** for a complete description of the methodology used). The result was a comprehensive, prioritized training matrix of needs for marine and terrestrial wildlife personnel in the hemisphere. The participants also provided guidelines on:
The geographic level at which each capacity building program should be delivered (nationally, regionally, hemispheric);
existing programs that can deliver this training;
an assessment of the size of population to be trained and duration of courses;

what institutional support already exists and is needed;
which curricula exist and whether it needs to be improved/consolidated;
what scholarships/internships/mentoring opportunities and faculty/student/information exchange opportunities are available;
a demand driven procedure for procuring and delivering cost effective training utilizing a Request for Proposals (RfP) format.

In summary, the meeting furthered consensus between government wildlife experts and NGOs on a hemispheric strategy to address capacity building and training needs for migratory wildlife conservation in the region. The result has been this demand-driven project for strengthening human, technical and institutional capacities through formal courses, seminars, workshops, exchanges, and the distribution of learning products and services throughout the region on a wide range of topics related to habitat management for migratory species and sustainable development. Activities proposed are targeted to reach audiences that include policymakers, academics, nongovernmental organizations and leaders of civil society. This project is intended to strengthen the capacity of institutions to better manage environmental and natural resources in more sustainable ways that take in account local, national and regional factors. This regional project will also address the problem of habitat and land degradation and loss of ecosystem goods and services -- migratory species in particular -- by mainstreaming sustainable management practices into national development policies and management techniques. Because the project is focused on migratory species, it incorporates regional collaboration and shared efforts and regional level improvements in resource management.

This proposal has been prepared and endorsed by the Western Hemisphere Migratory Species Initiative (WHMSI)'s Interim Steering Committee, including:
Government representatives from the following countries: United States (Chair), Colombia, Costa Rica, Saint Lucia, and Uruguay; International Conventions: Wetlands (Ramsar), Migratory Species (CMS), Inter-American Convention for the Protection and Conservation of Sea Turtles, and the Protocol concerning Specially Protected Areas and Wildlife of the Wider Caribbean (SPAW); and International NGOs: Birdlife International, American Bird Conservancy, Western Hemisphere Shorebird Reserve Network, and World Wildlife Fund. In addition, the proposal has been shared with and received support from contributor countries such as Canada, Costa Rica, the Dominican Republic, Haiti, Paraguay, Saint Lucia and Trinidad and Tobago. Ecuador and Panama have sent additional letters of support for WHMSI. The Environment Minister of Costa Rica is one of the leading advocates of this initiative and has reached out to other countries to solicit their support of WHMSI. The WHMSI concept and the need for capacity building were approved in 2003 and 2005 by wildlife directors of all countries in the hemisphere. (See Annex 4 for endorsement letters).

National support and participation may also be measured by the hundreds of hours of staff time contributed toward the start-up and project development efforts and by the demonstrated willingness of agencies and organizations in-country to share migratory species information. As a regional project, all countries of the Americas will be able to benefit directly or indirectly from this initiative, but direct in-country expenditures of GEF funds, which are expected to be minimal, will only take place in endorsing countries.

2.2. Program objectives

The goal of this 5-year, US$15 m project ($5m GEF, $10m co-financing) is to build upon existing WHMSI and other migratory species efforts to significantly enhance the conservation of shared migratory species throughout the Americas by strengthening institutional and human capacity, political commitment, international cooperation, and public-private partnerships at regional, national and local levels.

Project objectives include to:
Build country capacity to conserve and manage migratory wildlife and its habitat, enforce national wildlife laws and meet international obligations.

Strengthen wildlife administration through training of trainers programs.
Raise public awareness of the ecological, economic and cultural importance of migratory species and the need to conserve them.
Promote coordination and partnerships to facilitate information sharing, monitoring and research.
Exchange scientific and technical expertise through collaborative projects and other efforts to build capacity in human and technological resources;
Facilitate the sharing of resources available for network-building to more effectively build partnerships among what might otherwise be isolated national implementations.
Ensure coordination with other regional efforts such as WHSRN, SPAW MPAs Training Program, NABCI, REMIB, INBio, CRIA, Humboldt-Colombia, DISCOVERLife, Species Analyst, AndinoNet and CariNet, CREHO, and WIDECAST, as well as global efforts such as CMS, Ramsar, CBD, CITES, GBIF, and BioNet.
Digitize and translate relevant data to allow searching and retrieval and increase the amount of migratory species information available to all interested stakeholders.

The **output/outcomes** of the project will include:

- Assessment of capacity building needs for the conservation and management of transboundary migratory species at the hemispheric and subregional levels.
- Implementation of multi-year capacity building plan that measures progress by people trained, skills acquired, institutional strengthening, long-term sustainability, and replicability to other regions. Because of the wide spectrum of levels at which training must be delivered, the project will use a delivery system structured around "training the trainers" courses. Types of training to be conducted include short courses on wildlife management, environmental education and social aspects of conservation, in-service training, protected area management, graduate programs, learning-by-doing workshops, and distance learning, all with a focus on transboundary migratory species. Elements of the plan include institutional support; scholarships, internships and mentoring; faculty and student exchanges; outreach and electronic information exchange; and institutional networking.
- A cadre of experienced trainers that will be not only essential for the actual expansion of the training programs but can also serve in other advisory roles, including peer mentoring, for addressing local and national issues and contexts.
- Increased efficiency of, and access to, existing capacity building programs
- Systematization of existing training materials, with a focus on migratory species and trans-boundary biodiversity issues.
- Facilitation of collaborations with other relevant intergovernmental fora and international initiatives such as those of CMS, Ramsar, IAC (Inter-American Convention for the Protection and Conservation of Sea Turtles), SPAW Protocol to the Cartagena Convention, CBD, IABIN, The Global Register of Migratory Species (GROMS), the NAFTA/CEC North American Conservation Action Plan, World Heritage, Regional Seas, UNESCO MAB, and IUCN Commission on Protected Areas, among others.
- Coordination of migratory species aspects of key related conventions (e.g. Migratory Species, Ramsar, Cartagena's SPAW Protocol, Desertification, Climate Change, World Parks Congress outcomes, IAC).
- Information exchange and improved decision making (at national and regional levels) about biodiversity and endangered species, as well as fragile natural areas and ecosystems that provide ecosystem services.
- Promotion of legal initiatives and incentives to assist with improved migratory species conservation in the Americas.
- Identification of new methods to counter threats to migratory species, including inadequate land use planning and oversight, overexploitation, habitat degradation and loss, invasive species, fisheries bycatch and climate change, among others.
- Increased visibility of successful national and regional initiatives (such as NABCI, the MesoAmerican Biological Corridor, Path of the Panther, WWF Reduction of Sea Turtle Bycatch in the Eastern Pacific, WWF Trans-Atlantic leatherback conservation, the collaborative research and management activities of the WIDECAST network, etc.).

- Contributions to implement road map developed to assist the process of the CBD/WSSD 2010 reduction in biodiversity loss target. (See **Annex 6** for how WHMSI Project Supports Specific Decisions Related to the CBD COP).
- Increased fundraising revenues during the five years of the project, to demonstrate financial sustainability beyond the life of the project.
- Long-term institutionalization (beyond life of the project) of training programs supported by the capacity building plan.
- Digitalization and translation of relevant data to allow searching and retrieval and increase in the amount of migratory species information available to stakeholders.

3. Components/Activities and Expected Results

Activities:

The WHMSI Focal Points, representatives of international and multinational organizations and initiatives, and migratory species experts have decided that it is not necessary to request PDF project preparation funds as the project is sufficiently well developed to go to the full project proposal stage. After an extensive consultative process, the following proposal was developed for submission to the GEF Council that outlines the technical requirements for implementing the proposed activities.

The following specific activities, as pertinent to the conservation and management of transboundary migratory species, will be undertaken during the project:

Note: some of these activities have already been initiated as part of the project development phase

Component 1. Development of the hemispheric network

This process will ensure that the implementation of WHMSI is responsive to the needs of the natural resource conservation and management agencies in the region (this will include Fisheries and Wildlife Service Agencies). Activities:

a. Review and compile background documentation on issues, projects, and other topics relevant to existing capacity building initiatives in the region, their effectiveness and follow-up with graduates; identification of institutions and experts which might fill gaps in training needs, and exploring new mechanisms for capacity building (such as distance learning) and financial sustainability in the region.
b. Fully engage WHMSI participants, both individual and organizational, as well as other appropriate experts, including representatives of other relevant GEF-funded projects, in defining the specifics of a broad-based, hemispheric capacity building initiative. Include assessing capacity gaps, to precisely focus WHMSI capacity building efforts and tailor them to the hemisphere's highest priority needs.
c. Define the specific types and levels of training most needed in the Hemisphere, including their subject and audiences, duration, delivery mechanisms, key training components, potential attendees, and institutions which might offer and/or complement such trainings.
d. Convene follow-up meetings as appropriate on a sub-regional or hemispheric scale of WHMSI participants and other experts to better refine capacity building needs and delivery mechanisms for WHMSI and expand the partnership base for delivering specific capacity building programs.
e. Finalize a report with the outputs from the requirements definition process.

Component 2. Institute collaborative partnerships with other initiatives and organizations

Proposed activities will ensure that WHMSI development is complementary to and supportive of other initiatives, helping to meet the objectives of those initiatives as well as its own. It is important to note that four key international governmental entities (Ramsar, CMS, Inter-American Convention for the Protection and Conservation of Sea Turtles, and the Protocol on Specially Protected Areas and Wildlife in the Wider Caribbean (SPAW) are active members of WHMSI's Interim Steering Committee. Activities:

a. Conclude formal Memoranda of Cooperation, as appropriate, with global treaties and accords (e.g. CMS, Ramsar, CITES, and the CBD) and hemispheric agreements (e.g. Inter-American Convention for the Protection and Conservation of Sea Turtles, SPAW Protocol to the Cartagena Convention) defining the collaboration with WHMSI.
b. Establish partnerships with successful national and sub-regional capacity building initiatives, so that they may be linked into the hemisphere-wide network and can be built upon to more effectively deliver capacity building on a hemispheric scale.
c. Develop MOUs including formal agreements where necessary, with other relevant initiatives including WHSRN, Global Register of Migratory Species (GROMS), CREHO, IAC, NABCI, and many others.
d. Develop explicit working relationships, including agreements for training and information-sharing, with international and national academic institutions, private enterprises, and NGOs (e.g., World Wildlife Fund, American Bird Conservancy, Birdlife International, IUCN, IABIN, World Resources Institute, Conservation International, The Nature Conservancy, Association for Biodiversity Information, Wetlands International, WIDECAST, etc.). (See **Annex 7** for an example of an ongoing initiative – "Sharing Information About Western Hemisphere Migratory Species Initiatives through New Bilingual Web Pages and the Eco-Index".)

Component 3. Implement capacity building plan

The capacity building plan will be implemented through a demand driven grant award process. Matching grants will be awarded to institutions with proven abilities to lead training courses in the priority areas identified by countries and ngos/conventions at the 2006 Western Hemisphere Migratory Species Conference. A request for proposals (RfP) process will be initiated to seek proposals from institutions that seek to further WHMSI objectives. A technical review committee will be formed to evaluate proposals for grant financing based on pre-established criteria (see **Annex 5**). A short proposal format will be filled out, and a one-page project budget will show how WHMSI funds will be spent. One to one (1:1) co-financing will be required and must be provided by the institution. institutions with the highest scores will qualify to receive grants. In the review of proposals, evaluators will seek to achieve a subregional balance within each of the grant cycles during the life of the project.

Based on an understanding of user needs and the findings obtained under items 1 and 2 above, develop a multi-year capacity building implementation plan; include estimates of the resources required for each stage of implementation. This will require convergent efforts to provide for (i) the availability of trained technical personnel; (ii) strengthening of national and regional institutions involved in training and environmental management; and (iii) provide means to recover and transfer useful traditional knowledge/skills, combining these with new knowledge, in order to empower local communities to share in the management of their natural resources.

Implement multi-year capacity building implementation plan. (See below *CAPACITY BUILDING IMPLEMENTATION PLAN)* for an outline of the capacity building implementation plan, the types of training needed, and elements to be included. These needs and methods of delivery were identified at the 2006 WHMSI Meeting in Costa Rica, which included participation of wildlife directors from 30 countries in the hemisphere, as well as more than 60 NGOs and relevant international conventions. Implementation will be through a Request for Proposals process that will seek collaborative partnerships to deliver the demand driven capacity building programs. (See **Annex 5**.)

Define the details for creating a sustainable base of capacity building infrastructure that would remain in place beyond the funding life of this GEF initiative.

<u>Capacity building implementation plan</u> for improved migratory species conservation and management in the americas hemisphere -- priority areas and activities as identified by Western Hemisphere countries at the WHMSI meeting in San Jose, Costa Rica, January 2006

The capacity building implementation plan will provide support for the long-term development and continuity of regional training to support conservation and management of migratory species in the Western Hemisphere countries. The plan will address each of the themes and target audiences summarized below. This section also provides a brief definition of the target audiences as well as a more comprehensive description of courses for each priority area. Finally, the section includes a list of benefits and contributions expected from all the courses in the capacity building implementation plan, as well as a strategy for the institutionalization of training programs, which will seek to ensure their long-term sustainability beyond the life of this project.

a) Monitoring and Evaluation (for Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, and Upper Level students).
b) Administration, including Fundraising/ Financial Mechanisms, Organization Administration/ Management, and Project Development/ Management (for Protected Area Managers, Local NGOs, and Technical Conservation Personnel)
c) Social and Economic Issues: Law, Policy Understanding and Compliance / Conflict Resolution / Economic Incentives (for Legislators-Political Officials); Sustainable Development and Ecotourism (for Community Leaders)
d) Environmental Education and Outreach (for Teachers, Local NGOs and relevant government organizations.) *Note: Although hunters/consumers/fishers and the media received enough marks to be part of this theme, the proponents decided that these were not audiences to train on how to do environmental education but rather should be recipients of environmental education).*
e) Sustainable Resource Use, including Sustainable Harvest, Sustainable Collection and Best Practices (for Hunters/Fishers/Consumers; Community Leaders; and Industry)

Definition of Audiences:
Park Personnel: In some countries protected area park guards are the only public presence of the national government. For some participants this would be their first on-the-job training experience.

Protected Area Managers: Management of protected areas is sometime done by government personnel, often located far from the protected area, and, in some countries by staff of non-government organizations contracted for that purpose. We include both in this category.

Technical Conservation Personnel: Employees of government terrestrial and marine wildlife and conservation agencies, or non-governmental organizations, as well as fisheries agencies relevant to migratory species. To continue success of employee participation, close collaboration with local governments will be critical to appropriately reflect local needs and issues.

Local NGOs: Non-governmental organizations and grassroots development organizations that have the know-how and influence to play a critical role as trainers, communications channel and interface between local communities and the relevant elements of the capacity building plan.

Upper Level Students: Future conservation professionals (wildlife biologists, managers, local leaders, and policymakers), pursuing Master of Science (M.Sc.) and certificate level degrees, as well as some doctor of philosophy (PhD.) degrees in natural resource conservation and management.

Community Leaders: Community leaders and/or "opinion leaders", including media practitioners, would be selected from those progressive members of the community that can catalyze actions and make the extension message compelling (“train the trainers”).

Legislators-Political Officials: Select groups of policymakers, most with likely little background in the environmental sciences and issues related to conservation and sustainable development, and who will influence decision making in this field.

Teachers: Select individuals at the elementary and secondary levels responsible for designing and delivering environmental or science related curricula, as well as selected individuals at relevant institutions or organizations (national or regional) involved with the science/environmental curricula (eg. at Ministries of education).

i) Monitoring and Evaluation for Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, and Upper Level students

Successful, long-term conservation of a species and its habitat relies on knowledge of its biology coupled with integrated efforts to protect and manage that species and habitat in a sustainable manner. Monitoring is an intricate endeavor because it involves complex technical issues related to the monitored objects, and involves multiple scales and attributes: from local-level (species), to populations, whole ecosystems and entire landscapes. Policies are built upon knowledge about the state of the system (evaluations and appraisals), which are generated from monitoring efforts. Governments have wide-ranging monitoring needs that are fundamental requirements for their resource management needs. Monitoring programs must be comprehensive in scope, coherent with management needs, and sensitive to the technical issues that affect project design. Resource surveys provide the foundation for the establishment of national conservation programs and policies. Monitoring is generally costly, and its value is highly dependent on a technically adequate design.

Training in this subject area will be driven by funds available, rather than by need, in that the need far exceeds the resources to be raised in this proposal. Typical training workshops would range from 5 to 10 people per instructor. Using a "training-the-trainers" approach could lead to a 3:1 multiplier where each person to be trained commits to training an additional three people each. Audiences should be categorized according to function: 1) on-the-ground data collectors; 2) site/protected managers, NGO leaders; community leaders; 3) senior national conservation personal. The on-the-ground personnel need to have at least some of the training done locally, and specific to the taxa and habitats to be monitored. The "higher-level" (farther from the field) audiences need less detailed, less hands-on information. These audiences could be trained regionally or hemispherically, perhaps with distance-education technologies. For this reason, we recommend development and delivery of a modular training. Training is envisioned to be organized around two modules:

Module A. Basic Principles and Practice of Monitoring

Monitoring is a specialized, costly endeavor in which project design is critical and determines the degree of success or failure of any investment for this purpose. Based on purely scientific imperatives, more data is always better, but budgetary considerations force realism on such scientific enthusiasm. In reality, most monitoring efforts are poorly planned and executed and yield data of dubious value. This often leads to unwillingness by funding agencies to "waste" money on supporting such activities. Monitoring has a critical place in adaptive management but it must have a well defined purpose and be technically adequate for it. This module will provide managers and decision-makers (park personnel, protected area managers and technical conservation personnel) a basic familiarity with monitoring concepts, how it fits into management and sustainability notions, and familiarity with scale/grain issues. Whereas actual design is therefore best left to experts, this course will familiarize managers with basic principles needed to help guide the development process of monitoring efforts that are biologically sound as well as technically correct.

Module B. Participatory Techniques for Problem Identification/Definition. The most important step in problem solving is problem definition. Whereas scientific problems are commonly sharply defined, addressing social problems requires sifting through a broad spectrum of different perspectives and appreciation of reality. This makes the "capturing' of policy requirements difficult and elusive. However, several methodologies have been developed (such as Soft System Methodologies) to capture the nature of the problem(s) and to define approaches and strategies to address them. These tools involve methods for management of guided interventions where people with different objectives and perceptions discuss, increase their understanding of the problem at hand, and develop shared visions. When confronting

complex, multi-stakeholder social or environmental problems, scientific risk assessment and risk characterization must be combined with broad social participation in an iterative, "analytic-deliberative" process. In this approach, stakeholders, including experts and non-experts, work together to characterize and determine appropriate responses to risk by integrating scientific, social, ethical, and political perspectives into a common shared framework for decision-making.

This module will provide participants the skills needed for establishing a participatory framework of stakeholders that should lead to the creation of a cooperative decision-making environment in which trust, understanding, and mutual reliance can develop and persist. Since participatory policy analysis is democratic in its integration of various types of information, including quantitative and qualitative, analytical and perceptual, and objective and subjective, it can be highly demanding of social resources, including time, money, and stakeholder commitment and skills. Participatory policy analysis is a search tool for broadly acceptable and implementable solutions, rather than for optimal solutions that may be difficult to implement.

Several taxa, especially certain bird groups, sea turtles, cetaceans, and Monarch Butterflies, have on-going monitoring and training programs, which currently lack cooperation and coordination. Among the efforts that could be integrated into the WHMSI activities are those offered by the following institutions: Point Reyes Bird Observatory; WIDECAST & University of West Indies; ParkFlight (US National Park Service); Invasives Information Network; Government of Jamaica; PROAVES-Colombia; and Institute for Field Ornithology (American Birding Association).

ii) Administration (Fundraising/ Financial Mechanisms; Organization Administration/ Management; and Project Development/ Management), for Protected Area Managers, Local NGOs, and Technical Conservation Personnel

Resource management involves active development of organizational skills and leadership. Modern resource managers are asked to address increasingly complex issues and participate in multiple-stakeholder decision-making processes. A foundation for effective administration is the development of good judgment and three broad types of skills: human, technical and conceptual (ability to integrate and coordinate). This is true for administrators at all levels.

This training will build on and help disseminate several ongoing programs provided by organizations such as TNC, WWF, UNDP, AESI, USAID, OTS, Birdlife International, USFWS, Ducks Unlimited, IUCN, UNESCO, CATIE, UCI, UNA, Proarca/Costas, Universidad de Cordoba, Colorado State University, Boticario, CIPAM/USDA, University of the West Indies, Salvanatura, and others. These programs will be adapted to reflect subregional needs and their curriculum materials will be standardized as much as possible to focus on migratory species and the areas that are most important to those species. Existing manuals, directories, magazines, websites, and other relevant resources will be consolidated and disseminated.

Short courses (1-4 weeks) would be preferable as the delivery method for this training, since it may be hard for government and NGO employees to obtain permission to participate in longer sessions. In order to reach out to the maximum number of people, the project will focus on training the trainers, the creation of a network of educators, and information dissemination through the Internet. The Request for Proposals process will be used to identify the best delivery mechanism for the courses, which could be designed around specific topics or audiences to be trained, depending on the strengths and skills of the proponents.

Priority topics to be included in the training courses include:
<u>For Protected Area Managers:</u>
- Logistics and infrastructure
- Communications and negotiation with elected officials regarding decisions on migratory species conservation
- Basic administration skills

- Strategic planning for operations
- Human resource management
- Importance of cooperation with all stakeholders
- Strengthening and work with communities
- Addressing plagues and invasive species
- Safety issues (snakes, bees)
- Cooperation and synergies with NGOs
- Ecotourism management, buffer areas, interpretation programs
- Conflict resolution
- Budget administration

For other Technical Conservation Personnel:
- Strategic planning (to include migratory species issues)
- Design, implementation, monitoring and evaluation of conservation projects
- Design of indicators of performance and success
- Importance of cooperation with various stakeholders (communities, NGOs, academic institutions, etc.)
- Budget planning and administration

For national and local NGOs:
- Strategic planning of administration and resources
- Internal structure management, including staff and Board management
- Financial mechanisms such as grants, membership, contracts, benefits, endowment funds, land acquisitions, easements, debt for nature swaps, land stewardship
- Fiscal management and responsibilities, legal issues
- Profit sharing (for co-management agreements)
- Communications, marketing, public relations, lobbying, corporate support
- Cooperation with other NGOs, agencies and private landowners
- Project management (budget, timelines, risks; indicators of success)

iii) Social and Economic Issues: Law, Policy Understanding and Compliance; Conflict Resolution; and Economic Incentives for Legislators/ Parlamentarians/ Political Officials. Sustainable Development and Ecotourism for Community Leaders

Social and economic issues identified as priority for these courses include site/habitat protection mechanisms such as traditional first generation control-based approaches (legislation/regulations) as well as new governance structures based on non-regulatory approaches (MOU's, landowner partnerships, Codes of Conduct and incentives). Non-regulatory approaches can be better suited to address large-scale, dispersed conservation issues. Promising new generation approaches will be examined, particularly private-sector based partnerships and state-federal mechanisms. These approaches are "place-based" and civic oriented, engaging communities and emphasizing cooperative rather than intrusive methods while working within the context of established legislation.

Resolution of complex problems requires approaches that are widely acceptable, practical to implement, technically and economically feasible, and politically achievable. Conflict can be a source of pain and loss of potentiality or it can be an opportunity to generate adaptation and ultimately far-reaching unity. This training will provide participants with basic techniques to address social and economic issues using case studies that illustrate aspects of bargaining and negotiations as they occur between government, environmental advocates and other affected stakeholders, and will provide examples of opportunities and obstacles in various resource management contexts.

For Legislators/Political Officials, course duration will be 5 days for legislators, ½ day for ministers, and 2 weeks for technical advisors (not as prone to turn over with change of administrations), including 2-3 participants per country. The courses will be professionally facilitated, and would take place in an attractive location to entice participation. Partial scholarships will be provided to facilitate attendance.

Curriculum will be based on existing programs by organizations such as CMS, CITES, CCAD, CATIE, Katoomba group, Forest trends, University of Peace, GLOBE (Global Legislators Organized for a Balanced Environment), and other international NGOs and universities.

Key topics to be included in the courses are: International Conventions and regional agreements; Environmental impacts on migratory routes and main threats; Key sites and species for each country/region to protect; Importance of best practices regionally and internationally; Exchange information about existing legal instruments; Development of international instruments under CMS to coordinate national level migratory species conservation activities across a migratory range; Harmonization of legislation; Application of national legislation; Legal processes from investigation to court; Forensic techniques.

For Community Leaders, the training will be structured as a training of trainers (TOT) model and will be conducted subregionally and/or nationally for periods of 3-4 weeks. Priority will be given to communities in or near key migratory routes.

Training modules will be designed using materials from existing training programs conducted by, among others, USFWS, CMS, CITES, Park Rangers in Argentina, RENCTAS, WWF, Environmental Law Institute. Key topics to be included are: identification of migratory species; migratory routes, general knowledge of ecosystems and species as well as present threats; protection plans, international conventions, survival in mountains, scuba diving, first aid, policing/enforcing techniques, alert system and monitoring on a national level. Existing ecotourism initiatives will be highlighted, as well as sustainable fisheries, such as the incidental catch program in Ecuador; Whale ecotourism in Panama; UNDP ecotourism projects; Patagonia activities by the Fundacion Patagonia Natural; and ACTUAR for community tourism.

iv) Environmental Education and Outreach (Public Awareness, Communications and Extension Skills), for Teachers, Local NGOs, Community Leaders and Governmental Education Officials

Progress toward the goal of sustainability, and co-management- the sharing of responsibilities between government and resource users, is directly correlated with the degree to which local people become involved in developing the resource management strategies. This requires the empowerment of local communities so that they may effectively blend new knowledge and technologies with traditional ways of doing things in order to develop sustainable, economically feasible, and socially just resource management methods. Therefore, the training will provide participants with the necessary tools and skills to develop effective and adaptable education programs and activities on migratory species conservation suitable to local issues, conditions and circumstances.

Through the Request for Proposals process, the project will identify the best suited candidates to conduct this training. It is anticipated that 2-3 courses (1-2 weeks each) will be conducted annually to train about 20 trainers per course, who would then commit to train others regionally. Seed funds will be provided to conduct such subsequent training. Specific activities to be included are:

a. Design of course and manual: the course will be generic in nature by highlighting cross-cutting themes, and focused on how to implement effective environmental education with emphasis on migratory species conservation applicable at different local or regional levels. It will be hemispheric in application but adaptable to a variety of delivery mechanisms and regions. The course will be translated in different languages. Although there is no existing course focused on this subject area and with a hemispheric approach, the newly designed materials will build upon existing efforts.

b. Development of specific criteria for selection of course participants to help address issues of sustainability and institutional support.

c. Training of trainers at an existing center. These trainers would in turn commit to train others in their countries or regions of influence. Seed funds will be provided to develop and/or implement plans that (1) help people become aware of the value of migratory species and their habitats; (2) educate people about threats to these species and how they can contribute to improve their management; and (3) motivate people to support or implement policies to conserve and manage these species.

d. Use of virtual (eg. Eco-index, IABIN) and real libraries to disseminate course manual.

e. Identification of opportunities to incorporate or expand scope of environmental education related to migratory species within current national curricula.

f. Build/expand a network of environmental educators within the hemisphere.

v) Sustainable Resource Use (sustainable harvest, sustainable collection and best practices), for Hunters/Fishers/Consumers and Community Leaders; Industry

Training in this area will be organized around five 2-week courses to train 50 trainers per year. Seed funds will be provided to support the activities of trainers related to the development of model projects, or to the expansion of successful ongoing model projects in the field of capacity building for migratory species conservation. Data collected by the trainers will be analyzed to evaluate the impact of this training from a regional perspective.

Trainers will train at a regional level as multipliers, and these multipliers will train the final target audience (consumers, hunters, fishers, and community leaders on one hand; and industry, on the other), with the number of beneficiaries at the local level varying according to local factors. Two modalities of multipliers are envisioned: 1) a specialist in a specific subject area, and 2) a generalist that facilitates access to key organizations that work with industry, to the existing tools (e.g. certification processes, manuals, etc.) such that they can in turn approach the industry with avenues to adopt best practices. The generalist is expected to work at a regional level. Multipliers should be staff of organizations or institutions that cover their salaries during the training and implementation of their projects. Information should be disseminated locally, and all levels should share in the lessons learned. In order to reach out to hunters, fishers and consumers, the project will encourage the development and implementation of local initiatives with regional promise and the scaling-up of those with demonstrated success at a model level.

Courses (for trainers and local recipients) would last two weeks for both industry and hunters/fishers/consumers/community leaders. However, in the process of identifying the best provider of these services, the WHMSI Steering Committee will also consider that training might be more effective in stages, and that subsequent opportunities should exist to build on training through refresher courses, networking, and other opportunities. The web in particular may offer additional modules, a platform for sharing experiences and updates, as well as other resources for trainers and local recipients. It is envisioned that training will take place at regional centers, bringing students to the center, in order to foster a regional vision and to maximize the benefit of cross-border ties and the potential for sharing of experiences among professionals.

Curricula for these courses will be based on existing materials, with a particular focus on transboundary migratory species. Some materials may need to be redesigned to accommodate persons who cannot read. Equipment, Internet access, and tuition support will almost certainly be needed. Even though there is no existing training program on Sustainable Resource Use that incorporates a vision for hemispheric migratory species conservation, there are numerous NGOs, academic institutions and government agencies in the hemisphere that regularly provide capacity building at a community level. Therefore, no new institutions will be needed in order to meet trainer needs. Existing universities, international organizations and regional environmental programs all provide possible platforms and expertise for developing and implementing trainer programs. These include CREHO; Regional Wildlife Management and Conservation Programs in Costa Rica, Argentina, Brazil, Chile and Venezuela; the Eastern Caribbean

Institute for Agriculture and Forestry; the Institute for International Tropical Forestry; the Jersey-Durham Institute; Universidad para la Cooperación Internacional (Costa Rica); RARE; the Food and Agriculture Organization (FAO); the National Conservation Training Center (U.S,), and the Smithsonian Institution.

For hunters/fishers/consumers, the project will identify whether relevant, related programs of sustainable resource use already exist. The effort will seek indicators to assess the impact of the training program on decisions that pertain to the conservation of migratory species. National governments may have extension officers to work on issues like agriculture, forestry, fisheries and tourism. Industry already enjoys various platforms that could be used to encourage action on migratory species, addressing such threats as the unsustainable taking of migratory species and the impact of industry practices on habitats. These include certification programs (Conservation International, Rainforest Alliance, WWF, Forest Stewardship Council, ISO, EUROGAP, Marine Stewardship Council, etc.); International Tropical Timber Organizations; CMS and CITES Secretariats; Convention on Biodiversity guidelines; incentives for sustainable use (eg., environmental service payments); and others.

Exchanges of experiences and information will be facilitated at a regional level. Courses could be scheduled in conjunction with one or more of several events relevant to these courses, including meetings of IUCN SSC Specialist Groups, Neotropical Ornithological Conference, the Caribbean Biodiversity Conference, Meso-American Society for Biology and Conservation, Amazonia Wildlife Management Conference, International Fishers Forum Organization, International Sea Turtle Symposium, bilateral science and technology meetings, among others. International conventions and entities (SPAW, CMS, Ramsar, CITES' Regional meetings, UNEP, GEF) may provide additional opportunities for exchanges. Private sector events like trade shows or resource-specific meetings may provide another opportunity for information exchange among trainees and experts in the field.

Common elements to all courses:
All courses in the capacity building plan will seek to provide:

Institutional support (institutional and curriculum strengthening): Regional training programs are unable to sustain themselves solely with local funding. Experience has shown that while local institutions can make significant efforts to contribute to such programs, it is virtually impossible for them to bear the burden of supporting a high quality regional program. This project will support the strengthening of core faculty and resource people, enrich that faculty by involving local resource managers in the training process, and enhance the curriculum beyond the present capacity of host institutions to do so. Experienced professionals may be granted lecturing awards to serve as instructors that complement core faculty and as an inexpensive way to transfer expertise. Although primarily intended to support local training, these awards may be offered to support combination training/research when the topic is clearly in the interest of the local program and the country. Curriculum enrichment would be supported by involving the students more actively in field courses and exercises off-campus in rural communities and within government agencies-- such activities would enhance the student's comprehension of the multidisciplinary nature of issues at hand and foster the recognition and understanding of the interlocking social, economic, political and scientific aspects of these issues.

Scholarships, mentoring and internships: Scholarships are needed to sustain the regional participation of students in the training courses. It is fundamental that the regional programs recruit more students from neighboring nations. Typically, support for these students has had to come from outside sources and has been difficult to raise. Internships are intended to provide depth and applied experience to the theoretical foundations acquired through course work. Internships would assist in the development of problem solving skills focused on local issues, economic realities and social/cultural settings. Trainees would have the opportunity to apply their newly-acquired skills in practical projects. Furthermore, it is expected that the internships would provide a mechanism by which trained students may be inserted into local institutions, enhancing their chances of being retained and avoiding the loss of trained personnel to other unrelated activities.

Learning-by-doing for small institutions, workshops & communications to reach industry: would provide the opportunity for participants to receive additional training and to develop new skills. Participants will gain new insights, skills, and techniques to use in their positions. This will also be an important mechanism to transfer methodologies and problem solving approaches between sub-regions.

Electronic Information Exchange: Unpublished reports and other documents, referred to as gray literature, make up the large bulk of written materials on biodiversity related subjects in Latin America. This information has great value for management since generally it is a rich source of local knowledge. Unfortunately, it may be inaccessible because it is spread out in many institutions. Worse yet, this type of information is vulnerable to disappearance since generally these documents are produced in very limited quantity, their value may not be recognized, or they may simply be forgotten. The importance of establishing of a regional information and documentation network is recognized in the Central American Agenda on Environments and Development (UNDP-WRI-IUCN/ORCA-CI 1992). The project will strengthen existing documentation centers which have already initiated the task of document collection, processing (indexing), storage, and digitalization. In coordination with IABIN (Inter American Biodiversity Information Network), the project will make documentation centers operational and useful for technical, policy making and extension/environmental education purposes, as well as efficiently networked in order to provide regional access and coverage. The availability of this technical information will also serve to insure the successful implementation of other GEF and technical assistance activities within the region.

Institutional networking: Through annual meetings of program representatives from the various subregions, the project will seek to improve communications and promote cross-fertilization between the training programs. Associated with these meetings will be program reviews and assessments to encourage the interchange of ideas and the development of activities and curriculum modifications that meet the current needs of the hemisphere as well as to assist in the conceptualization, planning and implementation of activities that address current issues. Project implementation is a learning experience, this self-review process provides a mechanism whereby this accumulated experience may be fed back into the project to improve methods and procedures. It also makes the program adaptive to changing curricular, training and outreach needs, improving its effectiveness.

Institutionalization of training programs to ensure long-term sustainability beyond the life of the GEF project

In order to institutionalize the training programs, a culture of training in the region must be created. This will demonstrate that a demand exists for training in the subject areas and for the target audiences identified by the countries over the long term. In the selection of courses to be funded by this project, special consideration will be given to those who can provide curriculum and materials that can be adapted and adopted by NGOs and other training opportunities, or those which highlight best practices that can be incorporated into local law or promoted by the appropriate conventions, in order to ensure that migratory species issues are made relevant to their projects.

The RFP process for selecting activities to be funded will give priority to proponents who can strengthen existing programs, building their resilience, performance, and long-term autonomy. This will be carried out by building on existing capabilities, strengthening current assets in material and human resources, and critically examining weaknesses and constraints to long-term achievement. Programs will be encouraged and supported to create a "niche" and "identity" in terms of products delivered in order to build demand, prestige and "brand equity". Programs will be strengthened to ensure creativity and indigenous applications of knowledge relevant to the region. Activities should be designed to the highest standards while insuring that they respond to society's current needs, and that they can be delivered in an appropriate format. Partnerships within and among programs will be promoted through functional linkages and overall coordination to ensure that their products and services are offered at reasonable cost, and to offer a wide diversity of products that complement each other. Special consideration will be given to programs that seek to strengthen their delivery mechanisms, through techniques and technologies that

offer the greatest opportunities for low cost delivery. Feedback mechanisms should be implemented to ascertain that program activities address current needs and serve their customers. These mechanisms could include, for example, periodic consultations with resource agencies and MEA secretariats as well as program review meetings. Programs will remain in demand and competitive as long as they can maintain pride in their products, develop useful services, and create strong national and regional constituencies that fully recognize the needs of the society they are embedded in, and which underwrites their existence.

Component 4. Support sustainability, communication and coordination among participants

a. Continue development and maintenance of an international WHMSI Web site and email communication groups.
b. Coordinate working groups addressing the activities of the project.
c. Keep all participating organizations informed of progress.
d. Convene meetings as appropriate of the WHMSI Steering Committee and full hemispheric meetings.
e. Coordinate capacity building programs by resource managers, scientists, policy-makers, and information specialists in the biodiversity community.
f. Prepare and distribute informational brochures for WHMSI participants summarizing the findings and describing the outcomes of capacity building exercises.
g. Prepare and implement financial sustainability plan to assure long-term sustainability of the capacity building program of WHMSI.

Component 5. Administration

a. Provide project management and coordination, meeting logistics support, procurement and disbursement, measurement of time bound quantitative performance indicators, (see **Annex 8**) and overall support to communication among participants. Administration costs in general are to be co-financed with the OAS.
b. Begin implementation of the strategy to establish a sustainable financial base for WHMSI capacity building.
c. Convene meetings as appropriate regarding implementation, oversight and technical review.

Risk, Sustainability and Replicability.

Critical Risks

Risk	Risk Mitigation Measure
Key partnership with leadership countries faulters	The commitment of the US Fish and Wildlife Service and several key countries such as Canada, Chile, Costa Rica and Trinidad and Tobago to WHMSI has been consistent over the last years and there is support at a high level to WHMSI and specifically to provide training services.

Insufficient coordination between capacity building programs	One of the key objectives of the project will have the primary function of ensuring coordination between the capacity building programs.
Insufficient incentives for capacity building programs to adopt WHMSI training methodology	Consultations during project preparations have suggested there is strong demand for coordinated WHMSI training. The project however will need to be flexible and adaptable in recognizing incentives and disincentives and reacting to them.
Major parallel financing does not materialize	Parallel financing of matching grant training institutions will be documented in contractual agreements. Funding support required by the project can be very fungible so if funding does not materialize from one source, it can be readily substituted by funding from another.
Leadership, governance, and commitment of the Interim Steering Committee (ISC) weakens	Commitment of the ISC has been firmly expressed by the Countries, NGOs, and strategic GEF Focal Points and supported by a range of partners (Governments, museums, academic institutions and NGOs).

Sustainability. WHMSI fills a distinct niche occupied by no other network of cooperating nations, NGOs and relevant international conventions. In addition, as a highly decentralized network that is growing in its political and institutional support, we judge the sustainability of WHMSI to be high compared to other more centralized multi-country initiatives. An advantage of a distributed approach is that responsibility is vested in individual wildlife agencies and pertinent NGOs, and therefore "ownership" of the initiative is broader, leading to greater sustainability and a lower overhead in maintaining this hemispheric initiative.

WHMSI will operate in a transparent and open manner and will encourage participation by partners throughout the hemisphere. It will provide added value to existing efforts, and will ultimately measure its success on the basis of on-the-ground conservation achievements. It will not be duplicative of other endeavors, and will build on past and ongoing accomplishments of nations and initiatives through the hemisphere. Its efforts will be based on a demand-driven model of needs identified by the region, a commitment to conservation, application of the best available information (including indigenous and local knowledge), and respect for the cultures and values of the hemisphere. From a focus on institutional and human capacity building, it will address biological, socio-cultural, economic, legal and administrative aspects among others, in its endeavor to mitigate the main threats to migratory species and their habitats. Project partners will operate on the principle of cooperation, its decisions will be based on consensus among its members, and it will be accountable to its constituency.

The WHMSI region is undergoing significant economic, cultural and political change. In order for the countries of the region to respond to these changes and continue to protect the migratory species of the region, capacity building for resource managers is essential. Informed managers will be able to be advocates for resource conservation and management as political and economic processes continue to

evolve in the region. WHMSI's capacity building projects will be responsive to the rapid changing political and economic situation in the region.

WHMSI's goal of offering integrated and coordinated training and capacity building initiatives suggest strong sustainability in the future, as nearly every country in the region has expressed interest in the concept of a more multi-country approach to training and information exchange in wildlife conservation and management. WHMSI aims to develop and promote a new standard when it comes to wildlife management at the hemispheric and trans-boundary levels. To succeed the WHMSI capacity building initiative must be: (1) sustainable at the institutional level; and (2) become a widely established and accepted mechanism for staff training. To become financially sustainable over the long-term the initiative intends to build primarily upon already existing institutions to deliver new and expanded programs. In addition, GEF support will be used to leverage increased commitments of training personnel and infrastructure from these and other institutions entering this field so as to provide greater permanence. This will be achieved by partnering with organizations which demonstrate interest and capacity to institutionalize training beyond the life of the project through, for example, addition of permanent personnel, addition of infrastructure, establishment of an ongoing funding base, creation of innovative funding mechanisms and partnerships, etc. Sustainability will be promoted by insuring that activities funded are of high quality, in high demand, can be offered at reasonable cost, and can be made widely available through diverse media. Institutionalization of training programs to ensure their long-term sustainability beyond the life of this project will be one of the most important criteria when selecting activities to be funded through the Request for Proposals process, as further described in the Capacity Building Implementation Plan on page 22.

The USFWS' ongoing *Wildlife Without Borders* programs provide an annual $750,000 to train over 200 individuals. These projects leverage an additional estimated $5,000,000 in matching funds from other sources. The U.S. State Department has also provided support for this project. Other potential partners include the Critical Ecosystems Partnership Fund and the Parks in Peril program funded by the U.S. Agency for International Development. The project will complement and partner with international efforts supported by the U.S. Neotropical Migratory Bird Conservation Act of the USFWS that has embarked in projects with countries of the hemisphere to identify, map, conserve and monitor Important Bird Areas (IBAs) supporting Neotropical migrants, endemic and globally threatened bird species, and other globally important taxa. An equivalent synergy links this initiative with the U.S. Marine Turtle Conservation Act. These Acts might well serve to co-fund some of the capacity building programs delivered when this initiative is brought to fruition.

WHMSI and this proposal will directly support the implementation of the Convention on Migratory Species (CMS), the only global level biodiversity-related convention that comprehensively addresses all migratory species. A total of 31 marine, terrestrial and avian migratory species from the Western Hemisphere are found on CMS Appendix I indicating that they are threatened with extinction and that CMS's Range State Contracting Parties need to take measures to conserve them and their habitats. As 22 February 2006, CMS has a total party membership in the Western Hemisphere of 11 countries though this is expected to grow significantly between 2006-08. The GEF project will support capacity building efforts within CMS Parties, while providing a strong basis for non-Parties to consider joining the convention as their capacities to manage migratory species increase. Beginning in 1997 through its small grants program, CMS provided seed money to migratory species conservation projects focused primarily on CMS Appendix I. To date, 13 projects totaling over US$315,000 have been funded have been funded in the Western Hemisphere. All projects have had strong capacity building components that have promoted both the theory and practice of migratory species conservation through field level projects. At its thirteenth meeting (Nairobi, November 2005) the CMS Scientific Council recommended that CMS financially support 6 additional small grants projects, including a contribution to the GEF Project, totaling approximately USD 397,000. During the Convention's new triennium (2006-08) it is expected that two new international agreements on migratory bird species will be negotiated and concluded – one on Andean Flamingos; the other on seven grassland birds species in four southern South American countries. In addition, negotiations on a global Agreement for migratory sharks (eg, great white, whale and basking

sharks) will be initiated, as will a pan-Pacific agreement on turtles. Both Agreements would include marine waters found within the Western Hemisphere.

The Caribbean Environment Programme associated with the Cartagena Convention and SPAW Protocol has had a strong presence in the Wider Caribbean for the last 25 years. In addition to a well-established secretariat based in Jamaica, the Convention has been instrumental in developing a number of conservation and environmental management initiatives in the region which will assist and support meeting the short and long term objectives of this proposal. One of these key initiatives is the regional network and forum of MPA managers and its "Training of Trainers" programme launched through SPAW in 1999 to address management weaknesses within MPAs. Through this existing programme managers are not only trained in all aspects of MPA management but also on adult education techniques to conduct local and tailored training activities in their respective MPAs. This approach includes regional two week courses, followed by local training activities which the trained managers are committed to undertake upon completing the regional courses. The eight course modules and manual has been recently revised to include new useful developments and approaches in conservation since the modules were originally developed in 1998. Active partners of this programme have been the Netherlands CZMC, the World Bank, The Nature Conservancy, the UN Foundation through the International Coral Reef Action Network and the MacArthur Foundation. The CEP has also shown leadership in capacity building for the management of migratory species through its partnership with WIDECAST, sustaining a network of more than 50 Country Coordinators across 40 States and territories and emphasizing information exchange related to research, conservation, management and public outreach on behalf of regionally depleted sea turtle stocks.

Another aspect of sustainability is a more narrow focus on the financial and institutional sustainability of the WHMSI Secretariat, as one means to the end of promoting the goals of WHMSI. There is no doubt that WHMSI as an institution needs to benefit from financial and institutional sustainability over a period of at least a decade or two. The institutional sustainability of WHMSI depends on the participation of governments and institutions, particularly members of the WHMSI Steering Committee (who are selected by all members). The continuing interest and commitment of WHMSI countries will of course be a function of the benefits they perceive to result from WHMSI, as the project is oriented to a priority need that has been identified by all countries: coordinated multi-country, trans-boundary migratory species capacity building.

The partnership of WHMSI with relevant Conventions is also significant as WHMSI will be a vehicle for ensuring that the most relevant issues raised at the global level are brought to bear in Latin America and the Caribbean. Any interested international Convention can automatically become a member of the WHMSI Steering Committee.

Finally, the very strong participation and support (including financial) of the governments of North America will ultimately be critical to the success of WHMSI. The United States, Canada, and Mexico are already forging the road towards collaboration and coordination in migratory species through initiatives such as NABCI and the Trilateral Commission, which will serve to channel the support of these three countries in the hemisphere. These trinational initiatives offer much in terms of example and experience in the development and implementation of international efforts for migratory species and the habitats on which they depend. NABCI is an international partnership that operates at international, national and local levels and includes the participation of governments and non-governmental organizations. It is founded on principles of communication and collaboration, among others, to meet common goals which are highly complimentary to the approach adopted by WHMSI. NABCI therefore is well suited to be a significant contributor in terms of capacity, experience and example.

The Steering Committee of WHMSI has recurrent operational costs that must be met for the network to be sustainable. The Committee has however been designed with extremely low costs as it communicates virtually. A number of measures are in place or will be developed to ensure financial sustainability of the Committee and overall initiative, including:

- Grants will be solicited from a variety of international organizations (to date, WHMSI has been supported by grants and financial support from the OAS, USFWS, the U.S. State Department, and numerous other sources of in-kind support from countries in the region, international NGOs and the conventions participating on the Steering Committee).
- The OAS will act as the Diplomatic Host of WHMSI as directed by the Western Hemisphere Presidents and has consistently provided a minimal level of financing.

Replicability The project presents tremendous possibilities of replicability across the Americas, both thematically and geographically. Presently, South America has one of the best graduate programs in wildlife conservation anywhere in the hemisphere. Mesoamerica, on the other hand, offers one of the best in-service training programs. The Caribbean, with a uniqueness of its own, supports outstanding modular workshops addressing the management of coastal protected areas. No one region of the hemisphere offers the best available training at all levels. Consequently, each region has much to learn from one another. The goal of this project is that over time every country in the hemisphere has access to training opportunities at all levels, in their native language, and relevant to their own culture. Conceptually we can envision that each region have a virtual "Center of Excellence," which fulfills each region's training requirements. These Centers need not be housed at a single facility, nor necessarily be located all in the same country. Rather, they must be coordinated in such a way so as to meet each region's training needs.

Important to replicability is coordination with other key actors such as CMS, Ramsar, SPAW, CBD/CHM, IAC and other treaties and international accords. The development of WHMSI's capacity building project has already included contributions by several such initiatives and will continue to include other hemispheric organizations such as the Inter-American Biodiversity Information Network (IABIN) that was mandated at the Summit of the Americas on Sustainable Development, convened also by the OAS. IABIN is an Internet-based forum for technical and scientific cooperation that seeks to promote improved governance of biodiversity and indigenous issues through private-public partnerships.

The WHMSI capacity building initiative is also complementary to the global initiatives mentioned above and, in the long run, will actually help to strengthen the skill levels of personnel from the hemisphere recruited by those entities. Similarly, numerous non-governmental organizations across the hemisphere will serve as important partners both in delivering training programs and engaging as participants. The Eco-Index Matrix of Rainforest Alliance provides a listing of such institutions, which is far too lengthy to present here (www.eco-index.org).

5. Public Participation and Project Implementation Arrangements

The intended beneficiaries are government personnel, industry and communities, as relevant to the conservation of migratory species in the countries of the Americas Hemisphere. An investment in WHMSI will result in global benefits considerably exceeding those that would likely accrue over the next decade through national efforts alone. All the countries in the Americas will benefit directly and/or indirectly from this project, especially communities whose development depends on biodiversity resources, people who are vulnerable to natural disasters, students and scientific community, and policy makers.

Strengthening and replication of successful training programs (past and ongoing) on wildlife management and conservation will be a major objective of this project. Such programs include those offered by the following institutions and countries, among many others:
- Graduate degree programs: Universidad Catolica and Universidad Mayor (Chile); Federal University of Minas Gerais, Belo Horizonte (Brazil); National Autonomous University (Costa Rica); National University of Cordoba (Argentina); UNELLEZ (Venezuela); Postgraduate College, Salinas de Hidalgo (Mexico); St. Louis Zoo/University of Missouri, St. Louis at Guatuzos Wildlife Refuge (Nicaragua)
- Reserve Manager Training: Ducks Unlimited of Mexico; Organization for Tropical Studies (Costa Rica); PRONATURA (Mexico); State Forestry Institute of Minas Gerais, Belo Horizonte, Brazil

- Park Warden Training: Instituto de Historia Natural (Mexico); State Forestry Institute of Minas Gerais, Belo Horizonte (Brazil)
- Decision-Maker Training: Organization for Tropical Studies (Costa Rica)
- In-Service Training for Government Personnel: Instituto Nacional de Ecologia (Mexico); National Council for the Knowledge and Use of Biodiversity (Mexico)
- Community Education: Bat Conservation International (Mexico); Neotropical Center for Training on Wetlands (Chile); San Diego Natural History Museum-PROBEA (Mexico); ARCAS (Guatemala); APECO (Peru); WWF Marine Turtle Program (Costa Rica, Panama, Guyana, Suriname, Colombia, Mexico); West Indian whistling duck and wetlands conservation and community outreach project in the Caribbean.
- Costa Rican training institutions, with support from WWF and the Swiss Government, have formed a loose coalition, including CATIE, UNA, OTS, TSC, University for Peace, and UCI´s Latin American PA School.

As stated above, a key element of the proposed project is coordination with other relevant actors such as the international conventions, treaties, accords and initiatives. Of note, WHMSI is working closely with and has received full support from the Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals (CMS) the Ramsar Convention, the Cartagena Convention and its SPAW Protocol and the InterAmerican Convention for the Protection and Conservation of Sea Turtles (IAC).

CMS aims to conserve terrestrial, marine and avian migratory species throughout their range. CMS Parties strive to protect the most endangered of these animals (found on Appendix I), conserving or restoring the places where they live, mitigating obstacles to migration and controlling other factors that might endanger them. Besides establishing obligations for each State joining the Convention, CMS promotes concerted action among the Range States of many of these species. In Decision VI/20, the CBD Conference of the Parties declared CMS as the CBD lead partner on migratory species conservation while recognizing that migratory species are “unique global components of biological diversity” whose conservation requires international cooperation. As this is a complex process, the WHMSI initiative will work towards bringing the countries of the Western Hemisphere to a level of understanding and capacity that they will be able to accede to or ratify the Convention and will serve as a hemispheric forum to solve problems and identify solutions. Regional collaboration is forged under CMS through specialized international instruments (both binding and legally non-binding) with accompanying action plans. WHMSI will provide a strong basis for growing CMS membership in the Western Hemisphere, the elaboration of CMS Agreements and action plans as well as greater participation in the CMS Small Grants Programme.

While CMS acts as a framework Convention, WHMSI will prove strategic in clarifying agreements and forging less formal instruments, such as Memoranda of Cooperation with the 4 conventions that are already WHMSI partners. WHMSI additionally can break down specific needs of sub regions that share unique conditions such as the English-speaking Caribbean, or the countries that share the Amazon Basin. The development of models tailored to the requirements of the Western Hemisphere is a unique capacity of WHMSI and may prove to be fruitful in getting additional country ratification for CMS.

The Protocol Concerning Specially Protected Areas (SPAW) Protocol, born out of the Convention for the Protection and Development of the Marine Environment for the Wider Caribbean Region (Cartagena Convention, 1983), came into force in 2000 and is still today the only regional biodiversity agreement for the advancement of the conservation and protection of the coastal and marine environment in the Wider Caribbean. The objectives of the SPAW Protocol are to protect important and fragile ecosystems in the Wider Caribbean, conserve threatened and endangered species of the region and protect important species to prevent them to become threatened or endangered. The Protocol establishes the national and regional protection measures for protected areas and species, including the development of guidelines, places emphasis on capacity building, training and awareness and on the need to involve local communities and other stakeholders in all stages of the conservation and management processes. The Protocol also establishes a Scientific and Technical Advisory Committee which meets annually and includes

representatives from the Contracting Parties, other governments and the scientific and NGO community. The Annexes to the SPAW Protocol containing the species requiring special protection include several migratory species. SPAW programs and partnerships within the Caribbean region, ranging from well-established multilateral initiatives such as WIDECAST to more recent programs – e.g. the regional network of Caribbean Marine Protected Areas Managers (CaMPAM) and the Action Plan for Conservation of Marine Mammals in the Wider Caribbean – also stand to benefit significantly from the convergence offered by WHMSI with regard to issue exposure, institution strengthening, intergovernmental commitments, and cross-sectoral coalition-building, training and outreach.

With regard to the Convention on Biological Diversity, WHMSI can make a particularly useful contribution to the extent that CBD is unlikely to provide the sort of protection to migratory species that it offers to endemic species, since their travels take them outside the borders of areas considered priority by CBD. In particular, the training courses and curriculum materials supported by the capacity building plan of this project will contribute towards effective decision-making for migratory species management in the hemisphere. WHMSI can also help governments implement their National Plans of Action that they developed as a response to CBD.

Last but not least, key stakeholders benefiting from this project include funding entities that provide support for capacity building activities and migratory species/ biodiversity conservation. In addition to those listed as official contributors in the following section on Co-financing, potential funding partners that will be approached during the course of the project include established programs like DAAD; WWF's Russell Train scholarships; USAID and other cooperation agencies' capacity building programs; training opportunities supported by the private sector; Fulbright Programs for scholars and international visitors; UNESCO scholarships for young scientists; Joint Ventures; as well as CMS small grants programs.

Project Implementation Arrangements. The WHMSI Committee has requested that UNEP be the Implementing Agency and OAS be the executing agency for this project. The OAS has provided support for WHMSI and will house the political focal points who will be communicated with through the Ministry of External Affairs guaranteeing that activities of WHMSI have approval at the highest levels of Government. Government officials will be also kept abreast of performance of the project. This is a good fit with OAS' mandate to respond to member states in matters of environmental sustainability. The OAS has served as executing agency of GEF projects since 1995 and to date has been executing agency for 15 projects totaling roughly $US 35 million of GEF resources.

WHMSI Project Institutional Structure & Responsibilities

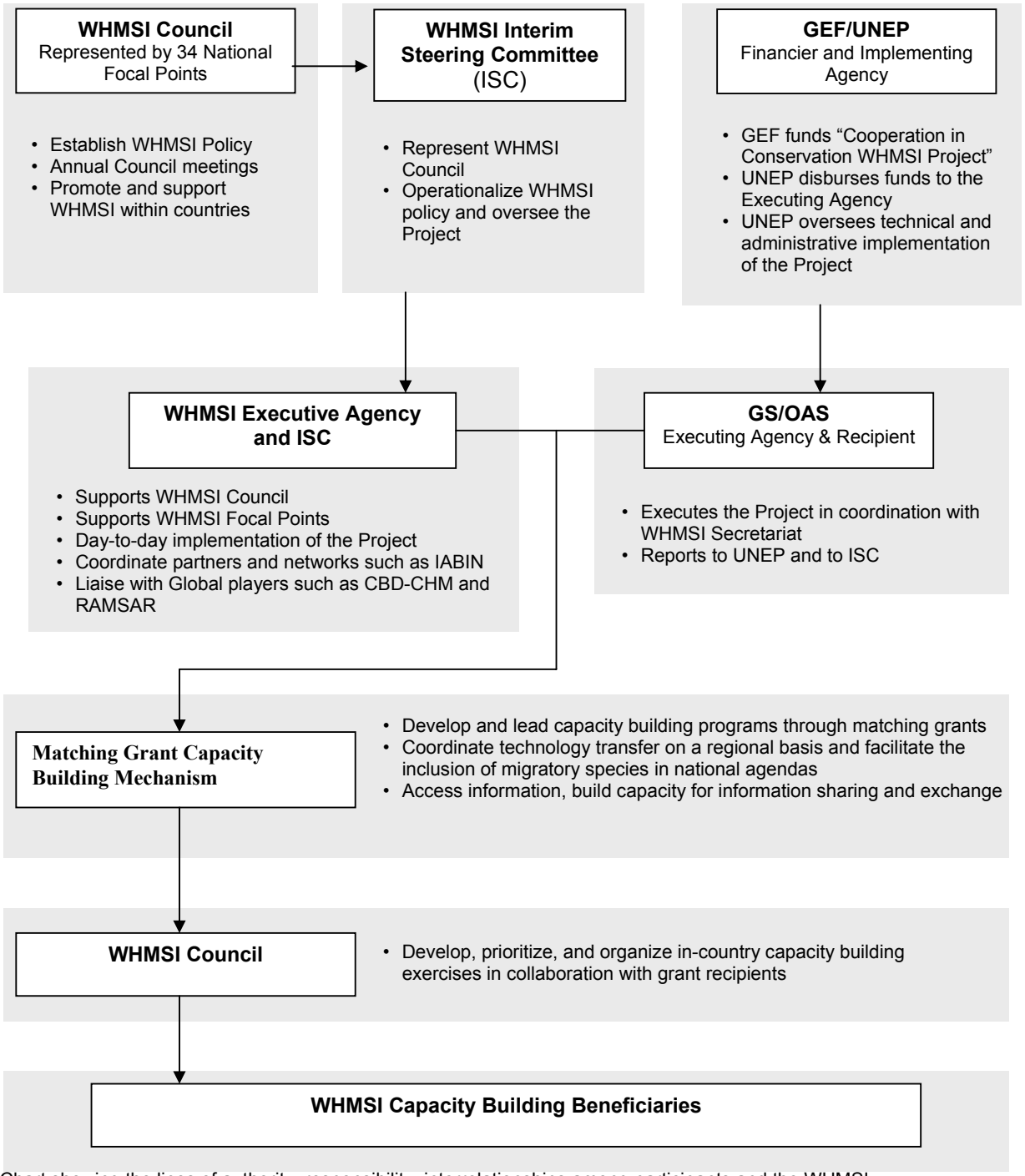

Chart showing the lines of authority, responsibility, interrelationships among participants and the WHMSI Network in accordance with various decision making process (policy, financial and technical procedures).

6. Relationship with other Projects (GEF and others).

GEF-financed activities within WHMSI will include: partnerships to train a cadre of trainers who will then reach out to national and local professionals and communities regarding key issues in the conservation of migratory species; dissemination and systematic sharing of relevant materials and information, including best practices; and incorporation of migratory wildlife concerns in the mainstream activities of the GEF Implementing Agencies. WHMSI will collaborate with other key Hemispheric initiatives such as IABIN and national governments, secretariats, academic institutions, non-governmental organizations, the private sector, and local communities to develop and offer the types of training identified as a priority by the wildlife conservation agencies of the hemisphere. This will include curriculum development, course administration, participant selection, and evaluation, as principal components.

Significant work towards the planning of this project has been completed by the WHMSI Interim Steering Committee which includes representation of five governments (Colombia, Costa Rica, St. Lucia, USA, Uruguay), four conventions (Convention on Migratory Species, Inter-American Convention for the Protection and Conservation of Sea Turtles, Ramsar Convention, Specially Protected Areas of the Wider Caribbean Protocol under the Cartagena Convention), and four non-governmental organizations (American Bird Conservancy, Birdlife International, Western Hemisphere Shorebird Reserve Network, World Wildlife Fund). The WHMSI Committee has conducted electronic, phone and personal discussions (including two in-person meetings of the entire Committee) to further develop this proposal. At a WHMSI meeting in January 2006, wildlife directors of 30 countries in the hemisphere identified the priority themes for capacity building and audiences to be trained through this project, as well as the delivery mechanisms outlined in this proposal's capacity building implementation plan on page 22.

WHMSI will work closely with other GEF projects in the different GEF focal areas such as international waters, land degradation, and climate change that are underway. Seamless coordination will occur in other multi-country or Hemispheric initiatives where GS/OAS is the executing agency. These projects include:

1. Framework Program for the Sustainable Management of the Water Resources of the la Plata Basin with respect to the Effects of Climate Variability and Change.
2. Strategic Action Plan for the Bermejo River (PEA-Bermejo).
3. Implementation of Integrated Management Practices for the Water Resources of the Pantanal/Alto Paraguay.
4. Environmental Protection of the la Plata River and its Maritime Front, to prevent and control contamination and habitat restoration - FREPLATA.
5. Environmental Protection and Sustainable Development of the Guarani Aquifer System.
6. Sustainable Land Management in the Transboundary Ecosystem of the *Gran Chaco Americano*.

7. Project financing and incremental costs

Baseline Scenario

In the baseline scenario, terrestrial and marine wildlife institutions responsible for managing and maintaining flora and fauna typically have to depend upon personnel with little or no training in the field of biological diversity conservation. For example, despite the existence of well over 1,000 protected areas (over 2 million square kilometers) in Latin America and the Caribbean, there exists only two hemisphere-focused training programs via which protected area managers can learn the skills of their trade. All told, these reach approximately 30 managers per year, a minute fraction of the personnel needing training. At the same time, very few countries in the hemisphere offer their own such programs

for natural resource managers, protected area managers and park guards, consequently, most individuals in these positions have no adequate preparation regarding the resources they are managing. The case for protected area and natural resource managers is not unique. The same situation exists up and down the career ladder of professionals in the field of biodiversity conservation.

During the Western Hemisphere Migratory Species Conference in Chile in 2003, countries summarized their activities and financing from academic, scientific, governmental and non-governmental institutions for baseline activities in this area (see http://www.fws.gov/international/whc/matrixcapbuild.htm). Based upon a review of this matrix it is evident that mechanisms for such training at all levels are inadequate.

Under the baseline scenario, natural resources institutions in the region manage wildlife and biological diversity as best they can using agronomists, planners, university biology professors, or individuals with other backgrounds to administer and implement such programs. If wildlife managers had mechanisms to hire skilled personnel and train existing staff at the governmental level, the WHMSI capacity building initiative would not be necessary. In discussions carried out during recent relevant fora of the countries of the hemisphere (including the 2003 WHMSI Conference in Chile, the U.S.-Mexico Canada Trilateral Committee, and the 2005 Meeting of the Society for the Conservation and Study of Caribbean Birds, among others), the concept of strengthening capacity building in the hemisphere so that the conservation of living resources would be managed in the most professional and capable manner has been consistently identified as a priority need.

GEF Alternative

The GEF alternative would expand on the existing capacity building structures in the region and promote greater training opportunities for biological diversity resource managers at all levels. In the preparation of this proposal, the most important types of training needs have been identified at hemispheric and sub-regional scales. This includes such elements as in-service training, park guard and protected area manager courses, and graduate level degrees, among others. Mechanisms to maximize delivery of training to the broadest possible audiences, such as via distance learning scenarios will be explored. Strengthening and replication of successful training programs (past and ongoing) will be a major objective of this project (see section on Stakeholder Involvement and Beneficiaries).

The specific skills and technologies necessary to manage and conserve biological resources such as migrating species, international watersheds and ecosystems do not vary dramatically among countries and regions. This will facilitate certain training opportunities being offered on a regional or even hemispheric basis. At the same time, language and cultural differences, not to mention travel costs, will result in many training programs being regional or sub-regional in nature.

The proposed project will build upon the existing WHMSI framework and other complementary initiatives to support on-the-ground capacity building activities that should have a snowball effect encouraging other donors to join the effort thereby increasing economies-of-scale and efficiencies. As the project is primarily interested in capacity building in the improved management of trans-boundary migratory species, the global benefit is significant and larger than would be if restricted to national level objectives. Migratory species, because of their wide ranging habits have the potential to serve as indicators of sustainability at regional scale. These species provide a forum for developing shared visions and strategies for pursuing sustainability in a cooperative manner and as a multinational joint venture.

With assistance from GEF, WHMSI will be able to: (1) augment (using a broad range of methods such as learning-by-doing programs, short courses, university degree programs, internships, exchange programs, workshops and others), the local skilled human resources available to promote improved management of migratory species to implement future biodiversity/sustainable development projects in Latin America and the Caribbean; (2) expand the capabilities of existing training programs by increasing the scope of their activities, curriculum and outreach components; (3) facilitate the establishment of long-term training institutions in the Latin American and Caribbean region; (4) provide a pool of trainers, fellowships,

internships, and research assistantships to sustain regional participation in such programs; (5) through robust training/outreach activities involving government organizations, NGO's, industry and community leaders, and building on existing models of success, provide the means to empower local communities so that they may be made self reliant and able to address their local resource management problems as pertinent to migratory species conservation; (6) integrate natural resources (with a focus on migratory species) academic training with technical agency applied expertise; (7) support, through capacity building, GEF and other technical assistance projects in the region, contributing to the cost effective implementation of sustainable development activities; and (8) develop a training program with high demonstration value, replicable in other regions of the world facing similar crises of biodiversity loss and lack of response and mitigation capacity.

Table I. Detailed budget according to origin of financing

The total budget of the Project is US $ 15,000,000 (excluding the costs of project preparation activities), financed with a GEF contribution of US $ 5,000,000 and a contribution from other sources of US $ 10,000,000. The component details are included in Table 1 and 2.

Table 1. Co-financing Sources and Type

Name of Co-financier (source)	Classification	Type	Amount (US$)
Organization of American States	Others	In-kind and cash	$500,000
U.S. Fish and Wildlife Service	Others	In-kind and cash	$1,500,000
Trinidad and Tobago Division of Wildlife	Others	In-kind	$50,000
Costa Rica Ministry of Energy and Natural Resources	Others	In-kind	$210,000
Canadian Wildlife Service, and the Conservation Strategies Directorate of Environment Canada	Others	In-kind and cash	$300,000
American Bird Conservancy	Others	In-kind and cash	$1,800,000
SPAW-Protected Areas of the Wider Caribbean	Others	In-kind and cash	$350,000
Ramsar	Others	In-kind and cash	$250,000
CIT	Others	In-kind and cash	$100,000
CMS	Others	In-kind and cash	$85,000
Birdlife International and 16 partners	Others	In-kind and cash	$500,000
WHSRN	Others	In-kind and cash	$100,000
WWF	Others	In-kind and cash	$50,000
PRBO Conservation Science	Others	In-kind and cash	$1,500,000
WIDECAST	Others	In-kind	$1,500,000
USGS-Patuxent Wildlife Research Center	Others	In-kind and cash	$500,000
Conservation Breeding Specialist Group	Others	In-kind and cash	$160,000
Fundacion ProAves	Others	In-kind and cash	$99,200
ARCAS	Others	In-kind and cash	$25,000
CNEH	Others	In-kind and cash	$50,000
OTS	Others	In-kind and cash	$400,000
Universidad de Cordoba	Others	In-kind and cash	$160,840
Universidad Nacional de Costa Rica	Others	In-kind and cash	$564,377
CREHO	Others	In-kind and cash	$20,000
Guyra Paraguay	Others	In-kind and cash	$10,000
Rainforest Alliance	Others	In-kind and cash	$25,000
28 WHMSI National Focal Points	National Contributions	In-kind	$XXX
Sub-Total Co-financing			$XX,XXX,XXX

TABLE 2. CO-FINANCING AND USE

Funding Source	Amount of Cofinancing	Use
Organization of American States	$500,000	Support for meetings, secretariat functions, technical support
U.S. Fish and Wildlife Service	$1,500,000	Hosting of WHMSI Web site, many technical pilot studies, coordination with U.S. and hemispheric efforts, support for planning

		team
Trinidad and Tobago Division of Wildlife	$50,000	Leadership in identifying capacity building priorities for the Caribbean and refining development of the program
Costa Rica Ministry of Energy and Natural Resources	$210,000	Costa Rica will host the second meeting of WHMSI and is actively promoting the initiative with sister ministries throughout the hemisphere
Environment Canada	$300,000	Technical assistance and capacity building throughout the hemisphere
American Bird Conservancy	$1,800,000	Technical assistance, small grants, regional coordination
SPAW-Protected Areas of the Wider Caribbean	$350,000	Support through promotion of initiative among SPAW Parties, regional coordination and SPAW MPA training program
Ramsar	$250,000	Staff time, technical assistance, development of tools, financing of specific projects within WHMSI
CIT	$100,000	Scientific and technical assistance, networking among countries, publications, data
CMS	$85,000	Technical assistance, participation in the functions of the standing committee and projects review, delivery and participation in training, staff time and travel; on going migratory species projects funded by the CMS Small Grants Programme NB: financial contributions from the CMS Small Grants Programme to CMS Scientific Council recommended projects contributing to the goals of both CMS and the GEF project are not included but will be considered as contributions as the funds become available
Birdlife International and 16 partners	$500,000	Technical assistance, development of project tools, delivery of and participation in training
WHSRN	$100,000	Capacity building exercises, training tools, data management
WWF	$50,000	Staff time, development of tools, web portal
PRBO Conservation Science	$1,500,000	Training delivery, information exchange, data management, network coordination
WIDECAST	$1,500,000	Training, management planning, educational materials, monitoring
USGS-Patuxent Wildlife Research Center	$500,000	Training, facilities, educational materials
Conservation Breeding Specialist Group	$160,000	Training delivery, data management
Fundacion ProAves	$99,200	Technical assistance, development of tools, web portal
ARCAS	$25,000	Technical assistance, development of project tools, delivery of and participation in training
CNEH Centro Neotropical de Estudios para Humedales	$50,000	Technical assistance, development of project tools, delivery of and participation in training
OTS Organization of Tropical Studies	$400,000	Technical assistance, delivery of training, staff time, network assistance
Universidad de Cordoba	$160,840	Delivery of training, technical assistance
Universidad Nacional de Costa Rica	$564,377	Delivery of training, bibliography, preparation of materials, facilities
CREHO	$20,000	Delivery of training, network with wetland organizations and website hosting
Guyra Paraguay	$10,000	Training tools, access to data, networking capacity
Rainforest Alliance	$25,000	Tools Matrix of capacity building initiatives for migratory species in the hemisphere, translation capabilities, networking, website development

Other Countries not listed above include contributions of the other 28 WHMSI Focal Points and affiliated Ministries.	$XXX	Leadership in identifying capacity building priorities for the hemisphere, project implementation, and measurement of quantitative performance indicators. (Examples of this include contributions of capacity building programs implemented by partner institutions in Argentina, Chile, Venezuela, and Brazil, among others, which will be adapted to address migratory species issues and other WHMSI concepts and methodologies)
TOTAL	**$XX,XXX,XXX**	Does not include many country-specific initiatives which have also been intended to be WHMSI pilots

8. Monitoring, Evaluation and Dissemination

Monitoring and evaluation of the project will be the responsibility of the Executing Agency, with the assistance of the WHMSI Steering Committee, and other participants as appropriate. The Program will fulfil the standard procedures for monitoring and evaluation (administrative, technical and financial) of UNEP which includes semester advance reports, quarterly and annual expense reports, including monitoring of cofinancing, and mid-term and final evaluations. The final evaluation takes place once disbursements have been concluded and the *ex post* evaluation will be performed within the Project execution. In this last evaluation, the WHMSI ISC (Interim Steering Committee) and UNEP will participate.

Joint evaluation activities by the countries with the assistance of the external civil participants, academic institutions and international cooperation agencies, and the external—intermediate, final and *ex post* evaluations—will complement the monitoring and comprise continuous evaluation.

In relation to the execution of Monitoring and Evaluation activities (M&E), the Project will prepare a Monitoring and Evaluation plan, supported in a M&E system based on the Logical Framework (**Annex 8**) and will be accomplished in concert with GEF criteria and those of the Implementing and Executing Agencies. This Plan will be jointly elaborated by the Executing Agency and the ISC, and should be approved by the ISC and full WHMSI Council.

ANNEX 1

"**Top Priority Transboundary Migratory Species Capacity Building Needs**" as identified by the 25 country representatives at the Western Hemisphere Migratory Species Conference held in Termas de Puyehue, Chile, October 6, 7 & 8, 2003. All priorities needs are within the specific context of international or regional conservation needs for migratory species.

Lack of Knowledge

Monitoring
Inventory of important sites
Capacity building and training
Legislation to foster conservation

Habitat

Map sites for each country
Protection of smaller areas
Develop MOU with private landowners, government and NGOs
Establish incentives for private landowners

Public Awareness

Public awareness program on conservation and sustainable use
Education programs that embrace local wildlife
Electronic information exchange

Administration

Develop regional associations for wildlife agencies to share information
Support to implement administration/training of personnel
Regional bird banding center

Coordination/Partnerships

Establish center for information sharing
National plan for migratory species conservation
Joint planning of activities under international convention

Threats

Land use planning and monitoring
Involvement of communities
Acquisition of more habitat
Collaboration on species with expanding ranges and behaving as invasives

ANNEX 2

WHMSI Interim Steering Committee and Focal Point letter received as of February 27, 2006

Herb Raffaele, *Chair*
Division of International Affairs Chief
US Fish & Wildlife Service
Division of International Conservation
4401 North Fairfax Drive, Suite 730
Arlington, VA 22203
United States
T: 703-358-1754
F: 703-358-2849
E: herb_raffaele@fws.gov

Maria Rivera Gutierrez
Dirección de Ecosistemas
Ministerio del Medio Ambiente
Calle 37 No. 8-40, Piso 2
Bogotá, D.C.
Colombia
T: 57 1 332-3434 / 3406207
E: jrivera@impsat.net.co,
mrivera@minambiente.gov.co

Jose Joaquín Calvo Domingo
Encargado de Vida Silvestre
Sistema Nacional de Áreas de Conservación
Ministerio del Ambiente y Energía
San José, Costa Rica
T: (506) 283-8004
F: (506) 283-7343
E: jjcalvo@minae.go.cr

Jorge Luis Cravino
Director Departamento de Fauna
Dirección General de Recursos Naturales Renovables
Ministerio de Ganadería, Agricultura y Pesca
Cerrito 318, C.P. 11.000
Montevideo, Uruguay
T: (598 2) 9156452-53, 9156741, 9158434.
F: (598 2) 9156456
E: jcravino@mgap.gub.uy

Donald Anthony
Forestry Department
Wildlife Officer, Ministry of Agriculture, Forestry and Fisheries
Castries, St. Lucia
T: 758 450 2078/2231
F: 758 450 2287
E: anthonydonald@hotmail.com,
biom@candw.lc

Carlos Drews

Regional Coordinator for Marine Turtle
Conservation in Latin America and the Caribbean
WWF-Centroamérica
Apartado 629-2350
San José, Costa Rica
T: 506-2348434
F: 506-2534927
E: cdrews@wwfca.org

David Pashley
Vice-President for Conservation Programs
American Bird Conservancy
P.O. Box 249
The Plains, VA 20198
T: 540-253-5780
F: 540-253-5782
E: dpashley@abcbirds.org

Charles Duncan
Western Hemisphere Reserve Shorebird Network
76 Emery Street
Portland, ME 04102 USA
T: 207-871-9295
F: 207-842-6496
E: cduncan@maine.rr.com

Rob Clay
Guyra Paraguay/BirdLife International
Head of Research and Planning
Guyra Paraguay
Coronel Rafael Franco 381 casi Leandro Prieto
C.C. 1132
Asunción, Paraguay
T/F: (595 21) 227-777
E: rob@guyra.org.py

Lyle Glowka
Agreements Officer
UNEP/CMS Secretariat
Martin-Luther-King-Str. 8, 53175
Bonn, Germany
T: 0049 228 815 2422
F: 0049 228 815 2449
E: lglowka@cms.unep.de

Margarita Astrálaga
Americas Regional Co-ordinator
Ramsar Convention Bureau c/o IUCN
28 rue Mauverney, 1196 Gland
Switzerland
T: 4122 9990178/75
F: 4122 9990169
E: astralaga@ramsar.org

Marco A. Solano M
Secretario Pro-tempore
Convención Interamericana para la Protección y Conservación de Tortugas Marinas (CIT)
Apartado 10104-1000
San Jose, Costa Rica
T: 506-2572239
F: 506-2224732
E: citsecret@amnet.co.cr

Nelson Andrade Colmenares
Coordinator, Caribbean Regional Co-ordinating Unit
UNEP / SPAW (Cartagena Convention on Specially Protected Areas of the Caribbean)
14-20 Port Royal Street, Kingston, Jamaica
876-922-9267
Fax: 876-922-9292
uneprcuja@cwjamaica.com

Focal Point letter received as of February 27, 2006 (Note others are in process)

1. Trinidad and Tobago: Earl Nesbitt, Permanent Secretary, Ministry of Public Utilities and the Environment, November 8 2005

2. Saint Lucia: Marcia Philbert-Jules, Permanent Secretary, Ministry of Physical Development, Environment and Housing, January 12 2006

3. Republica Dominicana: Max Puig, Secretario de Estado, Secretaria de Estado de Medio Ambiente y Recursos Naturales, February 3 2006

4. Costa Rica: Ricardo Ulate, GEF Focal Point, Ministerio de Medio Ambiente y Energia, October 12 2005

5. Haiti: Yves-Andre Wainright, GEF Operational Focal Point, Ministry of Environment, December 15, 2005.

6. Paraguay: Alfredo Molinas, GEF Focal Point, Secretaria del Ambiente, February 24, 2006

7. Uruguay: Roberto Elissalde, GEF Focal Point, March 29 2006

ANNEX 3
PRIORITY NEEDS IN CAPACITY BUILDING FOR TRANSBOUNDARY MIGRATORY SPECIES

PRIORITIZATION PROCESS

I. *Preliminary Brainstorming and Interim Steering Committee Review*

In November 2005, the Western Hemisphere Migratory Species Initiative (WHMSI) Interim Steering Committee Chair gathered seven wildlife conservation specialists with experience in international capacity building to brainstorm broad subject area issues and audiences necessary to deliver meaningful capacity building for migratory species conservation in the Western Hemisphere. One month later, the WHMSI Interim Steering Committee used the list that came about from that brainstorming session as a starting point for creating a more refined matrix of subject area issues and audiences to be presented to the greater WHMSI participant group at the January 2006 WHMSI Conference. The Committee's matrix included seventeen subject area issues and seventeen audiences, as well as the option for participants to add additional categories as "other" in either the subject area or audience axis of the matrix. In addition to creating this matrix, the Committee developed definitions for any ambiguous subject area issues or audiences, and identified four ancillary questions to accompany the matrix in order to establish a perspective profile for each individual participating in the prioritization exercise.

II. *Conference Review and Prioritization*

At the WHMSI Conference in San Jose, Costa Rica, January 2006, WHMSI participants were asked to split into five pre-determined groups of approximately 25 people, including a designated facilitator, notetaker, and translator. Prior to the beginning of the Conference, the participants were randomly assigned breakout groups by a system using colored stickers given to them as they registered for the Conference.

In each breakout session, the facilitators were given the responsibility to keep the discussion focused and moving, and the notetakers were charged with summarizing major points of discussion and conclusions in each session. Facilitators and notetakers – all experienced conservationists -- were encouraged to participate in the discussions themselves, as well.

At the first breakout session, the facilitator distributed the Committee's matrix and allowed the groups 30 minutes to review the subject area issue and audience categories, ask questions, and suggest changes. Participants were discouraged from adding new categories unless the new categories were both not reflected anywhere in the current matrix AND unless the new category would be of such importance that it would be likely to be prioritized over existing categories when the participants were asked to select their top ten priority needs in capacity building for transboundary migratory species in the Western Hemisphere. Using these criteria, the groups selected one new subject area issue and one new audience for each participant to add to their matrix before selecting their priorities. Additionally, three audiences were combined into one audience under a new name. The end matrix therefore had seventeen issues and sixteen audiences, totaling 272 categories, plus the option to write in the "other" categories (which two participants did under the audience axis).

After all groups were given the updated information, participants were given 30 minutes to mark their 10 top priorities where they saw the greatest need for capacity building for migratory species in the Western Hemisphere. Participants were all instructed to fill out the survey from a point of view of a general conservationist regardless of their area of specialty.

After the participants selected their 10 priorities, and filled out the participant information section at the bottom of the form, the five group notetakers tabulated the scores, including totals across the rows and down the columns, and submitted them in a mastersheet to the Conference coordinator, who then compiled the results from all five break out groups into one final prioritization spreadsheet.

III. *Conference Implementation Planning*

The day following the breakout sessions, the WHMSI participants gathered as a whole and were shown the cumulative results from the prioritization exercise. After discussing the results and the various ways they could be interpreted, the group voted to cluster together related subject area issues and audience points that scored high in prioritization. As a result, the following five break-out groups were created:

1) *Subject Area*: Monitoring & Evaluation
Audiences: Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, Upper Level Students

2) *Subject Area*: Administration
Audiences: Protected Area Managers, Local NGOs, Technical Conservation Personnel

3) *Subject Area*: Social and Economics Issues
Audiences: Community Leaders, Legislators-Political Officials

4) *Subject Area*: Environmental Education and Outreach
Audiences: Teachers, Local NGOs, Community Leaders and Education Government Officials.

5) *Subject Area*: Sustainable Resource Use
Audiences: Hunters-Consumers-Fishers, Industry

In order to keep the groups at an equitable size, participants were encouraged to stay with their original groups if the topic was reasonably within their level of comfort to discuss. Once the participants divided back into their break-out groups, they were asked to answer the following questions, keeping in mind their designated subject area issue and audiences:

1) At what geographic level should each training be delivered to this audience(s) in its priority subject areas (e.g. nationally, regionally, hemispheric)?
2) Are there existing programs that can deliver training to this audience(s) in its priority subject areas, or does a new program need to be created?
3) Determine the size of the population to be trained and duration of course for this audience(s) in its priority subject areas.
4) What institutional support already exists, or is needed to provide this training?
5) Do curricula exist for this training? Is it adequate? Does it need to be improved or consolidated?
6) What scholarships/internships/mentoring opportunities are there for this type of training? What is needed?
7) Are there any faculty/student/information exchange opportunities available for this type of training? Are they adequate? Any suggestions for new sources?
8) How do we achieve long-term institutionalization of this type of training programs?

The results from these discussions were used to further elaborate on the capacity building needs for migratory species conservation in the Western Hemisphere as determined by the prioritized subject area issues and audiences from the earlier Conference exercise.

ANNEX 4
ENDORSEMENT LETTERS (Sent under separate cover)

ANNEX 5

Request for Proposals (RfP): WHMSI Capacity Building in Trans boundary Migratory Species Grants

GENERAL INFORMATION

This Request for Proposals (RfP) seeks proposals from institutions that further WHMSI objectives to:

- Build country capacity to conserve and manage migratory wildlife and its habitat, enforce national wildlife laws and meet international obligations.
- Strengthen wildlife administration through training programs.
- Raise public awareness of the ecological, economic and cultural importance of migratory species and the need to conserve them.
- Promote coordination and partnerships to facilitate information sharing, monitoring and research.
- Exchange scientific and technical expertise through collaborative projects and other efforts to build capacity in human and technological resources;
- Facilitate the sharing of resources available for network-building to more effectively build partnerships among what might otherwise be isolated national implementations.
- Ensure coordination with other regional efforts as well as global efforts such as CMS, Ramsar, CBD, CITES, GBIF, and BioNet.
- Digitize and translate relevant data to allow searching and retrieval and increase the amount of migratory species information available to all interested stakeholders.

Responsible Officers

Once funding is secured, a technical evaluation committee will be formed to evaluate proposals for grant financing.

Grant Selection Criteria

Grant proposals should include information on the institution's experience and competence relevant to completing the grant activities (including experience in completing similar tasks, relevant technical experience of the institution and staff in the specific task required, general academic qualifications of institution's staff, capacity to develop tasks in the different WHMSI sub-regions (sub-regional representation), knowledge and capacity to manage activities in WHMSI´s official languages) that will allow a Technical Selection Committee to establish a short list of firms or consortium groups with the most appropriate qualifications and references. (See Evaluation Procedures below.)

Priority needs (as identified in the WHMSI meeting of January 2006):

1) *Subject Area*: Monitoring & Evaluation
   Audiences: Park Personnel, Protected Area Managers, Technical Conservation Personnel, Local NGOs, Upper Level Students

2) *Subject Area*: Administration
   Audiences: Protected Area Managers, Local NGOs, Technical Conservation Personnel

3) *Subject Area*: Social and Economics Issues
   Audiences: Community Leaders, Legislators-Political Officials

4) *Subject Area*: Environmental Education and Outreach
   Audiences: Teachers, Local NGOs, Community Leaders and Education Government Officials.

5) *Subject Area*: Sustainable Resource Use
   Audiences: Hunters-Consumers-Fishers, Industry

Additional criteria include:

1. Commitment and strategy to maximize multiplier effect of Train the Trainers approach
2. Ability to strengthen and build on existing complementary programs and initiatives
3. Strategy for long-term institutionalization of training programs, to ensure long-term sustainability of activities well beyond life of this project
4. Commitment to WHMSI hemispheric approach
5. Commitment to public access
6. Relevance to multiple countries

7. Impact of filling capacity building gaps
8. Availability of co-financing (at least 1:1)
9. Availability of qualified personnel
10. Relevance for conservation and sustainable use

Once the Grants have been received, a Technical Selection Committee will be formed. The most qualified proposals will be short listed and negotiations will begin.

The procurement process for choosing the institution is as follows:

1. The Technical Selection Committee with WHMSI Interim Steering Committee (ISC) input prepares a call-for-proposals for Capacity Building in trans boundary migratory species proposals.
2. A Technical Selection Committee convened by the ISC evaluates the grant proposals. The Technical Selection Committee will be made up of 2 members of the ISC, one procurement expert, and an outside expert.
3. The procurement process and final selection of the institution is subject to the executing agencies no-objection, as defined in the legal agreement signed between the GEF/UNEP and the GS/OAS.
4. Based on the recommendation of the Technical Selection Committee a matching grant agreement is signed between the institution submitting the approved grant and GS/OAS.

Eligibility

Open to IGOs, NGOs, government agencies, academic and scientific institutions in WHMSI countries with high-quality capacity building expertise.

Cost Sharing Requirements

There is a 1:1 matching requirement in order to obtain a WHMSI Capacity Building in Trans boundary Migratory Species Grant.

WHMSI Content-Building Grant. The matching can be achieved through some of the following:

- funds from non-WHMSI sources
- salaries of people involved in the project that are paid by non-WHMSI funds (to a percentage equal to the percentage of their working week spent directly on the project)
- volunteer time spent directly on the project calculated at an hourly wage equivalent
- in-kind support of the project (donation of hardware, software, travel costs, etc.)

Target Dates

1. RFP released by end of XXXX.
2. Proposals due by end of XXXX
3. Proposal reviewed by end of XXXX
4. Successful Proposal applicants contacted by end of XXXX.

TO BE CONSIDERED FOR FUNDING, PROPOSALS MUST:

1. Address the overall goal of providing capacity building in trans boundary migratory species. The overall goal of the WHMSI grants is to develop and provide access to high quality training with replicability and cost effectiveness.

2. Support the WHMSI philosophy by demonstrating a commitment to making the resulting training modules freely available and sustainable in the long-term.

II. PROPOSAL REVIEW CRITERIA

1. Commitment to communicate with, and provide information to, the WHMSI Council Country representatives.

2. Cost-efficiency. Projects that will produce high-quality capacity building methodologies will be favored. This includes both the number of people trained, whether the courses can be certified by an academic institution.

3. Demonstrated commitment to WHMSI principles.

4. Projects will be favorably considered if, in addition to the above, they demonstrate a potential for at least one of the following:

- Leveraging additional funding to support WHMSI after the grant runs out.
- Bringing together complementarity between different WHMSI partners.

7. Adherence to the preparation and submission instructions below.

III. PROPOSAL PREPARATION AND SUBMISSION INSTRUCTIONS

Proposals submissions should be sent via e-mail to XXX in MS word, using the following outline. Please note that proposals will only be accepted if they follow the format indicated.

REQUIRED FORMAT OF PROPOSAL:

Proposals may be submitted in Spanish, English, or Portuguese; abstracts are required to be in both the language submitted and English.

PAGE 1:

A. Title for Proposed Project

B. Contact Information for Principal Investigator

- Name:
- Address:
- Country:
- Telephone:
- FAX:
- Email:
- Website:

C. Contact information for Managing Institution

- Institution Name:
- Address:
- Institutional Contact Person
- Name:
- Telephone:
- Fax:
- Email:
- Website:

D. If Applicable, a List of other participating Institutions (such as institutions with staff to be trained by grantee)

PAGE 2:

E. Project Summary: An abstract of the proposal (200 words or less)

PAGES 3-7:

F. Project description (Maximum three pages) - A description of the proposed outcome (product) of the project. Include:

- **Specific description** of the way(s) in which the project possesses the characteristics listed above.
- Describe the project's value to your institution and other institutions in your country (and/or the country of origin of the training needs). Describe any overlap with existing relevant activities in your country or neighboring countries. How will this activity fill existing gaps?
- **Metrics** (to demonstrate cost- and effort-efficiency) of the amount of people trained and to what level (e.g. one week intensive certified course) through the project.

- **Answers to the following questions:**
  i. What is/are the user community(ies) in your country that would be interested in the product of this project?
  ii. What is your institution's expertise in capacity building?
  iii. What has been your involvement in WHMSI activities? What is your relationship to the WHMSI country representative in your country?
  iv. Who will be conducting the capacity building exercises? What are the educational background and experience of project participants?

PAGE 7

G. Project budget

A one-page project budget calculated in US dollars (may include salaries or wages, travel, equipment and supplies, and other [must be explained]) that shows how WHMSI's Capacity Building in trans boundary migratory species grant would be spent, and how that support fits together with the 1:1 cofinancing provided by your institution (please note the description of allowable cost-share items, above). Clearly indicate budget items for which WHMSI funds would be used.

EVALUATION TO AWARD GRANTS -- PROCEDURE TO EVALUATE PROPOSALS

Matching grants will be awarded to institutions with proven abilities to lead capacity building in trans boundary migratory species. Please use the following criteria to evaluate the proposals. Institutions with the highest scores will qualify to receive grants. It is important that a subregional balance is achieved within each of the Grant cycles during the life of the project.

Name of Institution: _____

Country: _____

Objective of Proposal:

_____
_____
_____

Criteria	Scale	Score	Remarks
Commitment to WHMSI objectives	Yes/No		A NO indicates that the proposed Matching Grantee is not willing to accept WHMSI objectives. With a NO then, the proposed Grantee is disqualified.
Commitment to public access	Yes\No		A NO indicates that the proposed Matching Grantee is not willing to share their training methodology that was in part facilitated by WHMSI. With a NO then, the proposed Grantee is disqualified.
Strategy to maximize multiplier effect of TOT approach	1 to 20		
Ability to strengthen or build on existing programs	1 to 10		
Long-term institutionalization strategy	1 to 10		
Relevance to multiple countries / hemispheric approach	1 to 10		
Impact of filling capacity building needs and gaps	1 to 10		Demand driven
Linkage to other WHMSI priorities	1 to 10		
Availability of co-financing (at least 1:1)	1 to 10		
Availability of qualified personnel	1 to 10		
Relevance for conservation and sustainable use	1 to 10		
TOTAL SCORE			

Date of Evaluation: _____

ANNEX 6

WHMSI Project Supports Specific Decisions Related to the CBD COP

The policies and guidelines of the COP and the CBD place demand-driven provision of information as a high global priority and emphasize that increasing capacities to provide this information is a sine qua non for improving conservation and sustainable use of biodiversity in general. The proposed project supports the following recent recommendations related to the CHM:

- The CHM Informal Advisory Committee recommended at its meeting on 11 March 2001 that the Executive Secretary focus on the use of the CHM to promote technical and scientific cooperation.
- Recommendation VI/4, 4(c), 22 made during the sixth meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) called for the CHM to be used to facilitate scientific and technical cooperation.

The proposed project also supports or complies with the following decisions of the CBD:

- Decision II/3 (item 4h): The CHM should be developed by enhancing networking between existing national, regional, sub-regional, and international centers of relevant expertise, as well as governmental and non-governmental institutions and the private sector;
- Decision II/6 (item 11): The financial mechanism is requested to implement the relevant provisions of decision II/3 on clearing-house mechanism;
- Decision III/4 (item 6): The key characteristics of the clearing-house mechanism are, *inter alia*, that it should be compatible with national capacities, needs-driven and decentralized in nature, should provide access to meta-data, should provide support to the decision-making process, and should to the extent possible involve the private sector;
- Decision III/5 (item 2d): The GEF shall provide financial resources to developing countries for country-driven activities and programs, consistent with national priorities and objectives, among them capacity-building, including training in information systems technologies, for the purpose of the clearing-house mechanism, and country-driven pilot projects which would enable developing countries to begin to implement the main features of the pilot-phase of the clearing-house mechanism;
- Decision IV/1-D (items 2 and 9): The Conference of Parties stresses the need for further implementation of SBSTTA recommendation II/2 concerning capacity-building in all fields of taxonomy, including promoting regional activities to set regional agendas, and for adequate financial resources for implementation;
- Decision IV/2 (item 9): The GEF should be a catalyst in the development and implementation of the Convention in a participatory manner and fully incorporating available modern information and communication tools;
- Decision IV/13 (item 5a): The GEF should support capacity building activities and country-driven pilot projects focused on priority areas as critical components in the implementation of the clearing-house mechanism at the national, sub-regional, biogeographic, and regional levels;
- Decision V/14: The COP reaffirms its previous requests to the Global Environment Facility, contained in decisions I/2, II/3, II/6, III/4, III/5, IV/2 and IV/13, to provide support for scientific and technical cooperation and capacity building in relation to the clearing-house mechanism.

ANNEX 7

Sharing Information About Western Hemisphere Migratory Species Initiatives through New Bilingual Web Pages and the Eco-Index

Summary: At the Western Hemisphere Migratory Species conference held in Chile in October 2003, 25 country representatives and more than 40 non-governmental organizations and wildlife conservation stakeholders came together "to develop strategies for cooperation for conservation of migratory species and collaboration on wildlife conservation issues among the countries of the Western Hemisphere." From this meeting and a subsequent gathering in Costa Rica earlier this year, stakeholders agreed on their "top priority needs." USFWS International program and others collected information on how organizations and governments are currently meeting these needs and developed these responses into a "tools matrix" (http://international.fws.gov/whc/drafttoolmatrix.htm).

With input from stakeholders, the Rainforest Alliance was funded to use its highly popular and effective Eco-Index Web site (**www.eco-index.org**) as the structure for creating new Web pages designed to keep those involved in the Western Hemisphere Migratory Species Conference (WHMSC) – plus all other conservationists and stakeholders – well informed about what each is doing to conserve migratory species and their habitats. The new Web pages follow the same organization as the tools matrix and would allow users to see what tools and projects are available by category, with links to full project profiles in English and Spanish (and Portuguese for projects in Brazil) that are included in the Eco-Index. The Eco-Index already has a strong database capability and receives over 30,000 visitors a month.

The new Web pages also include links to announcements of upcoming events, press releases, articles, interviews, reports, studies, and any other information provided on other Web sites that would be relevant to those involved in migratory species conservation in the Neotropics. When complete, the pages will be extensively promoted and featured in articles in several Rainforest Alliance publications.

The Rainforest Alliance was awarded a total project cost of $27,811 over one year, with a request to USFWS of $22,249.

Principal project objectives and activities:

1. Design interlinking Web pages in English and Spanish that organize current initiatives related to migratory species conservation initiatives, using the categories of the USFWS tools matrix.
2. Contact NGOs and other organizations and request that they complete Eco-Index profiles for each initiative they have in the tools matrix. Edit, translate, post in the Eco-Index and link these profiles to descriptions in the tools matrix.
3. When they are completed, announce and promote the Eco-Index WHMSC Web pages to the extensive Rainforest Alliance mailing list, on the Eco-Index homepage, via the Eco-Index Monthly Update (currently with more than 1,250 subscribers), on the

Rainforest Alliance Web site, in the Rainforest Alliance's newsletter (*The Canopy*), in the Rainforest Alliance's bimonthly, bilingual news publication (*Eco-Exchange/Ambien-Tema*) and relevant listservs. Encourage NGOs and country representatives to promote the Web in their organizations' publications and on Web sites.

4. Add a link on the Eco-Index What's New page to the new WHMSC homepage, whose URL will be www.eco-index.org/migratorio and www.eco-index.org/migratory.
5. Alter the Eco-Index database, in order to add the category "migratory species," which will enable all browsers to search by this important key word. Change all migratory species profiles currently in the database so they will be searchable by this category keyword. In addition, add a link to all profiles in this category to the WHMSC home page.
6. Continue to edit and translate new migratory species project profiles as they are received. Solicit annual updates from all 53 currently in the database.
7. Feature at least three migratory species initiatives in *Eco-Exchange/Ambien-Tema*, the Rainforest Alliance's news bulletin about promising conservation projects in the Neotropics and in the Eco-Index features, "Stories from the Field" and "On the Record."

ANNEX 7

Logical Framework

Cooperation in Conservation: Western Hemisphere Migratory Species Initiative (WHMSI)
LOGIC FRAME OF THE PROJECT

OBJECTIVES	KEY INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
WHMSI's Objectives Relative to GEF Global Objective Promote goals and objectives of GEF Operational Principles Enhance sustainable growth, which includes promoting and integrating sustainable environmental management and improved decision making at the policy and financial level. Create enabling activities that improve the enabling environment for biodiversity conservation and sustainable use in the Americas, consistent with the objectives of GEF OP#1 through OP#4).	10% increase in self-sustainable methodologies for capacity building in multi-country settings to ensure sustainable growth; integration of natural resources management and practices in buffer zones. A framework for decision-making procedures completed. Improved methodologies for capacity building in multi-country settings. Better decision making procedures based on improved capacity to conserve and manage migratory species, leading to sustainable natural resources management in protected areas and sustainable agricultural and fisheries practices in buffer zones. Measurable increase hemispheric and subregional transboundary migratory species dialogue and cooperation. Favorable changes in environmental policies and legislation, as well as in environmental education curricula. Measurable increased in sharing of experience and expertise on issues related to migratory species across the hemisphere. Improved access to information in the areas of institutions, projects, and databases related to capacity building for migratory species conservation and management. Progress towards a common biodiversity conservation agenda for the region supported by the cross-fertilization of ideas. Improved capacity to address critical issues at a regional level. Species and habitats saved (difficult to quantify and monitor systematically) (eg. protected area declared, hunting bans, closed seasons, etc.). Decrease in identified gaps in knowledge. Improved quality of biodiversity projects (both at preparation and during supervision) in the GEF portfolio	Broadly negotiated and agreed strategic decision-making system for the management of the migratory wildlife conservation and management. Project semi-annual reports WHMSI Council reports Web statistics	Leadership and political commitment from National authorities and other government agencies. Effective public and stakeholder participation in decision-making is assured. Comprehensive negotiating process is conducted to overcome conflicts between local, regional, and inter-state interests in the management of the migratory species, seeking consensus for joint strategies. Sources of funding are earmarked to ensure the execution of WHMSI plans and most pressing priorities.

Results by Activities			
COMPONENT 1: DEVELOPMENT OF THE HEMISPHERIC NETWORK	WHMSI Interim Steering Committee formalized which supports communication and coordination among participants. Greater communications and interoperability is measured by an increase of 10 institutions per year A functional WHMSI portal and group distribution list with access to updated and operational capacity building programs and tools. Visitor and users accesses to WHMSI Portal increase 10% per year. Project management and coordination provided, meeting logistics supported, and overall support to communication among participants.	Governmental, national reports and independent evaluations Register of web-users Web statistics Media attention received Decree of institution Internal regulations Staffing Budget and work plan of institution.	Negotiation and articulation with countries, and NGOs authorities, is successfully conducted. A 15% measurable increase in improved decision-making concerning conservation and sustainable use of biodiversity
COMPONENT 2. INSTITUTE COLLABORATIVE PARTNERSHIPS WITH OTHER INITIATIVES AND ORGANIZATIONS	WHMSI is responsive to the needs of the communities. Activities confirmed as complementary to and supportive of other initiatives, helping to meet the objectives of those initiatives as well as WHMSI's. Migratory species projects increases by 10% per year. 10 collaborations per year established including formal agreements where necessary, with other relevant initiatives and strengthened existing agreements. Five tools developed and techniques disseminated for improved and replicable capacity building programs	Significant improvement in collaboration and coordination between countries on migratory species Agreements or MOUs signed with international cooperation units. Project reports Survey with selected institutions/users	Continuous involvement of the main stakeholders that participated in the first phase of the project. 10% increase/year in municipal, community, academic, and institutional incorporation of trans boundary migratory species issues incorporated into decision making.

COMPONENT 3. IMPLEMENT CAPACITY BUILDING PLAN	Number of people trained, both as trainers and those they subsequently reach (the multiplier effect). Number of training courses provided Replicability to other regions. Differences in attitudes, knowledge and practices before and after training. Increase in public/community understanding and increased sensitivity to environmental issues and migratory species conservation. Evidence of adoption and implementation of best practices and quality of post-training decision-making. Policy shifts within countries. Quantitative and qualitative changes in the population trends of species at issue (monitoring) (surveys conducted after the training should be conducted over the course of a year, in order to capture the interaction with the species within a migration cycle. Degree of curriculum access and use (i.e. number of institutions -including schools- that incorporate migratory species conservation within their environmental education programs). Inclusion of migratory species issues in training provided by entities and initiatives other than WHMSI. Active network of trainers available for continued training beyond life of project Ability of trainees to remain in environmentally oriented careers. Track the activities of past trainees, promote communication among them and whenever possibly provide limited assistance to recent trainees to remain in conservation careers. Number of examples of popular cultural activities featuring migratory species (hits on a website, participation in festivals, public awareness tools such as stamps, calendars, "year of the . …."). Institutional changes, whereby the trainees have what they have learnt incorporated into their job descriptions. New legal initiatives in process to streamline migratory species legislation in the Americas. New methods identified to counter threats to migratory species. Best practice biodiversity and ecosystem management implemented in three key intervention sites for migratory species conservation using data and information available through WHMSI Capacity building measured by WHMSI efforts instrumental in the establishment of Biological Corridor Monitoring and Integrated Ecosystem Management Programs	Project semi-annual reports WHMSI Council reports Web statistics	Sufficient incentives for data providers to adopt WHMSI standardized training. Suitable personnel available for training Sufficient data can be digitized to significantly impact data availability Concerns about Intellectual Property Rights that arise can be adequately resolved. A 15% measurable increase in improved decision-making influenced by availability of substantial information and trained staff.

COMPONENT 4. SUPPORT SUSTAINABILITY, COMMUNICATION AND COORDINATION AMONG PARTICIPANTS	Total volume of WHMSI-compatible capacity building courses increases by 10% per year Eight new institutions each year become participants in WHMSI Working relationships and cost sharing agreements established and in progress including agreements with international and national academic institutions, private enterprise, and NGOs Information exchanged with international agreements such as World Heritage, Ramsar, Regional Seas, UNESCO MAB, and IUCN Commission on Protected Areas Successful national and regional initiatives (such as MesoAmerican Biological Corridor, Path of the Panther, WWF Reduction of Sea Turtle Bycatch in the Eastern Pacific, WWF Trans-Atlantic leatherback conservation, the collaborative research and management activities of the WIDECAST network, etc.) engaged and integrated WHMSI technical reports, advice, and analyses provided to scientific and technical bodies and noted by them Public access to current databases relevant to hemispheric migratory species programs increased WHMSI recognized as a source of valued educational and training materials WHMSI recognized as a network of centers of excellence for capacity building Explicit road map developed to assist the process of the UNEP/WCMC 2010 reduction in biodiversity loss target New financial mechanisms in place to pay WHMSI's operational costs that are financed by revenue mechanisms and/or a trust fund The WHMSI Foundation established in accordance with GEF best practice	Capacity building plans are issued and revised periodically, every year. Agreements to harmonize capacity building methodologies Project semi-annual reports WHMSI Council reports Web statistics	Sufficient data available for the information tools to access Data is current enough for tools to provide good information ISC envisaged is adequate to operate WHMSI WHMSI Focal Points remain engaged and provide country-level support Key partnerships with CHM can be further strengthened

COMPONENT 5. PROJECT ADMINISTRATION	Institutional assessment completed in 3rd year of project that analyzes success of the capacity building methodology, benchmarks defined, and tangible training packages and indicators for key actors; WHMSI activities planned and programmed jointly in collaboration with relevant conventions, and other stakeholders Increasing number of social and institutional actors participating in the WHMSI planning and decision-making process. Management, planning and programming levels deemed effective; two-way information flow links WHMSI Steering Committee with partner organizations. Mid-term review assessments and yearly audits confirm timely disbursements according to guidelines. 3 WHMSI hemispheric Meetings and 2 technical review meetings and convened. WHMSI expanded to include 50 additional international, government and non-government, academic, and private industry partners from project inception to completion.	Project M&E is rated satisfactory or better by UNEP, GEF, and the WHMSI Council Project semi-annual reports WHMSI Council reports Web statistics	UNEP's supervision missions and project supervision reports (PSRs) are positive. The ISC is able to provide effective oversight of the Executing Agency