WWF - GLOBAL ENVIRONMENT FACILITY PROJECT DOCUMENT

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EXECUTIVE SUMMARY

The Mesoamerican Reef Ecoregion (MAR) shared by Belize, Guatemala, Honduras, and Mexico includes the world's largest transboundary barrier reef, spanning more than 1,000 km of coast and covering an area of 464,263 km^2 of ocean, coasts, and watersheds draining into the Caribbean. Globally important habitats and ecosystems make the MAR a biodiversity hotspot; it is considered one of richest ecoregions and most diverse coral reefs in the Western Atlantic. It contains cloud and tropical forests, large rivers, karstic hydrogeological systems, fertile lowlands, coastal wetlands, lagoons, mangrove forests, seagrass beds, and coral reefs. The ecoregion provides livelihoods to communities, and contributes to the national economies of the four countries through agricultural commodities, shrimp aquaculture, commercial fishing, and a rapidly growing tourism sector, sustaining more than 12 million people.

However, land use change and inadequate agricultural and development practices cause sedimentation and pollution, which in turn affect freshwater quality of rivers that originate in the mountains and lowland aquifers and make their way to the coasts and into the sea. In addition, mass tourism and associated development industries along the coast are expanding beyond control clearing mangrove forests and impacting the coral reefs while unsustainable fisheries threaten fish populations, ecosystem integrity and livelihoods. These anthropogenic threats have an impact from "ridge to reef" with consequences for freshwater, coastal and marine ecosystems compromising their ecological integrity.

In 1997 the heads of the four MAR countries identified the MAR region as a shared transboundary ecoregion and declared it a priority conservation area, expressing their commitment to work together for its improved conservation and management by signing the Tulum Declaration in 1997, and reconfirmed their commitment via the Tulum+8 Declaration. In these instruments, the countries commissioned the Central American Commission on Environment and Development (CCAD) to lead their joint efforts. Despite strong political support from member countries, weak capacity and inadequate financial resources continue to limit CCAD's leading role. Thus the MAR continues to be predominantly managed in a fragmented way, with insufficient collaboration between authorities at national and regional levels.

Despite the fragmentation and lack of coordination, the ecoregion has experience with integrated efforts that established the foundation for a ridge to reef regional approach such as ICRAN-MAR in (2003-2006) and World Bank/GEF MBRS (2001-2007), which supported transboundary efforts, as well as, TNC and WWF who were among the first to promote the ecoregional ridge to reef approach. National and regional NGOs such as Fundación Defensores de la Naturaleza, Healthy Reefs Initiative, MAR Fund, MARTI and others joined in with innovative approaches to the sustainable management and conservation of the MAR's natural resources.

While these initiatives have and continue to address major threats in the MAR, there are critical issues and gaps for further success: 1) disconnection between efforts implemented in the watershed and those in the coastal and marine zone without a ridge to reef approach; 2) lack of regional collaboration; and 3) lack of harmonized regulations and instruments both within neighboring countries and region wide. Furthermore, the ecoregion needs to update its ecoregional assessment, with a water related ridge to reef approach and taking into account variables not considered previously such as socioeconomic and governance issues, climate variability and vulnerability, and develop a Strategic Action Plan for the continued shared ridge-to-reef management of the MAR.

To address these issues and gaps, the MAR2R project aims to create the enabling conditions necessary to bring the key regional, national and local actors along the ridge to reef continuum to collaborate and manage the freshwater, coastal and marine resources of the MAR. The project will seek to consolidate regional coordination and capacities for a harmonized approach to the management of the ecoregion via the strengthening of CCAD to lead and bring together the environmental authorities of the four MAR countries towards a common goal.

The **project goal** is to contribute to the conservation and sustainable use of shared freshwater, coastal and marine resources of the transboundary MAR ecoregion by implementing the ridge to reef approach and hence securing sustainable economic benefits and livelihoods for the countries and their communities.

The **project's objective** is to support regional collaboration for integrated ridge to reef management of the MAR ecoregion by demonstrating its advantages and improving regional, national, and local capacities for integrated management and governance of its freshwater, coastal, and marine resources.

The project has four interrelated components designed to scale up existing baseline programs to address key threats and barriers to the integrated management and conservation of the MAR: 1) strengthen resource governance and regional collaboration for integrated ridge to reef management, 2) integrated ridge to reef management of watersheds and freshwater resources; 3) integrated ridge to reef management of coastal and marine resources, and 4) project monitoring and evaluation, and knowledge sharing.

The project's outcomes include regional and national instruments and capacity building to create the enabling conditions for integrated ridge to reef management, as well as, a series of demonstration projects to showcase integrated ridge to reef management with active participation from the private sector and civil society. The project will develop and submit for environmental ministers' approval both a Transboundary Diagnostic Assessment (TDA) and Strategic Action Plan (SAP) to consolidate the regional and coordinated national efforts and vision for an integrated ridge to reef management of MAR ecoregion. CCAD, as the regional authority for environmental issues, will lead the joint efforts of the four countries. The project will

strengthen CCAD's capacities to lead and coordinate the integrated management of the ecoregion so that it may continue to be the leader in the ridge to reef management of the MAR after project completion.

The project is well-aligned with the GEF-5 International Waters Focal Area Strategy. It is consistent with both freshwater and coastal and marine priorities under GEF-5 IW Objectives 1 and 2, as well as Objective 3. Under IW Objective 1, the project targets Outcome 1.3 via innovative solutions for reduced pollution by working with the agriculture sector, improved water use efficiency, Integrated Water Resources Management (IWRM), and aquifer and catchment protection. Under IW Objective 2, the project focuses on Outcome 2.3 to implement innovative solutions for reduced pollution, rebuilding and protecting fish stocks, Integrated Coastal Marine Management (ICMM), and habitat restoration and conservation. Under IW Objective 3, it will specifically target Outcome 3.1 to create the enabling conditions for political commitment, shared vision, and strengthened institutional capacity for joint, ecosystem-based management of watersheds and coastal and marine zones. The project will also target Outcome 3.2 with on-the-ground demonstration projects implemented to highlight innovative activities to improve terrestrial, coastal, and marine natural resource management.

The project is also aligned with WWF strategies: The Mesoamerican Reef is one of WWF's Global 200 ecoregions and a regional priority within its Global Program Framework. WWF has worked in the Mesoamerican Reef for more than 20 years, initially as part of comprehensive conservation programs within specific MAR countries through offices in United States, Mexico, and Central America and since the mid-1990s through a targeted ecoregion conservation approach based out of Guatemala City, Guatemala, and with presence in each of the four MAR countries.

ACRONYMS AND ABBREVIATIONS

ASC	Aquaculture Stewardship Council
CBD	Convention on Biological Diversity
CCAD	Central American Commission on Environment and Development
CLME+	Caribbean Large Marine Ecosystem
CONAFOR	National Forestry Commission – Mexico
CONANP	National Commission on Natural Protected Areas – Mexico
CZMAI	Coastal Zone Management Authority and Institute – Belize
DIGEPESCA	Fisheries General Directorate – Honduras
FIP	Fisheries Improvement Project
ECAGIRH	Central American Strategy for Integrated Water Resources Management
ERAM	Regional Framework Strategy on the Environment 2015–2020
GEF	Global Environment Facility
GIZ	German International Technical Cooperation
HRI	Healthy Reefs for Healthy People Initiative
ICMM	Integrated Coastal Marine Management
IDB	Inter American Development Bank
ISNC	Intersectoral National Committee
IW:LEARN	GEF International Waters Learning Exchange and Resource Network
IWRM	Integrated Water Resources Management
M&E	Monitoring and Evaluation
MAR	Mesoamerican Reef
MAR2R	Integrated Ridge to Reef Management of the Mesoamerican Reef Project
MARN	Ministry of the Environment and Natural Resources - Guatemala
MARTI	Mesoamerican Reef Tourism Initiative
MBRS	Mesoamerican Barrier Reef System
Mi Ambiente	Secretariat for Energy, Natural Resources, Environment and Mines - Honduras
MMC	MAR Ministerial Council
MSC	Marine Stewardship Council
NGO	Non-governmental organization
OSPESCA	Central American Fisheries and Aquaculture Organization
PACAGIRH	Central American Plan for Integrated Water Resources Management
PMU	Project Management Unit
PPMS	WWF Program and Project Management Standards
REIS	Regional Environmental Information System
REO	Regional Environmental Observatory
RSPO	Roundtable for Sustainable Palm Oil
SEMARNAT	Environmental and Natural Resources Secretariat - Mexico
SICA	Central American Integration Secretariat
TCCC	The Coca-Cola Company
MTWG	MAR Technical Working Group
TNC	The Nature Conservancy
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
USAID	United States Agency for International Development
WB	World Bank
WRI	World Resource Institute
WWF	World Wide Fund for Nature

SECTION 1: BACKGROUND AND SITUATION ANALYSIS

1.1. Background and Context

The Mesoamerican Reef ecoregion (MAR) shared by Belize, Guatemala, Honduras and Mexico includes the world's largest transboundary barrier reef, spanning more than 1,000 km of coast and covering an area of 464,263 km^2 of ocean, coasts, and watersheds. A hotspot of biodiversity, it is considered one of the richest ecoregions with the most diverse coral reefs in the Western Atlantic. Its watersheds host a range of forest ecosystems, from cloud forests at the top of its mountains to broadleaf jungles and mangroves in the coastal lowlands. Large winding rivers, karstic hydrogeological systems, lagoons and wetlands connect the land with seagrass beds, and coral reefs.

The ecoregion sustains more than 12 million people living along the coast and islands but also inland in large urban centers such as the capital cities of Belize, Guatemala, and Honduras. Its natural resources provide livelihoods and contribute to the national economies of the four countries through agricultural commodities (bananas, citrus, oil palm, pineapple, sugarcane, etc.), shrimp aquaculture, commercial fishing (conch, finfish, lobster, etc.), and a large and rapidly growing tourism sector. MAR's rich resources have important ecological, aesthetic, and cultural value for its inhabitants. Productive fishing grounds support valuable commercial and artisanal fisheries. Millions of tourists—attracted to the sandy beaches, teeming reefs, and unique biodiversity—provide important economic revenue to the people and their governments. In the MAR the two most important transboundary drainage systems are the Bay of Chetumal (Mexico and Belize) and the Gulf of Honduras (Belize, Guatemala and Honduras).

Water flows within the MAR originate in the mountains and karstic lowlands of the Caribbean draining basins of all four countries. These water flows often travel long distances from forestlands, through agricultural and urban landscapes to the coast and into the sea. Once in the sea, water flows join a complex network of coastal and sea currents that connect globally important habitats and ecosystems that serve as breeding and reproduction grounds for many species. In the past decades, the rapid economic development and population growth in the MAR region, have led to increased pressures that result in threats to freshwater, coastal and marine resources, with implications for the livelihoods of the people who depend on these resources.

Anthropogenic threats stem from deforestation, sedimentation and pollution, untreated wastewater disposal, overfishing, unsustainable aquaculture, and various unsustainable development activities associated with tourism and recreational infrastructure growth, and demographic expansion, the provision of public services, dredging, and mineral extraction. These threats have a direct impact on the MAR's freshwater, coastal and marine landscapes or do so via the sediments draining into the MAR through the complex

network of rivers and other water bodies. These threats are exacerbated by natural hazards such as global warming and rising sea levels and the vulnerability of sensitive ecological systems to climate change. The MAR lies within the hurricane belt, having frequent storms and hurricanes.

In 1997, given the national, regional and global importance of the MAR region, the four MAR countries identified it as a shared transboundary ecoregion and declared it as a priority conservation area, expressing their commitment to work together for its improved conservation and management by signing the Tulum Declaration. The Tulum Declaration was reconfirmed and strengthened in 2006, via the declaration known as Tulum+8, in which the heads of state of the four countries also ratified their commitment to coordinate activities via the Central American Commission on Environment and Development (CCAD). Tulum+8 commissioned CCAD to update the Regional Action Plan for the MAR, which was endorsed by each country's Minister of Environment in April 2007.

The Regional Action Plan for the MAR prepared in 1998 and the updated Action Plan developed in 2007 have been used as the foundation for various actions developed through the years by different organizations working in the ecoregion. The 1998 Regional Action Plan guided the design and implementation of the GEF-funded World Bank Conservation and Sustainable Use of the Mesoamerican Barrier Reef System (MBRS) project, which ended in 2006. MBRS generated momentum for regional collaboration for joint management of transboundary resources; catalyzed adoption of a common policy framework for sustainable management of resources in fisheries, tourism, and marine protected areas; and supported the Tulum +8 Declaration. It also developed a significant amount of data.

The ecoregional and the ridge-to reef-approach in the MAR dates from 2002 when WWF led the first assessment that analyzed the MAR's terrestrial, coastal and marine landscapes as an ecoregion (Kramer and Kramer). In 2004 the Mesoamerican Coral Reef Alliance project (ICRAN-MAR)[1] addressed the decline of coral reef ecosystems and the economic and environmental sustainability of the MAR in three areas: watershed management, fisheries and marine tourism. Then in 2008, The Nature Conservancy led the effort that updated the ecoregional assessment (TNC 2008). The assessments defined priority strategic objectives to address the main threats to the ecoregion with a ridge to reef approach including strategies to reduce land based sources of pollution and improve watershed management, land-use planning, community fisheries and marine protected areas (MPAs). Within this framework TNC supported the creation of the Reef Resilience Network for the MAR[2] and working groups for spawning aggregation sites

[1] Project partners were the World Resources Institute (WRI), UNEP-World Conservation Monitoring Centre (WCMC), World Wildlife Fund (WWF), The Coral Reef Alliance (CORAL), UNEP-Division of Technology Industry and Economics (DTIE), and Reef Check.

[2] The Reef Resilience Network Forum is an interactive online community of coral reef managers and practitioners from around the world, created by TNC.

in Mexico, Belize, and Honduras, which are still active. The MAR2R project's threat analysis and design is rooted in these and other assessments such as WRI's 2006 analysis of the MAR's watersheds.

World Resources Institute (WRI) study on the hydrologic analysis of MAR watersheds (WRI-ICRAN MAR 2006) assessed the impact of sediments and nutrients discharged into the MAR's coastal and marine ecosystems from the more than 400 watersheds of the ecoregion. The analysis estimated increase in sediment and nutrient delivery resulting from human activities and offered predictions of future sediment and nutrient delivery for 2025. The compelling results of the study led to specific analysis of key watersheds and are the foundation of some efforts for sustainable management in the ecoregion.

1.2. Global Significance

The importance of the MAR ecoregion has been widely recognized internationally. In 1982 Rio Platano Biosphere Reserve in Honduras was declared a UNESCO World Natural Heritage Site, followed by Sian Ka'an Biosphere Reserve in Mexico in 1987, and the Belize Barrier Reef in 1996. The RAMSAR Convention recognizes 18 wetlands of global importance in the MAR ecoregion: two in Belize, three in Guatemala, three in Honduras, and 10 in Mexico.

The MAR is home to the rich cultural diversity of Caribbean Creole, Garifuna, Maya Yucatec, Mestizo, Miskito, Mopan, and Q'eqchi' ethnic groups and includes other UNESCO World Cultural Heritage Sites[3], such as the Mayan cities of Tikal (1979) in Guatemala, Copan (1980) in Honduras, Quirigua (1981) in Guatemala, and Calakmul (2002) in Mexico. Several key protected areas in the MAR have Man and the Biosphere Reserve designation: Rio Platano (1979) in Honduras, Sian Ka'an (1986) in Mexico, Mayan Reserve (1990) and Sierra de las Minas (1992) in Guatemala, Calakmul (1993), Banco Chinchorro (2003), and Rio Lagartos (2004) in Mexico. Sierra de las Minas and Rio Platano are both among the largest protected areas in their respective countries and are fully within the ecoregion.

Besides containing representative coastal and marine habitats, ecosystems of global importance and significant indigenous cultural diversity, the MAR ecoregion is home to at least 66 known hard coral species, 35 mollusks species, more than 500 fish species and it is known as one of richest ecoregions and most diverse coral reefs in the Western Atlantic (Kramer and Kramer 2002, Windevoxhel 2011). This fragile ecosystem is a biodiversity hotspot, hosting one of the largest populations of manatees and sea turtles (*Eretmochelys imbricata, Chelonia midas, Caretta caretta*) and the world's largest documented aggregation of whale sharks. Inland, its biodiversity is no less special hosting jaguars, spider and howler monkeys, Baird's tapir and the horned guan (*Oreophasis derbianus*). The region is a critical flyway for at least 225

[3] Tikal and Calakmul are Mixed Natural and Cultural Heritage sites.

migratory species, since three of the Western Hemisphere's four migratory bird routes converge in Mesoamerica (CEPF, 2005).

There are no estimates of the economic value of the entire MAR ecoregion. However, WRI in 2008 estimated that the value of ecosystem services (fishing, tourism, shoreline protection) generated by the coral reefs and mangroves contributes between 15% and 22% of GDP in Belize (in the range of USD 395–559 million per year). Because the watersheds and coastal-marine systems are critical to the vitality of all four countries' economies and livelihoods as well as yielding globally significant benefits to surface and ground freshwater and marine resources and biodiversity, its protection is clearly important not only locally and regionally but globally.

1.3 Overview of Threats and Drivers

As water flows from ridge to reef, freshwater quality and quantity impacts the health of the terrestrial, coastal and marine ecosystems. Additionally, poor management practices along the coast and within the marine waters further compound the problem. The connectivity of terrestrial watersheds to critical coastal and marine habitats presents a continuum of threats that are omnipresent for the transboundary MAR ecoregion.

Within the 2007 Tulum+8 Regional Action Plan for the MAR, the four governments identified and officialized the following major threats and drivers:

Ecosystem and Habitat Degradation: most of the MAR's ecosystems show signs of degradation: evidence of dried up rivers, forest fragmentation, mangrove loss, coral bleaching and disease, and over-fishing abound even in the most remote parts of the MAR. Coral bleaching events have occurred with increased frequency in recent decades. Mangrove clearing for unplanned and unregulated coastal development prevails throughout the ecoregion. In the Central American region, the moist broadleaf forests of the Caribbean basin is recognized as the forest type most impacted by land cover change, rendering the MAR as a deforestation hotspot, especially in Guatemala, Honduras and Yucatan (Redo, et al 2012).

Mass tourism: The continued exponential growth of mass tourism in the MAR threatens the ecoregion via (1) coastal habitat destruction; (2) water demand and pollution due to lack of proper wastewater and sewage handling; (3) coastal and marine habitat degradation due to poor recreational and visitation practices, and (4) growing demand for seafood. The problem is of a regional scale given that all four countries aim to expand and consolidate further their tourism industry.

Land-based sources of water pollution: Polluted waters compromise the ecological integrity of the watersheds and coastal and marine ecosystems of the MAR. The intense application of agrochemicals in

the ever expanding export agriculture landscapes of the ecoregion and poor soil conservation practices result in polluted effluents and sedimentation overloads. Poor soil practices stem from intensive and hillside agriculture, illegal logging, mining and agricultural and urban expansion. Untreated sewage, excess nutrients and waste disposal from urban areas, aquaculture and industrial effluents are also key sources of water pollution and thus threaten the integrity of ecosystems and its species.

Overfishing: Unsustainable fishing practices have profound, far-reaching ecosystem consequences in terms of biodiversity loss, habitat degradation, and diminished ecosystem function and productivity (NOAA, 2009). Overfishing is a global crisis— current worldwide fish consumption is unsustainable (Clover, 2006). The impacts of overfishing and destructive fishing are the most widespread of all threats to reefs, along with underlying social and economic factors (HRI, 2012 and USAID CATIE TNC, 2012).

Global climate change: The increased frequency and severity of extreme weather events such as storms, hurricanes and drought have and continue to impact the integrity of both inland, coastal and marine ecosystems and the livelihoods of their human communities. Poor land use practices and weak or non-existent adaptation and emergency response systems compound the impact of these events in the MAR natural and human communities.

Global decline in living coral coverage has occurred in recent decades in response to many anthropogenic and environmental disturbances such as coastal development, sedimentation, invasive species, storms, high sea temperatures, disease, pollution, overfishing and eutrophication (Hughes et al. 2003; Grimsditch and Salm, 2006). Experts predict that one-third of all reef-building corals are at risk of extinction (Carpenter et al., 2008).

The Tulum +8 Regional Action Plan for the MAR also identified several "limiting factors" which interfere or limit the reach of conservation and sustainable development efforts. These limiting factors include: a) lack of integrated policies, b) inadequate enforcement, c) weak communications and coordination, d) limited public awareness and political will, e) poor private sector buy-in and participation, f) lack of financial sustainability, g) gender inequity, h) lack of science based information including economic valuation data integrated into national policy and economic models, i) limited institutional capacity, and j) limited environmental education opportunities, among others. The threat analysis of the TNC ecoregional assessment in 2008 reviewed and validated the above.

These limiting factors continue to hinder effective management of the ecoregion. CCAD's difficulties to offer effective leadership, weak and limited institutional capacity and coordination, the fragmented approach and conflicting policies at national levels to resource management, weak enforcement of regulations and lack of science-based recent data guiding decision-making and planning have all been

identified as key elements of the issues requiring to be addressed. Increased ocean acidification and temperatures, rise in sea level and increased frequency of extreme climatic events associated with global climate change affect the ability of the ecoregion to withstand the impacts from the identified threats and its capacity to recover as rapidly as it would without the added pressure.

1.4 Stakeholder Analysis

Over the years, the Ministries of the Environment and Natural Resources and other government agencies have undertaken various initiatives for the conservation of the MAR, in collaboration with various programs and projects supported by international donors such as GEF, Healthy Reefs for Healthy People Initiative (HRI), MAR Fund, TNC, WWF, and others. These initiatives have laid the foundation for the ridge to reef approach on which this project is rooted. They have identified, involved, and worked with a broad range of stakeholders from different groups in the MAR, many of which benefit in several ways from the goods and services that this ecoregion provides.

Stakeholders in the MAR include national and local NGOs, private sector organizations, civil society groups including women's groups, producer associations, local watershed committees/associations, fishing organizations, and others actively participating in various initiatives relevant to integrated watershed and coastal and marine management in the MAR.

Key stakeholders in the MAR region include the following:

Central American Commission on Environment and Development (CCAD): is the environmental division of the Central American Integration Secretariat (SICA), the economic and political organization of Central American states. CCAD was appointed by the Tulum Declaration and ratified in Tulum +8 as the leader of regional efforts for the conservation and management of the MAR as a shared transboundary ecoregion. CCAD hosts the Regional Environmental Observatory (REO), a regional digital repository of environmentally relevant information. The governments of Belize, Honduras, Guatemala, and Mexico have requested that CCAD lead the development and execution of this project. CCAD played a central role in the development of the PIF, as well as throughout the preparation of the project, and will be the executing agency for project implementation.

Central American Fisheries and Aquaculture Organization (OSPESCA): is the fisheries and aquaculture division of SICA, the economic and political organization for Central American integration. OSPESCA supports regional fisheries and as such is a key player in the MAR. As a peer organization to CCAD, the project will ensure close coordination with OSPESCA during project implementation, specifically with regard to the development of fisheries-related activities to be carried out in Component 3.

Ministries of Environment in Belize, Guatemala, Honduras and Mexico: The environment ministers of the four MAR countries are members of the MAR Ministerial Council established by the Tulum Declaration, as such they will oversee project progress and ensure regional political will. Currently this council does not meet regularly, the project will reactivate it early on during the project start-up phase. These ministries have the mandate to protect, conserve, and promote sustainable management of their natural resources, which is a common objective with this project and an opportunity to consolidate the regional approach.

National focal points: This group includes the national liaisons named by the environmental authorities from each of the countries participating in the project: Ministry of Agriculture, Fisheries, Environment and Sustainable Development in Belize, Ministry of the Environment and Natural Resources (MARN) in Guatemala, the Secretariat for Energy, Natural Resources, Environment and Mines (Mi Ambiente) in Honduras, and the National Commission for Natural Protected Areas an agency of the Environment and Natural Resources Secretariat (CONANP/SEMARNAT) in Mexico. The national liaisons have been involved in the project since its conceptual phase and will work to ensure the political commitment of their respective countries, and will conform the MAR Technical Working Group.

Relevant government agencies: Various agencies in the four countries will be engaged by the project, including the agencies related to protected areas, agriculture, forestry, and planning to carry out effective ridge to reef scaling up efforts, integrated management of both watersheds and coastal-marine areas, and demonstrative projects. In Belize, the Coastal Zone Management Authority and Institute (CZMAI) will be actively involved in the project given its progress towards the implementation of a national integrated coastal and marine management plan.

Local communities: The local communities living and working in the watersheds, coastal and marine zones that depend on the natural resources and associated environmental services will be engaged throughout project execution. This group includes: farmer and agricultural associations, community organizations, committees of indigenous inhabitants, women's community groups, water associations and committees, fishers and fishers' associations. Local communities will be key players in various activities including demonstration projects.

Private Sector: The project will work with multiple private-sector actors located in the MAR. This group includes the companies and associations producing oil palm and sugarcane in the priority watersheds identified in each country. The project has identified the actors in this group interested in implementing better practices and following the commodity certification standards RSPO and BONSUCRO[4]. Private

[4] RSPO stands for Roundtable for Sustainable Palm Oil, the certification scheme for palm oil and BONSUCRO metric-based certification scheme for sugarcane.

sector also includes representatives from shrimp aquaculture and lobster and other fisheries in the MAR, interested in sustainable production and certification. Other companies that rely on watersheds services, such as The Coca Cola Company (TCCC), are key for several project activities. TCCC, whose global alliance with WWF includes the Mesoamerican Reef watersheds as one of its priority places, has supported WWF's efforts in integrated watershed management and was instrumental in the establishment of the first Water Fund in the ecoregion. The sector also includes tourism companies and associations including hotels that conduct economic activities in the coastal marine zone of the MAR and are interested in implementing better practices for sustainable, low-impact tourism to reduce their ecological footprint. Lastly, tourism infrastructure development stakeholders will be active participants, given their relevance to landscape changes in the ecoregion.

Multisectoral groups: To better address key challenges in the ecoregion, various multisectoral groups have been established. These multisectoral groups bring together public and private sector stakeholders, academia, community organizations, and other civil society representatives including NGOs to work collaboratively for a common cause. Key multisectoral groups relevant to the MAR2R project include: the Advisory Council for the CZMAI in Belize, the binational (Belize-Mexico) Watershed Council for the Hondo River, the Belize River Watershed Management Task Force, the Coastal Marine Caribbean Policy Working Group in Guatemala, and the Alliance for Water Security of San Pedro in Honduras. These multisectoral groups will participate in project activities as they are relevant to their specific interests.

International, regional, and national NGOs: The non-governmental organizations that have been actively involved in developing tools and strategies for the conservation and management of natural resources in the MAR are also key for the project's success. These organizations will participate in project implementation, coordinating activities as partners, establishing cooperation mechanisms and alliances for project implementation, supporting the project with co-financing or by sharing their experiences, lessons learned and information. The project will rely on their acquired expertise in various areas including: integrated watershed and coastal management, soil conservation, agroforestry systems, sustainable livelihoods, voluntary standards, etc. These NGOs include: Amigos de Sian Ka'an, FUNDAECO, Fundacion Defensores de la Naturaleza, HRI, MAR Fund, MARTI, Roatan Marine Park, and Wetlands International.

Amigos de Sian Ka'an is a Mexican NGO established in 1986 to contribute to the management the Sian Ka'an Biosphere Reserve in Quintana Roo, Mexico. The organization now works in the entire state of Quintana Roo. FUNDAECO is a Guatemalan NGO with over 20 years of continued conservation efforts in the coastal-marine ecosystems that drain into the MAR. Fundacion Defensores de la Naturaleza is a Guatemalan NGO with over 25 years of conservation experience, including the co-administration of the

Sierra de las Minas Biosphere Reserve, located within the Guatemalan watersheds that drain into the MAR. They established the public-private mechanism: Water Fund, to support the responsible management of water in the reserve.

The Water Fund is a public-private mechanism established in 2003 based on the voluntary participation of the users relying on water supplied by the watersheds of the Motagua and Polochic rivers. These watersheds are located within the Sierra de las Minas Biosphere reserve. This financial mechanism establishes payments for ecosystem services bringing together public entities such as municipalities, watershed committees, community organizations and NGOs with private companies including water bottlers, hydroelectricity companies and sectoral organizations. The mechanism relies on the voluntary contributions of its water consuming members which are then used to issue grants for watershed management activities implemented by the local communities that live in the middle and upper sections of the watershed. The mechanism is not intended to manage government funds or give out loans, however it can match municipal investments aligned with the Fund's objectives.

The Healthy Reefs Initiative (HRI) is an international, multi-institutional effort that tracks reef health in the MAR. The Initiative was launched in early 2004 as a catalyst to improve the collective conservation impact in the MAR. The founding members include WWF and the MBRS Project. Their Healthy Reefs Report Card, prepared every two years, is now the reference point for marine conservation efforts in the region. MAR Fund is a participatory, privately managed regional funding and coordination institution, established in 2004 by the conservation funds of the four MAR countries. MAR Fund's focus is on the coastal and marine ecosystems of the MAR with emphasis in marine protected areas. MARTI is the Mesoamerican Reef Tourism Initiative, a group of nonprofit and private sector participants working to maintain a vibrant tourism industry that can support local communities and contribute to a healthy ecosystem. MARTI's work in the MAR is over 10 years old and focuses on reducing water pollution, tackling climate change and strengthening tourism associated local livelihoods. Roatan Marine Park is a grass roots, community-based, non-profit organization established in 2005 protect Roatan's fragile coral reefs. Wetlands International is a global organization that works to sustain and restore wetlands and their resources for people and biodiversity, in the MAR they work in the Motagua river on conservation and climate change adaptation efforts.

WWF-MAR has worked in the MAR region for more than a decade with a specific focus on ridge to reef conservation. It is recognized in the MAR for promoting the ridge to reef approach, creating the Healthy Reefs Initiative and the MAR Fund, developing public-private mechanisms for watershed management

(water funds), water reserves[5], and engaging the private sector through voluntary standards for agriculture (RSPO and BONSUCRO), aquaculture (ASC), and fisheries (MSC), and on climate change adaptation. WWF-MAR will support CCAD and its project partners by offering its technical knowledge and strong relationships with government, private industry, civil society and local communities in those areas where the project activities will be carried out.

1.5 Sectoral and National Policies

In 1997, the Tulum Declaration established the region's commitment for the conservation of the MAR, identifying the MAR as an area of global, regional, and national importance. The region ratified its commitment to the shared transboundary ecoregion in 2006 with Tulum+8. The declaration emphasized the role of integrated resource management. Tulum+8 Regional Action Plan calls for the study and management of land-based sources of marine pollution and integrated watershed management.

Regionally, various CCAD instruments support integrated resource management: The Environmental Plan for Central America, PARCA III (valid up to 2014) included strategic guidelines to address environmental challenges for forests, biodiversity, water resources, and climate change. CCAD's Regional Framework Strategy on the Environment 2015–2020 (ERAM) has replaced PARCA III and defines strategic guidelines and actions to boost efforts on: climate change and risk management; forests, oceans and biodiversity; integrated water resource management; environmental quality, trade and environment; and financial mechanisms. The plan aims to mainstream mitigation, resilience building and adaptation to climate change and risk management in national policies and plans. In regards to forests, oceans, and biodiversity actions focus on ecosystem restoration, mangrove conservation, sustainable fishing, coastal marine spatial planning and maritime control and surveillance. The plan calls for integrated international watersheds and conservation of surface and underground freshwater in terms of quality and quantity. In regards to water resources management, the region developed the Central American Strategy for Integrated Water Resources Management (ECAGIRH-2010) and the Central American Plan for Integrated Water Resources Management (PACAGIRH-2010). Other regional planning instruments on which CCAD will root project activities include the Regional Strategy for the Conservation and Sustainable Use of Biodiversity in

[5] Water reserves refers to the establishment of governance and cooperation mechanisms among diverse stakeholders, aimed towards mobilizing resources, policies and collective action for the good management of critical wetlands and water recharge and regulation zones. A water reserve may include one or more watersheds or part of them, in areas where organized action can help maintain or improve sufficient water quality and quantity to maintain environmental health and secure water availability for all other uses.

Mesoamerica, the Central American Forestry Strategy, the Central American Policy for the Conservation and Rational Use of Wetlands, and the Central American Climate Change Strategy, to name a few.

These regional frameworks and instruments offer a foundation for integrated ridge to reef management, however they also showcase some of the key limitations the project will address. Most of these instruments were designed but their implementation has been limited or non-existent. The project will analyze these documents, update them as relevant and identify strategies for their implementation as the foundation for the regional integration of the ridge to reef approach.

At the national level, all four participating countries are signatories to international agreements and conventions, including the Convention of Biological Diversity (CBD); Convention on Wetlands of International Importance (RAMSAR); Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); the World Heritage Convention (WHC); United Nations Framework Convention on Climate Change (UNFCCC); Rio Declaration on Environment and Development; Inter-American Convention for the Protection and Conservation of Sea Turtles (IAC); and Convention for the Protection and Development of the Marine Environment for the Wider Caribbean Region (Cartagena Convention). In addition, several regional agreements have been signed between the Central American countries, such as the Central American Convention for the Conservation of Biodiversity and the Protection of Priority Protected Areas, the Central American Convention on Climate Change and the Mexico-Central America Declaration on Sustainable Development. By ratifying these multilateral and regional environmental agreements, the participating countries have taken on responsibilities and obligations, and where these agreements are binding, legal provisions were designed to comply with its obligations.

The four countries also have their own institutional and legal policy framework for the management and conservation of their corresponding section of the Mesoamerican Reef ecoregion:

In **Belize**, the National Biodiversity Strategy and Action Plan (1998) provides a framework for long-term conservation and sustainable use of biodiversity and plays an instrumental role in the sustainable development of Belize's coastal and marine resources. Other important policies in the country are: the Protected Area Policy and System Plan (2004), which provides a specific objective to consolidate the Belize Barrier Reef System; the National Biodiversity Policy (2006) providing a framework for the sustainable use and conservation of biodiversity; The National Environmental Policy and Strategy (2014–2024), which recognizes the reliance of Belize's economy on its natural resources and emphasizes the need to maintain the health of Belize's terrestrial and marine biodiversity. These instruments propose to address the degradation of terrestrial and marine resources via sustainable land management, integrated water resources management, and adoption of clean technologies. The National Integrated Water Resources Policy (2008) led to development of the National Integrated Water Resources Act, which came into effect in 2011. It

provides a framework for the management, controlled allocation, and sustainable use and protection of the water resources, water quality control, and establishment of a National Integrated Water Resources Authority (NIWRA). Another important policy is the Sustainable Land-Use Policy and Planning Framework (2011). Although this policy does not specifically embrace a watershed management strategy, it provides the enabling conditions for promoting this approach.

Established in 1998, Belize's Coastal Zone Management Authority and Institute (CZMAI) leads the management of Belize coastal and marine resources. The Integrated Coastal Zone Management Plan has been developed and has been officially endorsed and only awaits its legal enactment by the House of Representatives for its implementation to begin. Its fundamental goal is to facilitate the improved management of coastal and marine ecosystems to maintain their integrity while ensuring the delivery of ecosystem services benefits. Belize has drafted a new Fisheries Act, modernizing and strengthening its legal framework for sustainable fisheries. Finally, the Belize National Development Framework 2010–2030, or Horizon 2030, mainstreams environmental sustainability into development planning.

Guatemala's institutional framework includes: the National Policy and Strategy for the Development of the Guatemalan System of Protected Areas (1999), which specifically addresses the protection of strategic areas for the provision of water, seeks to tackle deforestation from agricultural encroachment and promotes agroforestry systems in biological corridors; the National Policy for Integrated Water Resources Management (2006), which calls for the institutionalization of a National Water Resources Management System; the Conservation, Protection, and Enhancement of the Environment and Natural Resources Policy (2007), whose strategic guidelines envisions the watershed and sub-watershed as the unit for sustainable development for land-use planning, and includes the integrated management of water resources and sanitation, restoration of the territory, prevention, control, and proper management of emission sources and pollution in land-use planning; the National Biodiversity Policy and Strategy (2012), which includes lines of action related to: pollution, overfishing, habitat loss, fragmentation, and the development and implementation of a national plan that stimulates both resilience building as well as the conservation of ecosystem services.

Guatemala has also developed the Policy for the Integrated Management of Coastal Marine Areas (2009), aiming to protect, manage, and use the coastal and marine ecosystems to ensure their permanence and the equitable development of the people in the coastal-marine areas. This policy defines guidelines for land-use planning, prevention of degradation and pollution, conservation and restoration of ecosystems, and sets enabling conditions for implementation through institutional strengthening and coordination. Other important policies providing enabling conditions for project implementation are the National Wetlands Policy (2007), the National Climate Change Policy (2009), the Legal Framework on the Reduction of

Vulnerability, Obligated Adaptation towards Climate Change Effects and the Mitigation of Greenhouse Gases (2013), and the National Policy on Integrated Rural Development (2009). The latter, emphasizes land-use planning as one of the principles for its implementation, highlighting the need for integrated watershed management.

In **Honduras,** the General Environmental Law (1993) establishes that the state and local governments are responsible for the management, protection, and conservation of watersheds and natural water reservoirs. Furthermore, the law's Article 100 calls for creation of the National Watershed Network to coordinate the management of water resources and improve its quality and quantity. The National Biodiversity Strategy and Action Plan (1998) aims to implement the recommendations of the CBD, through the conservation and management of protected areas, and land-use planning. The Forestry Sector, Protected Areas and Wildlife Policy (2007) aims to abate the drivers of forest degradation and promote its recovery and sustainable management. The policy includes strategies directly relevant to the MAR2R project: 1) participation of local governments and communities in watershed management, 2) payment of ecosystem services mechanisms, and 3) reduce inappropriate agricultural practices. Honduras has developed a legal framework to foster land-use planning at regional and local levels, using a watershed management approach. The General Water Law approved in 2009, establishes the principles and regulations regarding protection, conservation, recovery, and sustainable use of water resources and promotion of an integrated management of the water resources.

Recently, Honduras drafted the Country Vision 2010–2038 and National Plan 2010–2022, whose Objective 3 pursues the sustainable management of natural resources and reduction of the environmental vulnerability, proposing the restoration of one million hectares, abating deforestation, consolidation of protected areas, and establishment of payment for ecosystem services (PES) mechanisms to finance protected area management. More recently, in 2014, Honduras established the Policy for Adapting to the effects of Climate Change in the Honduran Caribbean Coastal Area, which includes vulnerability and adaptation measures. As part of this policy, they have developed specific adaptation plans for at least two protected areas in the MAR region: the Bay Islands and Cayos Cochinos.

Mexico also features a comprehensive legal and institutional framework that includes the National Biodiversity Strategy (2000) developed to meet its commitment under the CBD. Relevant Mexican federal laws include the Norm for the Conservation of Water Resources and the Norm for Environmental Protection of Native Flora and Fauna Species. In regards to water reserves Mexico has the Norm to define ecological flows in hydrologic reserves.

Since Mexico is a federal country, both federal and state level policies are relevant. Quintana Roo, which is the state that includes the MAR ecoregion, has instruments and the institutions responsible for

implementing national criteria of environmental policies at the state level. At the municipal level, three out of 10 municipalities include in their regulations actions to protect and conserve biodiversity and natural resources. The Ecological Balance and Environmental Protection State Law (2001) encourages sustainable development, the preservation and restoration of ecological balance and environmental protection, and regulations to prevent and control environmental pollution. In addition, the State Forestry Law (2007) seeks to promote the favorable economic, social, and institutional conditions for the long-term development of the forestry sector in the state. Important and relevant instruments for project implementation include the Ecological Management Program, of which Quintana Roo has eight in place, and the State-Land Use Management Program of Quintana Roo, which supports the enabling conditions to implement watershed management. Finally, but not less important, is the Quintana Roo State Development Plan 2011–2016 with various strategic lines including the Green Quintana Roo strategic line where the importance of the MAR is explicitly recognized.

The above regional, national and sectoral policies are part of the legal/institutional framework upon which the MAR2R project will have its foundation. The project will analyze the needs for revision and harmonization of the key relevant policies and when relevant seek to create new instruments in order to ensure project success in achieving a regional approach to the MAR's conservation.

1.6 Baseline Analysis and Gaps

The updated Regional Action Plan for the MAR (2007) recognized the need for integrated watershed, coastal, and marine management via a ridge to reef approach and outlined 11 sub-strategies for action: 1) responsible tourism; 2) strengthening of the marine and coastal protected areas system; 3) sustainable fisheries; 4) effluents management; 5) land-use planning; 6) better management practices for agriculture; 7) sustainable forest management; 8) responsible extraction of nonrenewable resources; 9) management of hydrological karstic systems; 10) integrated water resources management; and 11) harmonization of policies and standards. However, this plan remained as a comprehensive wish list that was not revised or updated, and more importantly it was not systematically implemented. Furthermore, there have not been any other efforts to develop regional instruments that can effectively foster collaboration to address the above substrategies for the MAR. Additionally, the 2007 Action Plan identifies the ridge to reef approach but its substrategies continue to be divided between terrestrial and coastal and marine systems.

Integrated Water Resources Management

In the MAR integrated water resources management (IWRM) has as its foundation regional- and national-level policies that promote the approach. Until recently, ECAGIRH and PACAGIRH policy instruments represented the region's shared understanding on the need for integrated management of hydrological

resources for water conservation and sustainable use. These instruments were replaced by ERAM which includes a specific strategy for integrated water resources management with actions to develop tools for integrated international watersheds and promote the conservation of surface and underground freshwater. At the national level, policy instruments for integrated watershed management exist (Section 1.5). Unfortunately, the existence of such regional and national instruments, has not translated into systematic on the ground implementation of IWRM and other water conservation policies. The countries suffer from weak capacity and conflicting agency mandates affecting implementation, and efforts are fragmented and on the other, ERAM's framework is not for the ecoregion itself, and thus falls short of guiding the countries towards unified approach for the MAR. The project's efforts will rely on the established policy frameworks and instruments and on the ground experiences seeking to act as a catalyst for an actual and concerted region-wide shift towards mainstreaming of ridge to reef integrated watershed management of the MAR ecoregion.

Locally, management tools have been developed for a few rivers and aquifers, such as for the Rio Hondo watershed. The Watershed Council for Rio Hondo[6] is a binational council (Mexico and Belize) created to improve the quality of its water resources. In 2014, the watershed council developed strategies and action plans for the Chetumal Basin. However, the council has limited capacity for implementation and lacks regulatory capacities having only a consultative role with stakeholders. The project identifies the council, and other similar initiatives, as key local stakeholders that can be strengthened institutionally, and thus be capable of leading implementation of on the ground activities. But also the MAR2R project will be working on regional fora where decisions can be made in support of these local initiatives.

Guatemala has begun to establish the national authority for the sustainable management of the Motagua River basin, having completed a series of baseline analyses in key sub-watersheds. Also the Ministry of the Environment and Natural Resources (MARN), through the Department of Water Resources and Watersheds has provided support for preparation of a methodological guide for the development of watershed management plans and has provided monitoring equipment for water quality in the Motagua watershed area. However, although the Motagua is a transboundary watershed the management plan continues to be national, with little coordination with the neighboring country and only in regards to a specific issue in this watershed. The project will seek to strengthen linkages between both national level management plans and explore the possibility of establishing a demonstration project in within a sub- or micro-watershed that could support scaling up and accelerated integrated watershed management in this key binational watercourse, as well as in the other national and shared watersheds of the MAR.

[6] The council, formed by government, civil society, businesses, users, and academia, to date is active in coordinating water-quality monitoring activities.

Other efforts on integrated watershed management include multiple initiatives at the local and national level with a myriad of actors, from international donors to local communities and even the private sector. One such effort includes the participation of The Coca-Cola Company (TCCC). In 2006, TCCC partnered with WWF and Fundación Defensores de la Naturaleza to launch Guatemala's Sierra de las Minas Water Fund in the Motagua-Polochic system. Defensores de la Naturaleza established the mechanism in collaboration with the Coca-Cola bottler and other business partners, as well as international donors active in the region. Even though the Fund started in 2006, it is not completely consolidated and needs a strategy to increase its membership base and awareness raising among key stakeholders to improve its sustainability. Based on lessons learned from the first phase of the Water Fund, the second phase was launched in 2015. The project will support these ongoing efforts seeking to consolidate this innovative mechanism from which much can be learned to establish similar mechanisms in Belize and Honduras.

Voluntary Standards Agriculture

Other approaches to integrated watershed management include WWF's program for the adoption of better management practices in agriculture to reduce pollution, erosion and deforestation by promoting sustainable resource use. In the MAR more than 300,000 ha of land are devoted to commodity agriculture. Commodity producers are beginning to adhere to voluntary standards that increase environmental and social performance as well as market competitiveness, such as Bonsucro and Roundtable on Sustainable Palm Oil (RSPO). Bonsucro seeks to reduce social and environmental impacts of sugarcane production, while RSPO aims for the same in oil palm production. Currently, several of Honduras oil palm producers are preparing for RSPO certification while in Guatemala, the two producers located in the MAR ecoregion are RSPO certified. In 2014 and with the support of WWF-MAR, one sugar mill in Honduras became the first mill in Latin America to be Bonsucro certified. However, increased uptake of voluntary standards is missing and its potential for widespread adoption is limited. Additionally, maintaining certification is challenging and requires constant follow up. By supporting efforts towards certification and maintaining it once achieved, the project will support the sector towards an ample uptake of better practices that foster sustainable production in the MAR[7].

Access to updated science based information for decision making and regional collaboration

The German financial and technical cooperation Agency (GIZ) is providing support to tackle ecosystem degradation and habitat loss. The Regional Program for the Reduction of Emissions from Deforestation and Forest Degradation for Central America and the Dominican Republic (REDD-CCAD-GIZ) program aims

[7] Frequently, when first certified companies receive a series of recommendations for improvement that companies must address in order to keep the certification.

to support the effective implementation of compensation mechanisms to reduce CO_2 emissions from deforestation and forest degradation in Central America. GIZ is supporting the creation of the Regional Database on Forest Resources in Central America and the Dominican Republic to support forest monitoring in each of the SICA member countries and establish the foundation for a regional forest information system that operates in the framework of the Regional Environmental Observatory (REO). However, this information is only forest based. To ensure that REO has terrestrial as well as coastal and marine based information the project will complement GIZ's efforts by linking HRI and other sources of coastal marine data sets. Furthermore, the project will push for an overarching framework for integration of the landscapes and ecosystems into the ecoregional approach. Another important GIZ investment in the region include the project "Enhancing the Adaptive Capacity of Rural Economies and Natural Resources to Climate Change" with project activities in eight Caribbean countries, including Belize and promoting a ridge to reef approach to conservation.

The regional project Conservation and Sustainable Use of the Selva Maya, implemented by GIZ on behalf of the German Federal Ministry of Economic Cooperation and Development and in collaboration with the CCAD, aims to preserve the Selva Maya[8] by promoting the sustainable use of its natural resources in Belize, Guatemala, and Mexico. At a national level, the Selva Maya project is working with the relevant conservation authorities and other governmental institutions as well as nongovernmental and civil society organizations. At a regional level, the project supports the development of common strategies to foster local and transnational cooperation between Belize, Guatemala, and Mexico. Although this initiative, does not share the ridge to reef approach is a natural partner for the MAR2R project, given its focus on having three countries collaborate towards a common objective. The project will thus engage with it both at the local and regional levels to ensure that active and effective local partners are able to spearhead some of the project's initiatives and that synergies at the regional level can foster successful regional transboundary collaboration.

The CLME+ project "Catalyzing Implementation of the Strategic Action Program for the Sustainable Management of Shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems" is supporting integrated regional governance and promoting ecosystem-based management/ecosystem approach to fisheries to secure provision of goods and services from the region's living marine resources. The project's contributions to regional governance and enhanced understanding of the region's marine resources will support MAR2R efforts significantly. The MAR2R project will engage

[8] Two prioritized watersheds for this project, Belize River and Hondo River, are within the Selva Maya Forest.

with the CLME+ to ensure that both projects can support each other's' efforts towards improved and integrated marine resource governance in the MAR and the larger marine ecosystem that it belongs to.

Integrated Coastal and Marine Management

The region is also making progress toward addressing coastal and marine threats to the MAR. Similar to IWRM initiatives, integrated coastal and marine management (ICMM) suffers from fragmentation with isolated planning and implementation efforts. However, these national efforts will be the foundation on which the project can work for the harmonization and scaling up of the ridge to reef and integrated coastal management of the MAR ecoregion.

Belize leads the way on ICMM, having established the Coastal Zoning and Management Authority and Institute (CZMAI). The CZMAI led the design of the government's national integrated coastal zone management plan, with WWF and the Natural Capital Project having supported the initiative. The plan establishes a sustainable approach by quantifying and valuing coastal and marine resources, and enables the making of informed management recommendations based on the analysis of ecosystems services provided through fisheries, tourism and coastal protection, taking into account the impacts of alternative zoning schemes. As mentioned above, once the plan is legally enacted by the House of Representatives, its implementation will be led by CZMAI. Even though this is a breakthrough initiative, it still needs to address the absence of climate change variables in the plan. Also, the plan needs to be streamlined into local government plans for its implementation. The project will support the CZMAI and will foster peer exchanges between the MAR countries for a regional ICMM approach.

In 2009, Guatemala approved its National Policy for the Integrated Coastal Marine Management. The MARN is in charge of its implementation and will develop the policy's strategic action plan, with goals and activities. The strategy and action plan are fundamental to the integrated management of the coastal-marine resources and are an important opportunity to reach nationwide agreement on the rational use of these goods and services. Having recognized that the policy can only be implemented through specific Caribbean and Pacific strategic action plans, the government established the Coastal and Marine Policy Working Group for the Caribbean and commissioned it with the development of the plan. However, the plan is still a pending. The project will support this working group by strengthening its capacities on ICMM and to ensure the update and effective implementation of the policy's strategic action plan for the Caribbean and facilitate experience sharing to capitalize on Belize's lesson learned.

In Honduras, the legal framework for ICMM is pending and to date only fragmented municipal or community-level efforts exist. In Mexico, land use planning is at the local and municipal level, with 100%

of the terrestrial portion of the state of Quintana Roo having a land-use plan. These plans do not take into account the coastal-marine aspects of the landscape. As in the case of Guatemala, the project will promote experience sharing with Belize to build capacity and foster the development of a policy instrument for ICMM or update existing plans to include ICMM.

Fisheries and Aquaculture Voluntary Standards

In Mexico as well as Belize and Guatemala, experience exchange programs are supporting artisanal fishermen with improved organization capacities and techniques, the establishment of no-take zones, and improved market opportunities. In Belize, Guatemala, and the Bay Islands of Honduras, a ban on fishing parrotfish is in place. Similarly, a permanent moratorium in Honduras on shark fishing positioned this country in the forefront of struggles to address unsustainable fishing. Regional fisheries efforts are also working towards establishing compatible regulations for finfish and conch through experience sharing and improved community organization, fishing gear, and establishment of no-take zones. Efforts have led to increased regulatory compliance and harmonization between Belize and Mexico, specifically for the conch fishery. The most relevant regional accomplishments to address overfishing focus on lobster. In 2009, a region-wide effort led by OSPESCA established a lobster ban. The ban adopted by the seven countries of the Central American isthmus now halts lobster fishing from Belize to Panama during the lobster reproductive season. However, command and control measures have limited reach and market forces need to support this regulatory instrument; sustainable long term improvements require coordinated efforts along the value chain.

WWF efforts, together with fisheries authorities and industrial fishing sector, towards responsible and sustainable fisheries in the MAR include the Marine Stewardship Council (MSC) standard. Fishers committing to this sustainable standard are able to maintain current markets or access specialized ones for their product. Progress towards MSC certified lobster fisheries have already produced some results. In Mexico, small-scale lobster fishery in the Sian Ka'an and Banco Chinchorro Biosphere Reserves achieved and has maintained Marine Stewardship Council (MSC) certification in 2012. Regional Federation of Fishing Cooperatives in the State of Quintana Roo, the NGO Comunidad y Biodiversidad, and WWF have collaborated successfully to enable the fishery to become the first MSC-certified spiny lobster fishery in the Caribbean. These are all small scale initiatives while the scaled-up widespread uptake is pending. The ultimate fisheries objective in the MAR includes the active participation of the industrial sector in the sustainable management of the fisheries, which in turn improves their competitiveness.

In Belize and Honduras, in 2011 and with the support from WWF-MAR, a MSC pre-assessment was completed for spiny lobster, the complete fishery in Belize and the trap industrial fishery in Honduras. In

Honduras, the effort resulted in the development of a Fishery Improvement Project (FIP)[9] Action Plan, which identified actions that would promote sustainable use of the resource and management of the fishery, and prepare it for future certification under MSC. Since 2012, the FIP Action Plan is under implementation with stakeholders, including DIGEPESCA, trap fishermen, the Caribbean Fishers' Association, OSPESCA and others. Complementing this effort, a pilot project for the traceability of spiny lobster was implemented in 2013–2015 by WWF-MAR under the coordination of USAID Regional Program for the Management of Aquatic Resources and Economic Alternatives. To have a fishery comply with MSC, several steps have to take place with the participation and support of the stakeholders. This takes time and funds and a systematic approach. Despite progress, FIPs take 5-10 years and currently the process is approximately midway. Additional steps have to take place to have an example of a certified industrial fishery, which the MAR2R project will support. It is important to highlight that the ultimate goal is not the certification itself but the improved management of the fisheries in the MAR.

The Aquaculture Stewardship Council does for aquaculture what the MSC does for fisheries, promoting better management practices for sustainable operations. In Belize, the commercial scale adoption of these practices amongst shrimp farmers has resulted in significant reductions of effluents by up to 90% (when compared to 2004 levels), enabling the recovery of important coastal areas like the sea grass beds of Placencia Lagoon. These better management practices have also enabled farmers to reach ASC certification. Currently 90% of the country's shrimp farms are ASC certified. Certification was reached only in 2015, maintaining certification in the following years is critical to ensure that Belize case consolidates itself as a country-wide example of the uptake of voluntary standards as a tool to improve the sustainability of a specific sector. Technical assistance to maintain certification is therefore critical

Mangroves

To revert mangrove loss, all four MAR countries are engaged in fragmented efforts lacking connectivity at landscape level. In Mexico, mangrove restoration efforts include Banco Chinchorro, Laguna de Nichupte, and Sian Ka'an Biosphere Reserves, in Belize Placencia Lagoon and in Honduras, Guanaja Mangrove Restoration project funded by the Ocean Foundation. However, effective mangrove initiatives need to address the ecological connectivity of restoration efforts, increased community based participation, as well as their integration of into coastal zone management. Mangroves will play a central role in MAR2R project activities in two fronts: first their conservation and sustainable management will be a key element of ICMM plans, second the project will collaborate with ongoing initiatives, such as the ones included above, to foster

[9] A WWF Fisheries Improvement Project (FIP) brings together multiple fishery stakeholders—including artisanal and/or industrial fishers, the private sector, fishery managers/authorities, researchers, and NGOs—who will collaborate to improve fishing practices and management, so a fishery can ultimately achieve MSC certification.

their scaling up and connectivity and through demonstration projects to highlight strategies available for mangrove conservation and restoration.

Coral Reefs

The Healthy Reefs Initiative (HRI) monitors the MAR coral reefs every two years and prepares: 1) a report card on reef health and 2) an eco-audit assessing progress towards a set of indicators for the conservation and sustainable use of the reef. To date, HRI results show a reef in "fair condition" with coral cover increasing although slowly. Also, the reef has small resilient patches that offer hope for its ecological integrity. This initiative continues to call for an accelerated collective pace on reef management to ensure its safeguard. This effort is a regional science-based collaboration among coastal marine government agencies, academia and nongovernmental organizations. However, HRI information focuses on the reef and associated marine ecosystems only, and the challenge of integrating information and frameworks for analysis of the freshwater, coastal and marine systems remains.

In the MAR region, NOAA has supported various coral reef management/conservation projects through the years with the aim of promoting healthy resilient coral reef systems. Through one of their key programs, Coral Reef Conservation Program, efforts have and continue to be focused on minimizing impacts from threats such as climate change (including ocean acidification), fishing, and land-based pollution. They have supported local organizations in protecting, conserving, and restoring coral reefs as well as invested in building human and institutional capacity to support integrated coastal management, protected area management (i.e. to improve and maintain resilience of coral reef ecosystems and the human communities that depend on them), reduction of land-based sources of pollution (e.g. via supporting the strengthening of policy frameworks and institutional capacities to reduce impacts to coral reef ecosystems from pollution due to land-based activities), and sustainable fisheries (e.g. via strengthening local and national capacity and policy frameworks to reduce impacts of fishing on coral reef ecosystems). The MAR2R project partners have collaborate with NOAA in its efforts and the project will take into account its know-how and experience as well as coordinate on the ground actions to enhance synergies.

Several coral restoration projects are being implemented, such as Fragments of Hope in Belize; Oceanus A.C in Mexico; and Coral Gardens in Honduras. In Guatemala, coral restoration has just begun with a first pilot study. However, a regional approach that can envision the ecological connectivity of these efforts is lacking. The project will support these ongoing and new opportunities for coral restoration through locally established expert stakeholders already leading the initiative in the MAR, and will also support stronger linkages and connectivity between them.

Gaps and lessons learned from previous projects

While these baseline initiatives are addressing major threats in the MAR ecoregion, frequently in a fragmented and isolated way, there are critical issues and gaps for further success: 1) disconnection between efforts implemented in the watershed and those in the coastal and marine zone without a ridge to reef approach; 2) lack of regional collaboration; and 3) lack of harmonized regulations and instruments both within neighboring countries and region wide. For these reasons, regional integrated ridge to reef management of resources and regional collaboration are critical for the conservation and sustainable management of the MAR.

Lessons learned from previous regional efforts in the MAR, including GEF funded MBRS, emphasize the need to embrace both the ecoregional and the ridge to reef approach to the MAR. The ecoregional vision of the MAR sees it as the unit of land and water containing the geographically distinct assemblage of species, natural communities, and environmental conditions that comprise the barrier reef, the coast and the watersheds that drain into it, without distinction to the political barriers that may divide it. Furthermore, by not only appreciating the ecoregional characteristics of the MAR, but integrating the management of its watersheds, coastal, and marine ecosystems into a ridge to reef continuum allows for an integrated approach that can address the interconnected nature of the ecosystems to better address the challenges to its ecological integrity.

Another lesson learned is the need for regional leadership, this was a key lesson learned from the MBRS project, which prioritized national ownership. The GEF/World Bank MBRS favored national over regional leadership with project national coordinators executing activities according to national priorities and GEF-RAF country allocations. This management structure created a poor enabling environment for regional collaboration, failing to support regional capacities and leadership. To address the situation MBRS Phase II was designed to bring regional leadership to the forefront, having CCAD play a central role. MBRS Phase II was approved by the GEF Secretariat, but it was never implemented. During MAR2R PIF design discussions, the four countries emphasized the need for strong regional leadership and the key role that CCAD should play. During a workshop in February 2014, the four countries requested CCAD play the lead role in developing and executing the project, instead of national coordinators. The MAR2R project will focus on transboundary cooperation with the GEF IW focal area, moving the focus away from the national level to regional cooperation. For this the MAR2R will help CCAD grow in capacity and despite the project's focus on strengthening regional leadership, the project is designed to address both regional and national priorities.

Another lesson is that the long term change to how the ecoregion is managed also needs to rely on science based updated information to lead decision-making. Previous efforts at having a regional information hub were limited to project specific interests and were unable to secure a permanent working repository after

project completion. The lessons learned from the MBRS REIS system highlight the need to ensure that regional data collection and dissemination are demand-driven and include a broad multi-sectoral focus for inclusion of the tourism and agriculture sectors as well as others. The project envisions the strengthening of CCAD's role as the information hub where the four MAR countries can access reliable, updated, user-friendly science-based information for the integrated ridge to reef management of the MAR. The project aims to have HRI's experience on regional integrated science –based efforts and strong data sets to support this effort.

1.7 Opportunities and Linkages (GEF and non-GEF interventions)

In order for the project to be successful, it will be critical to coordinate closely with other GEF and non GEF-financed initiatives. To ensure close coordination, the project will maintain effective communication with a wide range of stakeholders in the region during project execution. With respect to other GEF-financed initiatives, there will be specific coordination with the GEF/UNDP Honduras MPA project, the GEF/IDB/UNEP Caribbean Regional Fund for Wastewater Management (CReW), the GEF/WB Management and Protection of Key Biodiversity Areas project in Belize, the GEF/UNDP Guatemala Coastal-marine project in the Pacific (specifically in regards to integrated coastal management policy instruments), and the GEF Wider Caribbean LME Project (CLME+). The MAR represents a subset of the Caribbean's Large Marine Ecosystem (LME) and thus coordination with CLME+ is critical to the success of both initiatives. The project will also maintain dialogue on progress with nascent projects, such as the GEF-funded Gulf of Mexico LME project, GEF/UNDP Project for the Motagua Watershed; and the GEF/UNDP/UNEP Implementing Integrated Land, Water, and Wastewater Management in Caribbean SIDS project. Coordination with these and other relevant initiatives will be done via information sharing both ways: MAR2R PMU will gather information on the projects and their execution status, seeking to consult data and lessons learned already produced by these projects and will build a network of project stakeholders with which it will share MAR2R project results, information products, and lessons learned. When relevant, the PMU will seek to coordinate project activities, when project results can be supported by a joint action on behalf of two or more projects.

The MAR is not only a subset of the CLME+'s geographic scope, but a hotspot as the largest barrier reef within not only the LME but also in the Western Hemisphere. Moreover, the MAR2R and the CLME+ share the commitment to transboundary governance and collaboration among the countries sharing the Caribbean marine ecoregions. The MAR2R will ensure that its project actions and investments coordinate with the CLME+ to build upon its efforts to strengthen regional governance in the MAR. The MAR2R will take into account the CLME+ developed TDAs, and SAP when developing the MAR's TDA and SAP. The project will build upon, when relevant, in the national consultation and collaboration coordination

mechanisms established previously by the CLME+ (CLME+ Output 1.2) to conform the MAR2R's Intersectoral National Committees (ISNCs). Given that OSPESCA is one of the regional fisheries bodies responsible for activities under the CLME+ project, and is already a WWF partner in FIP development, the MAR2R project will keep them engaged in the project's progress, especially in regards to coastal marine activities of Component 3. Furthermore, the MAR2R Project Manager will act as CCAD's representative for the CLME+ project. This responds to the need to coordinate actively between these two projects and to maintain constant communication and coordination.

In the Motagua river, a UNDP-GEF project is being prepared by Guatemala and Honduras for the Integrated Environmental Management of the Motagua Watershed. This project will specifically address solid wastes that end up in Honduras northern coast but originate in Guatemala, a key environmental threat in the Motagua watershed and one that the MAR2R project is not addressing. Thus the project will seek to collaborate to support common objectives for the watershed.

The GEF funded regional project Caribbean Regional Fund for Wastewater Management (CReW)[10], supported the development of a mechanism for cost-effective and sustainable financing of wastewater management. The MAR2R project will seek to exchange information and lessons learned with CReW, since this project addresses a key threat to the MAR ecoregion that is not contemplated by the project.

GEF initiatives that are relevant to the project, albeit operate beyond the MAR influence area include the UNEP/UNDP/FAO project Ridge to Reef Program for the Pacific Islands. The project shall seek opportunities to exchange experiences and lessons learned given the relevance for cross fertilization and systematization that the projects offer each other and the wider GEF global community.

Feed the Future Mercado, a five-year project in Honduras financed by USAID provides training and technical assistance to farmers, especially women, to increase productivity and improve livelihoods in Honduras' dry corridor, including the Chamelecon River. The MAR2R project will collaborate with it to learn from its experience in gender mainstreaming and will ensure project activities in the Chamelecon complement each other without overlapping.

The Marine Conservation and Climate Adaptation Project in Belize funded by the Adaptation Fund through the World Bank and implemented by the Protected Areas Conservation Trust (PACT), focuses on ecosystem-based marine conservation and climate adaptation for climate resilience in the barrier reef. The MAR2R project will work synergistically with it engaging local stakeholders for coral restoration and promoting the integration of the ecoregional approach.

[10] Project developed in the context of the Cartagena Convention and its LBS Protocol.

When relevant, the project will coordinate with partners and stakeholders to identify opportunities for joint collaborations with other initiatives not included above. Equally important for the MAR2R project will be to maintain active communication with relevant regional bodies such as OSPESCA, the Central American Tourism Council (CCT), Central American Commission for Maritime Transport, among others.

SECTION 2: GEF INTERVENTION STRATEGY

2.1. Project Scope and Vision (GEF Project Objective)

The **project goal** is to contribute to the conservation and sustainable use of shared freshwater, coastal and marine resources of the transboundary MAR ecoregion by implementing the ridge to reef approach and hence securing sustainable economic benefits and livelihoods for the countries and their communities.

The **project objective** is to support regional collaboration for the integrated ridge to reef management of the transboundary MAR ecoregion by demonstrating its advantages and improving regional, national, and local capacities for the integrated management and governance of its freshwater, coastal, and marine resources.

The project will achieve this by 1) strengthening regional capacity and collaboration between the four MAR countries through CCAD and create a favorable political and regulatory harmonized framework, including regional demonstration programs of collaboration and the necessary tools and instruments for monitoring and evaluation (M&E) for decision making; 2) building regional, national, and local capacity for a scaled-up ridge to reef integrated management in the MAR; and 3) engage multiple stakeholders from the governments, communities, and the private sector in implementing sustainable management practices to reduce threats to the MAR.

The project will be executed by CCAD through the hire of a Project Management Unit (PMU) that will be hosted within CCAD′s offices in El Salvador. The PMU is designed as a regional executing unit that will respond to CCAD and will engage with the MAR Technical Working Group and each national Intersectoral National Committee to achieve the project′s outputs and outcomes.

The project′s geographic scope includes the Caribbean draining watershed of the four MAR countries and the corresponding coastal and marine zones, with eight prioritized watersheds. The watersheds that were prioritized were identified based on the government proposals of which watersheds were their top priority to carry out outlined project activities. This first exercise was done by each government on their own, taking into account the project criteria:

- Institutional Capacity,
- Conservation and management strengths,
- Direct threats to the MAR,
- Environmental problems,
- Opportunities for successful project actions,
- Transboundary watershed,
- Opportunity to assess impacts from ridge to reef

The results of this national level exercise were submitted to the project document preparation team. Based on a literature review of available information on the proposed watersheds, the team then proceeded to score each watershed, according to the defined criteria, and then on to prioritize them (see Appendix 3 for Watershed prioritization matrix).

Priority 1

- Chamelecon river (Honduras)
- Hondo river (Belize, Guatemala and Mexico)
- Motagua river (Guatemala and Honduras)

Priority 2

- Belize River (Belize and Guatemala)
- Ulua River (Honduras)
- Yucatan Peninsula, North Zone from Tulum to Cancun (Mexico)

Priority 3

- Monkey River (Belize)
- New River (Belize)

Project activities will focus on the priority 1 and 2 watersheds, for priority 3 watersheds specific project activities will be considered when relevant.

A brief overview of the prioritized watersheds follows:

- ***Chamelecon River (Honduras)***

This basin covers an area of 4,005.36 km^2, originating in the mountains in the department of Copan in Honduras and running about 200 km to the north, crossing the departments of Santa Barbara and Cortes, reaching its lowest point at the Sula Valley. It flows through valleys and extensive banana plantations as well natural protected areas. The Chamelecon River starts on steep slopes at an elevation of 1,800 masl and

in a relatively short distance of 100 km reaches down to lowlands at 300 masl. The topography, compounded with highly erodible soils and high conversion rates of forested land to agriculture and urban developments, renders the watershed highly vulnerable to erosion. Total population in the Chamelecon River basin is estimated at 2,136,186 people, amounting to 20.6% of the country's population.

The Chamelecon's land cover is predominantly agricultural (74%), followed by a variety of forest types: pine (10%), broadleaf (5%) and mixed (2%), for a total forest cover of 17%.

Chamelecon watershed encompasses a series of habitats that are key for the provision of water for multiple uses such as agriculture, industry, and households. The Merendon Mountain where the Chamelecon headwaters are located is the only water production zone for the population and industry of the Sula Valley. In fact, San Pedro Sula, the second largest city in the country, depends on this watershed for its water. However, less than 1% of the land within the Chamelecon watershed is under protection; this very small amount of legally protected area makes the watershed highly vulnerable to development and compromises its ability to provide key environmental services (MBRS-GEF NOAA, 2007).

Along Puerto Cortes, bananas and oil palm plantations dominate agricultural land use, while inland communities grow corn, beans, and sugarcane. The upper and middle catchments are deforested and forests have been cleared to establish coffee plantations. Pine forests have been seriously impacted by accelerated land use change and forest degradation. In addition, the pine forests face outbreaks of pine bark beetle infestation.

The watershed's growing population is concentrated in the municipality of San Pedro Sula, which contains an estimated 41% of the watershed's population. San Pedro Sula is an important economic center for Honduras and includes a large industrial sector where textiles, clothing, timber, and food products are manufactured and packaged for local consumption and export. While population growth is focused in San Pedro Sula and most homes there have sanitation facilities that pipe wastewater into treatment facilities, unsanitary disposal and ineffective treatment of household sewage prevails in other areas of the watershed. Poor water quality and the lack of drinking water treatment have led to the spread of waterborne disease throughout the watershed. Agriculture is another large source of pollution since it dominates the large rural areas that surround urban centers. The Chamelecon watershed is among the highest contributors of sediments and nutrients into the MAR given the intense application of agrochemicals, sedimentation overloads, and industrial effluents from several factories and industries in the valley.

- ***Hondo River (Belize, Guatemala and Mexico)***

Hondo River is a watershed shared by Belize, Guatemala and Mexico, the river itself defining the border between Mexico and Belize countries. It is the only perennial and significant surface water in the eastern

Yucatan basin, with headwaters starting in Guatemala under the name of Blue River. The river is formed from several upper tributaries, such as Blue Creek and Chan Chich (Rio Bravo), which have their sources in Guatemala's Peten, and Booth's River, which originates in the western Belizean district of Orange Walk. These tributaries join to form the Hondo River near the settlements of Blue Creek Village, on the Belizean side, and La Unión, on the Mexican side. The Hondo continues its northeastern course, touching few other settlements until reaching its outlet in Chetumal Bay and then to the Caribbean Sea. The river (portion of Mexico and Belize) is 145 km long; its flow rate is 34.62 m^3/second and average annual runoff is 1.5 million cubic meters (Pozo, et al 2011).

The city of Chetumal, capital of the Mexican state of Quintana Roo and the region's main port, lies close to this outlet. The watershed encompasses the municipality of Othón P. Blanco in Mexico and the District of Orange Walk in Belize. Othón P. Blanco is the second largest municipality in Quintana Roo with a population of 219,763 inhabitants (Lozano and Olivares, 2011). Orange Walk has an approximate population of 49,500 inhabitants (Pozo, et al 2011).

The main economic activities in Mexico are fisheries (mullet, grouper and snook), sugarcane, citrus, papaya, vegetables and forestry—the state of Quintana Roo contains one of the largest productive forests in the country, where types of timber and natural gum are extracted[11] providing for the livelihoods of many rural communities. In Belize's Orange Walk District sugarcane is the main economic activity. There are also several midsized farms run by Mennonites dedicated to rice, corn, and vegetables for the national market. The area is also important for the production of dairy products, citrus, and rum. The tourism industry is increasingly important, mainly archaeological tourism. Several archaeological sites (Cuello, Lamanai, Nol Mul, and Chan Chich) are located in the Rio Hondo watershed. The commercialization of timber and non-timber forest products, such as tree dye, mahogany, natural gum, and others, is also important in Belize.

Deforestation is among the main environmental problems, due to expansion of the agricultural frontier, livestock and unsustainable timber extraction, causing forest degradation. Other problems impacting coral reef habitats stem from pollution of fresh water by agrochemicals and excessive sedimentation reaching the coastal area; the introduction of tilapia farming and use of unsustainable fishing practices (poisons and nonselective fishing traps); and diversion of river flow for irrigation.

This basin is characterized by high economic investment and human intervention, which generates a high level of impact downstream due to contamination by agrochemicals and sewage waste. Recently a

[11] Some 360 tons of international quality natural gum are produced annually.

binational commission for managing the basin was established, including water quality monitoring points. There is interest and plans in the near future to develop a plan for integrated water resources management.

- ***Motagua River (Guatemala and Honduras)***

The Motagua basin is a binational watershed shared by Guatemala and Honduras. Motagua River headwaters originate in central-west Guatemala. It is the major watershed draining into the Caribbean in Guatemala (486 km long with a drainage area of 12,670 km^2). In its final stretch, the river marks the border between Guatemala and Honduras.

The river flows through 10 life zones and seven ecorregions including pine-oak and pine forests, tropical and subtropical broadleaf humid forest, dry and xeric forests, and mangroves along the Caribbean shore (UNDP, 2015). In Guatemala, the Motagua River basin is the longest and largest river with thousands of tributaries including the rivers flowing from three mountain ranges: the Sierra del Merendón, Sierra de las Minas, and Sierra Chuacús. Sierra de las Minas hosts Guatemala's second largest protected area.

The basin in Guatemala involves 14 departments and 95 municipalities, while in Honduras it flows through three departments and 22 municipalities extending from the west to the north of the country (De Leon, 2003; UNDP, 2015). Watershed population is estimated at 4.5 million people in Guatemala and 350,000 in Honduras. In the upper part of the basin, the population is mostly indigenous people from different linguistic communities (mainly K'iche', Q'eqchi', Kaqchikel) with high poverty rates. In the middle basin, the population is mainly mestizo, also with high poverty (39.3%) and extreme poverty (3.3%) rates. Some 41.7% of the economically active population is engaged mainly in agriculture and trade. In Honduras, indigenous people in the Motagua basin belong to the Lenca and the Ch'orti', also showing high poverty rates (UNDP, 2015).

On its way to the Caribbean, the river sustains a diverse and dynamic array of economic activities of local and national importance, particularly in Guatemala. Land use is mainly related to agricultural activities: vegetables and fruit production for export occur in the middle and upper catchment, coffee is cultivated in the middle catchment, and commodities for the export market (sugarcane, oil palm, rubber, and bananas) and livestock are produced in the lower part of the watershed. In addition, and mainly in middle catchment in Guatemala, mining and industrial activities take place. Guatemala City, the largest city in Central America with a population over 3.3 million inhabitants, drains a significant portion of its wastewater into Motagua tributaries.

The Motagua River basin has been affected by droughts, storms and hurricanes, floods, and desertification and is threatened by multiple degradation issues including deforestation, forest fires, unsustainable agricultural practices, diverted river flows, and unregulated and intensive urbanization. The soils of the

upper watershed and medium basin are degraded due to inappropriate agricultural practices (hillside agriculture), continued deforestation and urbanization. The river carries a high load of nutrients and sediment into Lake Izabal in the lower catchment.

In Guatemala authorities have begun to establish the national authority for the sustainable management of the Motagua River basin. To date, a series of baseline analyses have been undertaken in key sub-watersheds. The baseline assessment determined the magnitude of the environmental problems faced by the watershed as well as the urgency required to prevent further deterioration.

- ***Belize River (Belize and Guatemala)***

The Belize River, also known as the Greater Mopan/Belize River catchment, is a binational watershed located in the eastern portion of the department of Peten in Guatemala and central Belize, with about 40% of the river basin in Guatemala and 60% in Belize. The total population in the basin has been estimated at 188,912 inhabitants. Of this, 72% (135,655 inhabitants) live in Belizean territory, while the remaining 28% (53,255 inhabitants) are in the department of Peten in Guatemala (INE, 2002; Statistical Institute of Belize, 2010). The Belize River runs 290 kilometers through the center of Belize, meandering through more than one-quarter of the country as it runs along the northern edge of the Maya Mountains to the sea just north of Belize City. Also known as the Old River, the Belize River begins where the Mopan River and Macal River join just east of San Ignacio.

The Belize River and its tributaries are the main source of water for San Ignacio, Belmopan, and Belize City (IARNA-WWF, 2014). The ecological integrity of the catchment, and coastal zone ecosystems are threatened by use of pesticides, forest degradation, overgrazing, and agriculture mechanization are factors leading to increased sediment, nutrients, and pollutants draining into the river. Unsustainable agriculture, livestock production, and unplanned urban growth, excessive fishing and hunting all impose heavy impacts on terrestrial, aquatic and marine ecosystems. Many farmers use traditional slash and burn practices (Kasper & Boles, 2003), contributing to watershed degradation. Some of these threats take place in the upper catchment in Peten and in Guatemalan encroachments in Belizean territory causing border tensions. Binational efforts are underway to identify and mitigate causes and negative impacts of land degradation and pollution on ecosystem stability, functions, and services in the watershed.

In Belize, the upper catchment is formed by the confluence of the Macal River and Chiquibul River sub-watersheds. Most of this area is already under protection: Chiquibul National Park, Chiquibul Forest Reserve, Mountain Pine Ridge Forest Reserve, Caracol archaeological site, among others. About 89% of forest cover has been conserved.

The middle catchment starts at the border with Guatemala and extends to Belmopan and its surroundings. The economic activities in the middle–low catchment are traditional agriculture and livestock, with 6% of agriculture being mechanized. There are Mennonite farms in this area, the largest farms under mechanized agriculture, for the production of corn, beans, citrus, livestock, and dairy products. Tourism is also important in the middle catchment, providing alternative livelihoods to communities (FCD, 2009). Important cities include Santa Elena and Belmopan, the capital. Neither have water treatment systems, dumping their untreated waste into the Belize River.

The lower catchment runs from Belmopan to its outlet in the Caribbean Sea close to Belize City. This area is a floodplain followed by the Crooked Tree wetland just before draining into the Caribbean. Crooked Tree wetland was declared RAMSAR site in 1998 and plays a fundamental role in flood control and water quality. The lower catchment's main economic activity is agriculture and cattle raising, there is also some small-scale agriculture for basic grains.

- ***Ulua River (Honduras)***

The Ulua watershed has an area of approximately 21,400 km^2, a length of 358 km, and an average annual discharge of about 690 m^3/sec. The watershed is completely within Honduras and lies in the north-central part of the country. It is one of the most populated watershed in the MAR ecoregion, with a population of approximately 4.36 million people. More than half of the population in Honduras lives in poverty.

The Ulua watershed encompasses portions of 11 of the country's 18 departments and almost half of the Honduran population. Some communities in the Ulua watershed show higher annual population growth rates when compared with the national rate. Agriculture and livestock production dominate the watershed's landscape, maintain the livelihoods of its inhabitants, and provide much of the country's food. Nitrogen and biological oxygen demand loads from agriculture and animal waste exceed that of any other watershed by at least threefold (Table 2), making waterborne disease a primary concern of those living in the watershed. Within the watershed, adequate sanitation and access to drinking water are lacking. A survey in 2007, found that pollution and related health effects from the lack of wastewater treatment was the second most noted environmental threat in the Ulua watershed, while deforestation and soil erosion were the primary environmental concern (MBRS/GEF-NOAA).

The Ulua watershed land cover is dominated by agriculture (76%), with forest cover coming in second with 23%. Inland communities grow corn, beans, coffee, and sugarcane. Banana and oil palm plantations are more common on the coast, hence heavier pesticide and fertilizer use near the coastal-marine ecosystem. The total amount of protected areas in the Ulua is 1,526 km^2, 7% of total watershed area. In addition the

shape of this watershed lends itself to a bottleneck effect at the discharge point, making sedimentation near the coastal border much more likely than higher in the watershed.

- ***Yucatan Peninsula, North Zone from Tulum to Cancun (Mexico)***

The Yucatan Peninsula basin has an extension of 138,897 km^2 and is divided into four major river basins: a karstic basin in the state of Yucatan and northern Quintana Roo; Hondo River basin, to the south; Champoton River basin, located in Campeche and extending between the southwest and northwest of the region, and Candelaria River basin, also in Campeche, located in the southwest of the peninsula.

The karstic basin corresponds to the North Zone from Tulum to Cancun. It is an underground aquifer with a huge system of karst forms, including cenotes (natural pits or sinkholes), poljes (large flat karstic plains), and cave systems ranging from hundreds of meters to tens of kilometers long (Pozo, et al 2011). These karst forms are connected by temporarily flooded galleries and seasonal streams that drain out to the sea, representing an annual freshwater discharge of about 8.6 million cubic meters into the MAR (Lazcano-Sahagún, 1986). This aquifer is the main water supply for the population of northern Quintana Roo, including the Cancun-Tulum tourism hotspot.

The Yucatan peninsula has nearly a thousand linear kilometers of mangroves and wetlands along the coast, it is home to a vast and unique biodiversity, including endemic species,[12] many of them threatened (Schmitter, 2001). About half of the bird species of Mexico can be seen in this area and 50% of the species of sea turtles in the world arrive here (Pozo, et al 2011). Sian Ka'an Biosphere Reserve, a UNESCO World Heritage Site and Whale Shark Biosphere Reserve are located in this area. As a prime tourism destination it attracts millions of tourists every year. Quintana Roo receives half of the cruise tourists visiting Mexico, totaling about 10 million visitors annually. In addition, Quintana Roo has the highest population growth rate (4.1%) due to migration triggered by the constant growth of the tourism sector, resulting in increased demand for public services and social infrastructure. Population pressure is mainly concentrated in the north and is strongest in the coastal zone, especially in high tourism areas (Lozano and Olivares, 2011).

The main environmental threats are related to water quality. The underground aquifer is highly vulnerable to pollution due to high fracturing of the soils and high hydraulic connectivity. Poor sewage systems result in contamination flowing directly into the Caribbean Sea and threatening the coral reefs. In addition, mass tourism and associated development industries along the coast are expanding beyond control at an unprecedented rate, with clearing of mangrove forests for hotels and vacation homes. Poor construction

[12] Yucatan minnow (*Astyanax altior*), Yucatan blind eel (*Ophisternon infernale*), white lady (*Typhliasina pearsei*), swamp eel (*Ophisternon aenigmaticum*), and the newly discovered American eel, exclusive of cenotes in Tulum in Quintana Roo.

practices, weak municipal services and infrastructure, and land use change are all impacting coastal and marine habitats.

- ***Monkey River (Belize)***

Monkey River is a coastal watercourse in southern Belize that rises in the Maya Mountains and discharges to the Caribbean Sea near Monkey River Town. One of Belize's major rivers, Monkey River is part of a larger landscape management area known as the Maya Mountain Marine-Area Transect, a corridor connecting the Maya Mountains to the Belize Barrier Reef recognized for its high conservation value and potential for preservation of biodiversity and critical habitats (BCES, 1990; Heyman et al., 1995; Programme for Belize, 1995). The headwaters of the Monkey River are blanketed by tropical broadleaf forest and are entirely protected in three contiguous reserves. In the coastal plain, all branches flow through a matrix of human-influenced landscape types including intensive banana and citrus cultivation, gravel mining, and subsistence agriculture. Sedimentation, trophic alteration, and nutrient enrichment from these activities have been identified as potential threats to aquatic ecological integrity.

This river is heavily polluted river, intensive banana, mango, and citrus cultivation, timber extraction, and shrimp aquaculture result in a heavy load of sediments and agrochemical pollution draining into the coastal zone threatening primary productivity of mangroves and seagrass beds (Heyman et al., 1995), endangering offshore fisheries, and potentially compromising coral recruitment (Hunte and Wittenberg, 1992). The clearing of riparian forests threatens local biodiversity and ecological integrity (Esselman and Boles, in press), as well as, human settlements which are similarly affected by pollution.

- ***New River (Belize)***

The New River, also known as Río Nuevo, is in northern Belize. It is the longest river entirely confined to Belize; it meanders through the eastern part of the Orange Walk District and empties into Chetumal Bay. The river forms the New River Lagoon, the largest body of fresh water in Belize, just east of the Maya temples of Lamanai. The New River is habitat for numerous types of fish and birds, as well as crocodiles, and has broadleaf and pine savannah forests and extensive wetlands. The New River Lagoon also supports an impressive variety of birds and wildlife. The Rio Bravo Conservation and Management Area, located in this basin, is a large private reserve in the Yalbac Hills.

Orange Walk Town, the district's capital, has a population of 16,000 and relies on the New River for water. Ancient Mayan sites such as Cuello, Lamanai, Noh Mul, and Chan Chich are found here. In recent years, tourism and amateur Maya archaeological exploration are emerging as important income earners, and Orange Walk is establishing a reputation as a birdwatcher's paradise, with more than 400 species recorded

(Esselman, 2001). Main economic activities in the area are sugarcane, cattle, papaya, and subsistence agriculture.

2.2. Conservation Targets Rationale (including GEF Global Environmental Benefits)

For the project MAR2R, the MAR Watersheds and the MAR Coastal and Marine ecosystems were selected as the key conservation targets. Given the interconnectedness of these ecosystems and the ridge to reef approach of the project these targets represent and encompass the full suite of biodiversity and embody the ecological attributes and functions that are most critical to maintaining the functionality of the project area for the long-term (see Appendix 3 for the Conceptual Model).

The rationale stems from their interconnectedness, if the water reaching the coastal and marine habitats is polluted and sediment heavy it will impact the ecological integrity of the coastal and marine ecosystems. Effluents reaching the MAR will be sediment heavy and polluted if unsustainable agriculture and land use practices continue to be the norm, with significant consequences for the watershed ecosystem itself, perturbing its hydrological cycle, and its human communities. The ecological integrity of coastal and marine ecosystems is not only compromised from freshwater effluents, but also due to poor land use and unsustainable mass tourism in the coast and unsustainable fishing taking their toll on the ecological integrity of the marine and coastal systems with negative consequences for the livelihoods of their inhabitants.

Given the transboundary nature of the MAR, the project contributes to GEF IW defined global environmental benefits, by improving multi-state cooperation to reduce threats to international waters; reduce pollution load in international waters from nutrient enrichment and other land-based activities; contribute to restoring and sustaining provision of freshwater in terms of quality and quantity; improving of coastal and marine ecosystems goods and services, including globally significant biodiversity; and building resilience in priority watersheds, coastal and marine ecosystems to reduce vulnerability to climate variability and climate-related risks. This project offers environmental benefits to the MAR and its communities. The outcomes as well as the lessons learned and experiences will extend beyond the MAR ecoregion to Central America and the world.

2.3. Situational Analysis: Direct and Indirect Threats (Reference to Ratings Table in Appendix 2)

Building upon the identified threats outlined in section 1.3, the MAR2R project prioritized direct threats affecting freshwater, coastal and marine resources and ecosystems in the MAR ecoregion: unsustainable

use of agrochemicals and soils in agriculture and aquaculture, land clearing for tourism infrastructure, unsustainable mass tourism, and unsustainable fishing.

These anthropogenic threats impact the watersheds and coastal-marine ecosystems of the MAR ecoregion. Insufficient intersectoral coordination and limited institutional capacities, at regional and national levels, for integrated ridge to reef management prevents effective protection, conservation and sustainable use of resources. A threat analysis was completed to assess the scope, severity and irreversibility of each direct threat to each conservation target (see Appendix 2: Threats Rating).

Unsustainable use of agrochemicals and soils in agriculture and aquaculture: Agriculture and aquaculture runoff and other inadequate practices were ranked "high" based on the assessment of their scope and severity impact in most of the MAR ecoregion (watersheds, coastal and marine) and their consequences in terrestrial, coastal and marine ecosystems. The contaminated waters and eroding sediments eventually drain onto the coast and affect the marine ecosystems (Clarke et al, 2013). Water quality in the MAR is affected by the application of agrochemicals, sedimentation overloads, and nutrient rich effluents from both the agriculture and aquaculture sectors. Excess nutrients, especially nitrogen and phosphorous, are recognized as major stressors causing eutrophic and localized hypoxic conditions in waterbodies, while other agrochemical components can bioacummulate in various life forms. The large-scale agroindustry applies pesticides, fungicides, fertilizers, and other agrochemicals to millions of hectares of commodity agriculture and aquaculture.

The industry is also responsible for forest and mangrove clearing either directly or through the displacement of other activities such as cattle to make way for crop expansion. Meanwhile small farms are concentrated on sloping lands with limited use of soil conservation measures, they clear hillside land for agricultural expansion and also engage in inadequate agrochemical applications, all of which contribute to erosion and pollution in the upper watersheds. Sediment rich runoffs affect rivers' connectivity, can modify the coastal landscape, and affect the health of the coral reef and other marine species. This threat results in the degradation of freshwater, coastal and marine ecosystems that in turn affects biodiversity and livelihoods in the ecoregion. Most of the sediment and nutrients delivered to the MAR come from agricultural lands in Honduras and Guatemala. Aquaculture operations in the MAR are concentrated in Belize, where important steps are already in motion to address the nutrient rich effluents and mangrove clearing. The contributions of Belize and Mexico are significantly less due to the unique karst geology of the Yucatan and smaller watershed surface area but also pose a threat to the MAR.

Land clearing for tourism infrastructure: Aside from poor agriculture and aquaculture practices, land clearing for infrastructure projects for tourism are also responsible for sediment overloads into the coastal and marine system. Forest cover removal for large-scale developments also leads to habitat fragmentation

and loss and is a significant concern for the integrity of critical habitats in watersheds and in the coast. Mangroves, especially in Yucatan, are amongst the forest types most vulnerable to land clearing (Hirales-Cota, et al 2010). This threat was ranked "medium" for both watersheds as well as coastal and marine ecosystems.

Unsustainable mass tourism: The beauty of the MAR's landscape has turned the ecoregion into a top tourism destination. However, the tourism and associated development industries along the coast are expanding beyond control, spreading down the Yucatan Peninsula to Belize and Honduras at an unprecedented rate. As noted above, mangrove forests are being cleared to make room for more hotels and vacation homes. Aside from land clearing, poor construction practices, weak municipal services and infrastructure, and other unsustainable practices including transport and poor visitation protocols are detrimental to coastal and marine habitats through polluted effluents, habitat degradation and loss, and direct harmful impacts on specific species and ecosystems such as coral reefs (HRI, 2012). This threat is most significant in the coast and it was ranked "medium" for the coastal marine ecosystems and "low" for the watersheds. The factors that contribute to this threat include lack of coastal-marine planning and regulations, excessive demand on services and resources, such as peaks in the demand for water and other services, poor waste management, and massive flows of people at specific locations.

Unsustainable fishing: Unsustainable fishing impacts directly the biodiversity and health of the coastal marine ecosystems, due to overexploitation and inadequate fishing practices, resulting in biodiversity loss, habitat degradation and disruption of the ecological balance. Although significant improvements have been achieved towards responsible fisheries in the MAR, many fishing practices are still unsustainable including overfishing, poor fishing practices, illegal fishing, and habitat destruction especially of nursing grounds. These unsustainable practices are motivated by the growing large demand for seafood, easy access to the resources, and weak enforcement of existing regulations. Fishing is a key element of coastal livelihoods in the MAR with both economic and cultural ties. Ensuring their sustainability is fundamental for both the ecosystem and the human communities. This threat was ranked "high" for the coastal and marine ecosystems of the MAR based on the scope and severity of impact.

Climate change intensifies the negative impacts of the threats, limiting effectiveness of interventions, as well as affecting the capacity of the MAR to withstand the impacts.

Barriers to the conservation and sustainable use of the MAR

The most critical barriers limiting the effectiveness of protection, conservation and sustainable use of the MAR are the inadequate institutional, political, and human capacity for the effective regional management,

poor multisectoral coordination, and limited access to reliable information for management and decision-making.

Despite their willingness to work together, the four MAR countries' ability to carry out a regional collaboration effort for the integrated management of the MAR has been weak. The Tulum accords commissioned CCAD as the lead agency for the regional conservation of the MAR, but capacity and limited financial resources continue to hinder its role despite strong political support from member countries.

Although there are several parallel efforts that have a ridge to reef approach in the MAR, the integration of the approach as the overarching guiding principle to the MAR's ecoregional management is still pending. Additionally, the private sector and local communities play a key role in how resources are used, protected, or destroyed in the MAR. From tourism and fishing to commodity agriculture and industry, it has been recognized that the integrated management and conservation efforts in the MAR ought to include these key stakeholders. Although some sectors are already implementing footprint reduction policies and activities, scaling up of such initiatives has not happened.

The project is designed to address the institutional and coordination shortcomings that stem from CCAD's limitations, it will foster regional collaboration among peer government agencies and between public and private sector actors in the four countries with regional and national level activities. The above will be done seeking to increase regional and national collaboration with an integrated approach to the ecoregion, where stakeholders can appreciate the ecological and human connectivity of the ridge to reef continuum of its watersheds, coastal and marine ecosystems. The project will also seek to update the MAR's ecoregional assessment, taking into account additional variables that have not been considered in the past, including socioeconomic and governance issues, bioaccumulation dynamics, and climate variability. Furthermore, the project will support CCAD's capacities to operate the Regional Environmental Observatory (REO) to offer reliable, good quality data and solid analysis, whose absence have been a constant barrier preventing well-informed management and decision-making in the MAR.

2.4. Project Strategies (GEF Project Components) and Expected Results

The MAR2R **project's theory of change** states that *IF* CCAD effectively leads and facilitates decision-making for the four MAR country governments to adopt a ridge to reef approach to the governance and management of the shared transboundary MAR ecoregion, and the national governments in turn can engage civil society, private sector and local communities in the process, *THEN* the MAR countries' ability to maintain or improve the ecological integrity of the watersheds and the coastal and marine ecosystems of the MAR can be integrated and strengthened.

The project will achieve this through a coordinated regional vision that is in line with the Tulum+8 Regional Action Plan for the MAR, endorsed by each country's Minister of Environment in 2007. In addition, this vision is in line with CCAD's Regional Framework Strategy on the Environment 2015–2020 approved by the Ministers of the Environment of each country.

The project will develop the capacity of local communities in sustainable management of land, water, and coastal and marine resources. This enhanced capacity development will prioritize gender and social inclusion as an integral component of the overall initiative to ensure that both women and men are equally able to participate in project activities and have access to project's benefits, do not suffer adverse effects during the development process, and enjoy respect for their dignity and human rights (see Social Safeguards Appendix 11). The project will also incorporate and work closely with the private sector to design and implement sustainable practices in agriculture and aquaculture commodities, fisheries, and tourism operations.

The project will identify and execute frameworks, strategies, and plans/policies and demonstration projects where IWRM and ICMM can be most effective. The project has four components designed to scale up existing baseline programs to address key threats and barriers to the integrated management and conservation of transboundary MAR resources.

The project components:

- Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR
- Component 2: Integrated ridge to reef management of watersheds and freshwater resources
- Component 3: Integrated ridge to reef management of coastal and marine resources
- Component 4: Project monitoring and evaluation, and knowledge sharing

Project Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR

[GEF USD 858,890; Co-financing USD 8,420,685]:

Outcome 1.1. The countries have the enabling conditions for MAR R2R management

Although the MAR is a transboundary region, it is predominantly managed in a national and fragmented way, with insufficient collaboration between authorities at national and regional levels. The goal of this component is to strengthen regional governance and collaboration, through CCAD, addressing the lack of intersectoral and ministerial coordination, the weak or absent linkages between watershed and coastal

management, and the inadequate institutional, political, and human capacity. The project will create the enabling conditions to foster an effective regional ridge to reef management of the MAR as a shared transboundary ecoregion. In addition, it will generate reliable and updated information about the status of the MAR to analyze trends for timely decision making.

Given the key role that CCAD plays in the MAR2R project, this component will support CCAD to provide critical leadership to its member MAR countries and to ensure consistency and foster transboundary cooperation and ridge to reef management. Early on in the project's first year CCAD will reactivate the MAR Ministerial Council (MMC) and formalize the MAR Technical Working Group (MTWG) within the existing decision-making bodies of CCAD. These groups will meet regularly to strengthen regional collaboration, will lead the conformation or strengthening of the intersectoral national committees (ISNC) and will be fundamental for effective coordination to implement the regional approach at the national level. The ISNC correspond to preferably already established multisectoral national bodies formed by representatives from government, private sector and civil society with shared interests in the ecoregion. The committees will act as a national liaison, engaging regional efforts and initiatives with the national and local concerns and priorities. The project will build upon, when relevant, on the national consultation and collaboration coordination mechanisms established previously by the CLME+ (CLME+ Output 1.2) to conform the ISNCs. The MTWG also acts as liaison between regional and national scales but it represents only the government and specifically the Environmental Ministries, thus the ISNC plays a key role ensuring ample and representative engagement, participation and ownership. In Belize and Guatemala the ISNCs have been identified[13] while in the other two MAR countries the MTWG and the PMU will secure the committees' conformation during the first three months of the project's startup.

In order for the MMC, MTWG, and the ISNCs to support the ridge-to-ridge planning and management, several training workshops will be carried out on integrated water resources management (IWRM) and integrated coastal marine management (ICMM) to achieve a common understanding and knowledge. The training will be tailored to the nature of each group and will happen at various moments during the project's cycle. Early on, training will seek to consolidate appreciation for the ridge to reef approach and as the project progresses training will focus on the tools required for the committees to effectively promote the integration of the approach to every aspect of resource management and administration in the ecoregion and in their countries.

During the first two years of the project, the MTWG and the Project Management Unit (PMU) will lead the identification, proposal, and adoption of regional protocols, standards, or instruments for regional

[13] Coastal and Marine Committee in Guatemala and the Coastal Zone Advisory Council in Belize.

transboundary ridge to reef planning and management. To do this the project will take into account the various regional governance analyses that have been carried out previously including those done by OSPESCA and the CLME+ (CLME+ Output 1.3). The results of identification and proposal processes will be validated with the ISNCs and MTWG. It is expected that the established regional transboundary ridge to reef planning and management protocols, standards, or instruments will be adopted at various moments in years 4 and 5 of the project resulting in a joint and coordinated governance and management of the MAR. The instruments to be developed include: a Regional Ridge to Reef Plan for the MAR, Regional Tourism Better Management Practices Manual for Freshwater, Coastal and Marine Critical Habitats, Regional Better Management Practices for Sugarcane and Oil Palm, and a Replication and Scaling-up Strategy for the project's lessons learned and other successful initiatives. The regional instruments to be developed will be designed to complement and support national level instruments that already exist or that will be developed. The engagement with the CLME+ will be reciprocal, with the MAR2R PMU engaging in relevant CLME+ activities both as MAR2R but also as a CCAD representative, given the project's embeddedness within the CCAD.

As an input for establishing the regional protocols, standards, or instruments, regional demonstration project(s) will be identified, designed, and implemented in years 2 and 3 of the project. Demonstration projects can include: the joint management of binational watershed, and good practices of coastal management. These projects will demonstrate that regional cooperation in MAR countries is possible, providing lessons learned and considerations to be included in the regional transboundary ridge to reef planning and management protocols, standards, or instruments.

Outputs:

1.1.1. A least two regional protocols, standards and other instruments for ridge to reef (R2R) approach developed in the MAR (IWRM and ICMM) (BZ GT HN MX).

1.1.2. At least one regional demonstration project for regional collaboration is implemented in the MAR (BZ GT HN MX).

Outcome 1.2. MAR national R2R policy (IWRM and ICMM) frameworks are strengthened [linking Components 2 and 3].

To bring the regional transboundary ridge to reef planning and management approach to the national level and bring all the MAR countries to the same baseline, national IWRM or ICMM policies will be developed or updated. The new or updated policy frameworks will promote the ridge to reef integrated management by linking IWRM and ICMM activities together. These policy frameworks will take into account the harmonization processes of associated national level legislation and plans supported by CLME+ (CLME+

Output 1.3). Here the intersectoral national committees (ISNCs) conformed or strengthened (Outcome 1.1.) will play a leading role in facilitating the development of national policies that support improved management and planning related to the MAR ridge to reef approach. These committees will be crucial for promoting these policies nationally, as well as provide feedback to the MTWG to ensure an overall ridge to reef approach reflected at the national level. The national policy instruments to be developed include: Ridge to Reef Integrated Management Policies and a Water Reserves Policy in Guatemala and Honduras (municipal or national).

Outputs:

1.2.1. At least two national policy instruments that support ridge to reef approach in the MAR developed (BZ GT HN MX).

Outcome 1.3. The MAR has a Transboundary Diagnostic Analysis (TDA) and a Strategic Action Plan (SAP) that will guide the ecoregional ridge to reef management.

During the first three years of the project, a specific Transboundary Diagnostic Analysis (TDA) for the MAR will be developed to identify and quantify the water-related environmental, socioeconomic and governance issues and problems, and analyze their causes and assess their impacts. The TDA will consult the MAR ecoregional assessments done in 2002 and 2008, the WRI 2006 MAR Watershed analysis, data and assessments from MBRS Phase I and the regional, fisheries specific, and governance TDAs prepared by the CLME+ project, as well as other available publications such as the ones prepared by CCAD, OSPESCA and HRI. An analysis in each country and the region about existing information and gaps will be developed and national capacity strengthened on the identified gaps (linked to Output 1.4.1). This process will be coordinated by the PMU in close collaboration with the MTWG and with participation of the ISNCs and other counterparts, who will ensure its local and regional validation as the foundation for the MAR regional ridge to reef integrated management of its watersheds, coastal and marine ecosystems. The MTWG will ensure that the final version of the TDA is approved by the Ministers of Environment in each country.

The MAR TDA will provide a comprehensive assessment to address water related environmental, socioeconomic and governance issues. Upon completion of the MAR TDA, CCAD will be able to provide the countries with a clear roadmap to develop the Strategic Action Plan (SAP) for regional ridge to reef integrated management of the MAR. The SAP will be developed with the active participation of relevant SICA regional bodies such as OSPESCA and the CCT. The SAP development will take into account the CLME+′s SAP. The project will develop the SAP in year 4 and submit it to the MTWG and MMC for

review. CCAD Executive Secretariat will then submit it for approval by Ministers of Environment in each country. A PIF proposal will be prepared for SAP implementation.

Output:

1.3.1. One Transboundary Diagnostic Analysis (TDA) developed for the MAR and approved by Ministers of Environment (BZ GT HN MX).

1.3.2. One Strategic Action Plan (SAP) for the MAR developed based on TDA and submitted for approval by Ministers of Environment (BZ GT HN MX).

Outcome 1.4. MAR strategic planning, policy making, management and monitoring supported with updated reliable information accessed via REO

Component 1 will establish national processes and build CCAD's capacity to collect, manage, and base decisions on the information accessed through the Regional Environmental Observatory (REO), an online regional monitoring system within CCAD. The REO will be assessed and strengthened, during the project's first year, to optimize its function as a regional information hub. This effort will take into account CLME+ efforts related to data management, access, and exchange arrangements to support adaptive management and SAP implementation (CLME+ Output 1.4).To do this, the project, via the PMU, will support and provide assistance to participating countries to collect, systematize, analyze, and share information about biodiversity, forest cover, water quality and quantity, bioaccumulation, coral reef health, climate variability and adaptation options, human health indicators linked to watershed, coast and reef, better management practices, lessons learned, etc. To begin with, an analysis about existing information and gaps will be developed (to be included in the TDA) and harmonized protocols and methodologies for data collection and systematization will be prepared. Based on the analysis, PMU will organize capacity building activities for the national agencies responsible for collecting and systematizing information, along with the development of tools for these tasks. Links for sharing national information with the REO as the regional hub will be established. It is expected that the REO will be collecting and systematizing data via the established protocols and with strengthened local teams by the second half of year 2 of the project.

The team developing the MAR TDA (Output 1.3.1) will collaborate with the REO development, sharing the information consulted to ensure both the TDA and the REO are built with the most updated and relevant MAR terrestrial, coastal and marine information available. This activity will build off of MBRS Phase I Regional Environmental Information System (REIS). Efforts will be made to link this system to other existing and functional database systems for the region (i.e. HRI).

The MAR information in the REO will be used during the MMC and MTWG meetings to identify protocols, standards or instruments needed for the regional ridge to reef management of the MAR. The PMU will be

in charge of the preparation and analysis of the MAR regional information before the meetings. The information will also be used to develop knowledge products (linked to Component 4) for other stakeholders, including maps, lessons learned, success stories, and others. Moreover, the MAR2R project will share REO with the CLME+ project as demonstrative project for ridge to reef information management at a subregional level.

Outputs:

1.4.1. Four national processes for the collection, systematization, analysis and sharing of MAR information harmonized and improved (BZ GT HN MX).

1.4.2. CCAD's REO is acting as the information hub with increased updated, accessible and user friendly MAR data (BZ GT HN MX).

Project Component 2: Integrated ridge to reef management of watersheds and freshwater resources

[GEF USD 4,294,452; Co-financing: USD 24,176,566]:

Component 2 will support mainstreaming of the ridge to reef approach to effectively manage watersheds in order to protect freshwater ecosystems and at the same reduce the sediment and contaminant-rich effluents flowing into the MAR rivers and estuaries (from the agriculture and tourism sector). This component will implement IWRM demonstration projects, during year 2 of the project in several of the priority watersheds, including the karstic landscapes of the northern Yucatan Peninsula.

Outcome 2.1 Integrated watershed management in priority watersheds increased.

These activities will scale up and strengthen national initiatives of IWRM, including the development of participatory watershed or micro-watershed management plans with multi-sectoral participation and validation processes. Mainstreaming of climate change vulnerability assessment and adaptation measures in the planning process will be supported and community engagement will be fostered, including the active participation of women, women's associations, and women's committees.

In the second half of year 1, the project will identify (in project defined priority 1 and 2 watersheds) degraded areas for restoration, important forest/biodiversity areas for protection, current and future natural resources management projects/initiatives from central and local governments, as well as partners and local/community-based efforts in order to build synergies. Already identified sites where resource management initiatives are on-going are: Pasabien and Teculutan sub-watershed in Guatemala, the Manchaguala sub-watershed in Honduras, Rio Hondo watershed in Belize and Mexico, and the Belize River in Belize. Based on these identified sites and others, the PMU together with the MTWG will select the

locations to carry out the demonstrations projects on IWRM. The criteria for site-selection for the demonstration projects is: 1) site must be within upper and middle catchment of project priority watershed/micro-watersheds, 2) the site must have degraded, deforested areas or recharge zones, 3) the area must have secure/non-conflictive land tenure, and 4) the site must have presence of organized groups that can lead/support the activities. In Pasabien and Teculutan watersheds in Guatemala, the project will collaborate with Fundacion Defensores de la Naturaleza, in Manchaguala with the Alliance for the Water Security of San Pedro Sula, a multisectoral partnership working to ensure the responsible and sustainable management of water resources for San Pedro Sula. In Rio Hondo, the project will engage the Rio Hondo bi-national committee, overseeing the sustainable management of the watershed in Belize and Mexico. In the Belize River, the Belize Watershed Management Task Force will lead efforts.

In year 2, and in preparation for the demonstration projects, local capacity building and strengthening through training workshops (i.e. IWRM, participatory watershed planning, adaptation to climate change, etc.) will be supported and oriented towards community-based organizations, local water committees and associations, women organizations and committees, government agencies (forestry, agriculture, environment, planning), and municipalities whom will then participate in the development/update, validation and implementation process of the IWRM plans. The project's focus will include strengthening the binational water committee in Rio Hondo between Mexico and Belize.

The implementation of demonstration projects in IWRM will start in year 2 (second half) with the development/update of the integrated watershed management plans for the selected sites, followed by a validation process where relevant stakeholders will participate. In year 3, specific activities included in the validate watershed management plans will be selected together with key stakeholders. These specific activities will include, but are not limited to: protection of forested areas or recharge zones, restoration of degraded areas via natural regeneration or reforestation activities, establishment of agroforestry systems under better agriculture practices, among others included in the plan. These specific activities will be executed from year 3 on with the active participation of the communities in the watershed, as well as with partners such as protected areas managers, and with the engagement of the local government.

As part of the demonstration projects and in alignment with the developed and validated integrated watershed management plan, activities focused on the communities and on women will be executed, such as: construction of efficient wood stoves, mini-irrigation system/water tanks, establishment of small greenhouses, family/home gardens and tree nurseries, and alternatives for sustainable livelihoods, both agricultural and nonagricultural, such as adding value to agricultural and agroforestry systems. These activities are fundamental elements of a participatory watershed management plans and seek to offer project participants livelihood alternatives that reduce pressure on natural resources, and reduce erosion and climate

vulnerability on steep slopes. The activities will be defined with the participation of the communities and women to ensure that they respond to their priorities as well as their long-term sustainability, and will encompass capacity building and technical assistance. Beneficiaries will be trained in good agricultural management practices (including erosion control), climate change adaptation measures, and others. Technical assistance to beneficiaries will follow a learn-by-doing approach and provide spaces for exchanging knowledge and hands-on training. Project partners will provide technical assistance during the implementation of the demonstration projects.

Following the experience of Mexico's national water commission (CONAGUA), in close collaboration with WWF-Mexico, regarding the establishment of water reserves, similar initiatives will be implemented in Honduras and Guatemala. In Honduras, during year 2, the project will support the development of water-recharge-area analyses including the identification and definition of a water reserves network. The water reserves identified as the most significant areas for water resources protection will be included in the network and will be validated through a participatory process that will happen in year 3. In Guatemala, based on the water-recharge-area analysis developed by WWF-MAR in 2014, the water reserves network will be validated as early as possible and not later that year 3, when it will be established. The validation process of the defined strategic water reserve networks will be carried out in both countries through awareness raising and advocacy events with the participation of key stakeholders. Once agreed and validated, a national and/or municipal policy instrument will be drafted to provide the enabling conditions for their formal recognition, having previously prepared a legal framework assessment to identify, which is the way to go for these policy instruments. It is expected that the policy instruments will be ready in the first semester of year 4. Parallel to this, more specifically in year 3 for Guatemala and year 4 in Honduras, management plan(s) for priority water reserves in each country will be developed. The priority water reserves management plans can take the form of an integrated watershed management plan, protected area management plan or other, and will include addressing the effects of climate change variability and change through measures to build and improve resiliency. These plans will include activities such as: protection of forestry areas or recharge zones, restoration of degraded areas via natural regeneration or reforestation activities, establishment of agroforestry systems under better agriculture practices, establishment of riparian forests, among others.

Outputs:

2.1.1. At least five demonstration projects implemented to increase area of priority MAR watersheds under IWRM (BZ GT HN MX).

2.1.2. At least two water reserves established within MAR watersheds offer regional experience in the use of this instrument for water conservation (GT HN) [Linked to Outputs 1.2.1 and 2.1.1]

2.1.3. At least 350 stakeholders with increased capacities to implement IWRM management plans (BZ GT HN MEX)

Outcome 2.2. Public-private mechanisms for integrated watershed management are strengthened and supported by stakeholders.

In addition to the establishments of water reserves, the project will strengthen the Guatemalan based Sierra de Las Minas Water Fund, which is currently in its second phase. This fund has recently launched its strategic plan for 2015–2020 to build upon the experience and lessons learned from the first phase. Starting in year 2 and in partnership with Fundacion Defensores de la Naturaleza, the project will strengthen local institutional capacity in IWRM of key stakeholders involved in the Water Fund through training; carry out strategies to increase buy-in and contributions from water users and stakeholders to achieve greater engagement and participation; raise awareness/environmental education among water users and stakeholders on IWRM, through meetings, educational campaigns, and other activities; promote water related knowledge including the importance of integrated management of water resources for its conservation and sustainable use; and monitor and evaluate water quality and quantity in priority Water Fund sub-watersheds sharing the results to illustrate the benefit of protection and sustainable management activities. Strengthening the Water Fund in Guatemala as a model for IWRM will then support the project efforts towards replicating the model in the neighboring MAR countries, specifically in San Pedro Sula, Honduras, and Belize City, Belize.

In Honduras and Belize, a public-private mechanism for water funds will be designed, in year 2 of the project, based on the findings from the on-going/emerging mechanism analysis that will be carried out during the second semester of year 1. The project has currently identified two opportunities to establish water funds: one in the Manchaguala watershed in Honduras and the other in the Belize River in Belize. In Belize, the project will collaborate with the Belize River Task Force, created on February 2016. In Honduras, the Alliance for the Water Security of San Pedro Sula is the project's partner.

For the design of the mechanism, a comprehensive analysis of water as an ecosystem service will be developed, as well as stakeholder mapping and legal framework analysis. The developed studies will a) identify water users and (water ecosystem) service providers, b) explore the feasibility of public-private-partnerships as payment for environmental services mechanisms, and c) define institutional arrangements. It is expected that the mechanisms' designs will be ready by the end of year 2. Starting in year 3, the project will validate the water fund designs among users, policymakers, and other stakeholders. Parallel to this, the project will raise awareness on the economic and social benefits of land and water resources conservation/management and on the role that public-private mechanism (water fund) can have as a means

to conservation of these resources. After the validation process, the designed water fund will be formalized/created and a plan for its operation will be developed. The plan will be developed with the participation of relevant stakeholders and will be the foundation for the operation of the mechanisms. Following the model of the Guatemalan Water Fund, the mechanisms will manage funds collected through voluntary contributions and donations for watershed management activities from private sector actors leveraged through public funds. Their operation will be through activities such as: protection of forestry areas or recharge zones, restoration of degraded areas via natural regeneration or reforestation activities, establishment of agroforestry systems under better agriculture practices, forest fire prevention activities, among others.

Outputs:

2.2.1. One public-private mechanism (Water Fund) for integrated watershed management is strengthened (GT).

2.2.2. Two new public-private mechanisms for integrated watershed management are designed and created (BZ HN).

Outcome 2.3. Stakeholders engaged in IWRM in priority watersheds.

To demonstrate the role of voluntary standards as mechanisms for private sector engagement on integrated sustainable resource management, the project will promote the uptake of RSPO and Bonsucro standards, with key actors from the oil palm and sugar sectors, respectively. In Honduras, these activities will focus on the sugar mills and oil palm operations in the Chamelecon (lower part) and the Ulua rivers' watersheds. Activities to progress towards compliance include creating capacity in sector representatives on the Bonsucro and RSPO standards, as well as on related better agricultural practices. This capacity building will be carried out in the second half of year 1 and first half of year 2. From year 2 onwards, the project will provide technical assistance, as required by participating businesses, through various tools such as a compliance gap analysis and the development of action plans to advance towards compliance. Some oil palm farms in Guatemala and Honduras and one sugar mill in Honduras have recently reached certification. With these producers, the project will support their efforts to maintain certification. The project will have the support of WWF MAR to carry out these activities.

The project will develop regional guidelines for better management practices that help reach compliance with these standards. These will be shared as a manual to engage producers as they progress towards RSPO or Bonsucro certification and will be shared with project participants as well as others interested in the region and beyond. The manual will be prepared during the second half of year 1 of the project.

To address other threats to freshwater and coastal systems the project will work with the tourism and tourism-development sectors to scale up ongoing work led by the Mesoamerican Reef Tourism Initiative (MARTI). Like unsustainable agriculture, unsustainable mass tourism and land clearing for tourism infrastructure development have been identified as key threats to be addressed. Attention will focus on the main touristic cities in the coastal areas of the four countries. Starting in year 2, the adoption of better management practices will be promoted among key actors in the hotel industry and tourism infrastructure developers in order to reduce the negative impact of the industry in the freshwater and coastal ecosystems. The project will first develop, in the second half of year 1, a regional guide to implement better management practices related to aquifers and freshwater critical habitats. Activities to increase awareness to enhance participation of tourism and tourism development actors in adopting better management practices will be carried out throughout years 2, 3, 4 and first half of year 5. The developed guide will be shared through training workshops to be carried out mainly during year 2 of the project. Technical assistance will be made available, from year 2 through to the first half of year 5, to facilitate the adoption of the better management practices promoted.

This component will also support restoration and reforestation activities with communities in degraded areas as part of IWRM. Based on results from integrated watershed management plans developed previously (Output 2.1.1.), sites for restoration/reforestation will be defined during the first half of year 2 with the active participation of local communities, women, women's associations, community-based organizations, water committees, and other key stakeholders. From the second half of year 2 up to the first half of year 5, participating local communities, specially their women, will be supported with technical assistance, training, and inputs as needed for carrying out the restoration and reforestation activities. Communities will also receive help to access national incentive programs (such as PINPEP in Guatemala and CONAFOR in Mexico[14]) for reforestation and agroforestry systems. Project partners: Fundacion Defensores de la Naturaleza, FUNDAECO, Rio Hondo binational Watershed Council, the Belize River Watershed Management Task Force, and the Alliance for the Water Security of San Pedro Sula will help facilitate these activities through their established ties to community based organizations.

Outputs:

2.3.1. At least 14 cases of voluntary standards in commodity agriculture implemented as demonstration projects of private sector engagement on watershed management (BONSUCRO and RSPO) (GT HN).

[14] PINPEP refers to the Forestry Incentives Program for Small Owners of Small Forests and Agro Forestry Lands that operates in Guatemala and CONAFOR refers to support programs led by Mexico's National Forestry Commission.

2.3.2. At least 32 tourism and tourism development sector actors adopting better management practices to protect aquifers and freshwater critical habitats (BZ GT HN MX).

2.3.3. At least 20 local communities implementing IWRM activities (linked to Output 2.1.1) (BZ GT HN MX).

2.3.4. At least 350 local stakeholders with increased capacities to implement BMPs and IWRM activities (BZ GT HN MX)

Project Component 3: Integrated ridge to reef management of coastal and marine resources

[GEF USD 2,576,671; Co- financing: USD 9,653,332]:

Component 3 will address coastal and marine threats to the MAR. The strategy under this component will integrate the development of demonstrative projects for coastal and marine conservation through coral reef and mangrove restoration, fisheries improvement projects, maintaining ASC certification of Belize shrimp aquaculture operations, and management plans and frameworks for developing an ICMM plan for the MAR, creating stronger linkages to land-based activities that threaten the reef and reef/marine habitats.

Outcome 3.1. ICMM strengthened through capacity building and strategic planning.

Efforts to support environmental, fisheries, maritime and planning government authorities in preparing for integrated coastal marine management will be coordinated with the relevant regional level initiatives developed in Component 1 in regards to ICMM. At the national level, the project will assess and define capacity needs on ICMM and starting in the second half of year 1 and up to the end of year 2 the project will implement a series of training events, workshops and seminars on integrated coastal and marine management including marine spatial planning and the ridge to reef approach to improve both national and regional capacities. These training events and workshops will rely heavily in Belize's CZMAI experience with ICMM, and will include exchange visits to showcase the lessons learned and experience Belize has amassed.

During years 2, 3, and 4, the project will support development of ICMM planning where "none" exists as well as build upon existing ICMM planning in order to bring all four MAR countries to the same level of planning and development. Special emphasis will be given to incorporate climate change vulnerability assessment variables into the plans. Project activities will help develop the Regional Ridge to Reef Plan for the MAR (Output 1.1.1) to facilitate ICMM regional management.

In each country, component activities will be carried out as follows:

In Mexico and Honduras, the first step in year 1 will be to carry out an analysis of the existing policy frameworks for ICMM and the ridge to reef approach. This will allow the identification of the existing or drafted instruments that could be modified to promote ridge to reef and ICMM approaches, or even define if a new instrument is needed. In Honduras, the policy for ICMM is underway (Carrasco *et al.* 2014); this project will assist in the finalization and support its approval. In Mexico there are several policies that refer to well-managed coastal zones with an integrated approach that will be analyzed by the project. Since regulations for Mexico's marine area are under federal government jurisdiction, the project developments can contribute to other federal level efforts for ICMM in all of Mexico's coastal zones.

The Integrated Coastal Zone Management Plan in Belize and the National Coastal Marine Policy in Guatemala are ready for implementation. In Belize, in years 1 and 2 the project will strengthen CMZAI's capacities for the implementation of the Plan and its monitoring and evaluation. During year 2, support will focus on mainstreaming ICMM into local planning framework in key coastal municipalities, for an effective implementation of the Plan. Support will include strengthening of the Advisory Committee for the CZMAI through training workshops and meetings, bringing together key members and stakeholders to promote the integrated approach for effective coastal management. During year 2, 3 and 4 Belize's CZMAI experience and know-how in ICMM will be shared via workshops and exchange visits with key stakeholders in the other three MAR countries.

In Guatemala, to achieve effective implementation of the Coastal and Marine Policy, during year 1 the project will support the reactivation and strengthening of the Coastal and Marine Working Group for the Caribbean and in year 2, 3 and 4 will support the elaboration of the Policy's Strategic Action Plan for the Caribbean and support the enabling conditions for its implementation.

The project will ensure ICMM planning efforts are done in close coordination with all relevant ministries, including environment, fisheries, maritime, planning, agriculture, water, and land-use to promote ridge to reef approach and take into account the possible impacts of climate change within each country, thereby supporting intersectoral coordination, via the intersectoral national committee (ISNC), and a common understanding to foster an ecoregional Ridge to Reef instrument.

In Guatemala, the Coastal and Marine Working Group for the Caribbean will serve as the core members of the ISNC, in Belize it will be the Coastal Zone Advisory Council while in Honduras and Mexico discussions will take place early on into the project to identify the most adequate existing intersectoral national structures for the project, including those established by CLME+. Officials in the four participating countries will be trained in topics related to integrated coastal-marine management and the ridge to reef approach.

Regional integration and capacities will be supported and promoted (Component 1), in parallel and in coordination with the country specific activities carried out.

Outputs:

3.1.1. At least one policy instrument prepared to strengthen ICMM planning (HN MX).

3.1.2. The Coastal Zoning and Management Authority and Institute (CZMAI) in Belize is supported with capacity building and streamlined frameworks to implement the Belize Integrated Coastal Zone Management Plan (BZ).

3.1.3. Implementation of the Caribbean Coastal Marine Strategy in Guatemala supported (GT).

3.1.4. At least 350 stakeholders with increased capacities representing national and local government agencies, municipalities and other stakeholders on ICMM (BZ GT HN MX).

Outcome 3.2. Stakeholders engaged in ICMM in coastal marine prioritized areas

Ample participation from local key stakeholders in project activities is fundamental to ensure the project's positive impact on the health of the MAR is widespread and permanent thanks to the appropriation of project activities by local leaders and other key actors. Moreover, demonstration projects are necessary catalysts to ensure that the project can foster widespread adoption of better management practices for the MAR's ecological health. Demonstration projects will focus on fisheries management through voluntary standards; adoption of better practices in the tourism sector in regards to coastal and marine habitats; and coastal-marine management through mangrove and coral reef restoration. MARTI, Amigos de Sian Ka'an, FUNDAECO, MAR Fund, and Roatan Marine Park, will be actively engaged in this component. These activities will support the civil society and private sector action programs to be developed by CLME+ (CLME+ Output 2.2).

During years 2, 3, 4 and first semester of year 5, fisheries improvement projects (FIP) for lobster and other fisheries will be supported in the four countries. In Mexico, the focus will be Mexico's lobster fishery which is already Marine Stewardship Council (MSC) certified. Although certification already exists, it is important to support the fishery to ensure that it consolidates its certification. In Honduras, the project will support the existing FIP for the Caribbean Spiny Lobster trap fishery through technical assistance to reach compliance with the MSC standard. In Belize and Guatemala, the fishery to support via a FIP will be selected together with key stakeholders and the FIP will start with its pre-evaluation against the MSC standard. The project will partner with WWF MAR to carry out these activities. The FIPs will contribute to the CLME+ as subregional level demonstration projects on ecosystem approach for the Caribbean Spiny

Lobster fishery (CLME+ Output 3.1), through sharing lessons learned for improved management of the fishery against a voluntary standard.

During years 1 (second semester) to 4, the project will provide technical assistance to shrimp farms to meet and/or maintain the ASC certification standards. The positive lessons learned for this successful countrywide certification will be systematized and shared widely at regional level and through the communication strategy of Component 4.

In year 1 (second semester) and 2, a series of training events for fishers and authorities will be held to build capacity on MSC and ASC and the better practices that enable them to comply with these standards, and to showcase how these certifications are a means to support coastal-marine management. These trainings will be carried out with support from WWF MAR.

Within the tourism sector, the project will build upon existing initiatives that have promoted better management practices, including the Mesoamerican Reef Tourism Initiative (MARTI) -initiated by Amigos de Sian Ka'an- the Voluntary Standards for Sustainable Marine Recreation Providers in the Mesoamerican Reef, promoted by the Coral Reef Alliance (CORAL), among others. Based on these initiatives, a regional guide for adoption of better management practices related to coastal and marine habitats will be designed during the second half of year 1. During year 2 and first half of year 3, awareness and training workshops with participation of tourism and other relevant stakeholders[15] and local communities in the four countries will be held to foster the adoption of the better management practices. From year 3 onwards until the first half of year 5, enterprises willing to participate in the project will then receive technical assistance for implementing the better practices. Local communities, including women, will be actively involved in Outcome 3.2 as key stakeholders for adoption of better management practices and restoration activities. The project will partner with MARTI, Amigos de Sian Ka'an, and FUNDAECO to carry out these activities.

In year 2 (second semester), the project will support capacity building in coastal and marine management focused on key stakeholders and communities. This will be the basis to support the establishment of coral and mangrove restoration activities. Starting in year 2 and in collaboration with project partners FUNDAECO, Roatan Marine Park, and MAR Fund and local entities (communities, local governments, and NGOs[16]) already working in community-based restoration activities, the project will carry out a

[15] Tourism and other relevant stakeholders include: representatives from the hotels, restaurants, cruise ships, tour guides, boat drivers, diving and snorkeling instructors, and other relevant stakeholders such as commercial and residential developers and others.

[16] Some coral restoration projects involving communities identified during project preparation are Oceanus A.C, UNAM and CRIP in Mexico; Fragments of Hope in Belize; MAR Fund/FUNDAECO/HRI in Guatemala; and Coral Gardens, Counterpart International, BICA, PMAIB in Honduras.

participatory identification and selection of potential sites. In years 2, 3 and 4, the project will support these entities to establish community-based mangrove and coral restoration projects to scale-up their action.

Outputs:

3.2.1. At least 13 cases of voluntary standards in fisheries and aquaculture implemented as demonstration projects of private sector engagement on coastal and marine management (MSC and ASC) (BZ GT HN MX).

3.2.2. At least 32 tourism sector stakeholders implementing BMPs related to coastal and marine habitats. (BZ GT HN MX) [linked to activities of Outcome 2.3.2].

3.2.3. At least 24 local communities and stakeholders participating in the implementation of mangrove and coral restoration activities (BZ GT HN MX).

3.2.4. At least 350 stakeholders with increased capacities on FIPs, ASC, coastal and marine habitat BMPs, and mangrove and coral restoration (BZ GT HN MX).

Project Component 4: Project monitoring and evaluation, and knowledge sharing

[GEF USD 858,890; Co-financing: USD 7,537,325]:

A participatory monitoring and evaluation (M&E) system, including software, will be designed and established for the MAR2R Project.

Outcome 4.1. The project's monitoring and evaluation system employs participatory methods throughout project lifetime.

The M&E specialist will be a member of the PMU and will be responsible for monitoring and evaluating project implementation and sharing lessons learned. During the design phase of the M&E system, an inception workshop will be organized during the first semester of the project with the PMU, CCAD, and national focal points. During project implementation, M&E training will be held as required.

The results framework, which is based on the results chain exercises (see Appendix 4), contains outcomes and a higher level project objective that serve as the foundation for the M&E plan. At the national level, monitoring will be performed on a regular basis and in a participatory manner. At the regional level, monitoring will take place semiannually and the M&E matrix will be submitted to WWF-US as part of the Project Progress Reports. The analysis of progress and lessons learned from these documents will help the project team shape development of the annual work plan for the following year and potentially revise the project logic and strategies as necessary.

While monitoring will focus on project progress and achievement of outputs and outcomes, evaluation will assess efficiency, relevance, effectiveness, sustainability, adaptive capacity and impact of the project. A

midterm review will be carried out in year 3 and a terminal evaluation will be done in year 5. In addition, the GEF IW Tracking Tool will be completed and submitted three times to WWF, the first one at the project's onset, again at midterm and then again at project completion.

Outputs:

4.1.1. Project monitoring system provides systematic information on project progress to reach the specified outputs and outcomes.
4.1.2. Midterm and final evaluations developed and shared in a timely manner.
4.1.3. GEF IW Tracking Tool completed reports on project progress.

Outcome 4.2. Advantages of the ridge to reef approach shared with local and international audiences, including the GEF IW:LEARN community.

This component also focuses on knowledge sharing and knowledge management between the participating countries and partners in order to maximize the impacts achieved as well as for replication and scaling-up purposes. The project will design an information dissemination strategy at the regional level and develop a system to be operated through a web-based platform. The web-based platform will be established during year 2 of the project and will include at least: 1) data sharing mechanisms, 2) learning modules about the main topics addressed by the project, 3) a platform to maintain webinars and online discussion groups, and 4) a direct link with the CCAD REO (Outcome 1.4). PMU members, specifically the Project Manager and the Monitoring and Evaluation Specialist, will engage actively with IW:LEARN for constant and effective coordination and communication.

Starting in year 3, good practices and lessons learned during the project will be systematically gathered and documented, and replication beyond the boundaries of the project will be facilitated. The most important and relevant lessons of the project will be available for replication by other initiatives in the priority watersheds and will be shared through various channels including webinars, national workshops, website blogs, etc. Lessons learned and experiences will also be shared beyond the region. Activities associated with IW:LEARN, include production of experience notes, participation in IW conferences, and timely submission of the IW tracking tool. Total designated budget for IWLEARN is more than 1% of the total budget (see Section 6: Project Financing and Budget).

Outputs:

4.2.1. At least three project results from demonstration projects and other activities disseminated in neighboring countries for replication and upscaling.

4.2.2. Participation in at least 36 national workshops and two international conferences, including the International Waters Conference, to share approaches and lessons learned from MAR2R project.

4.2.3. At least 21 knowledge products (website, social media accounts, publications including IW: LEARN experience notes, videos/animations, etc.) on lessons learned and project best practices developed and disseminated nationally, regionally, and to the international IW community.

2.5. Risk Analysis and Risk Management Measures (Project Risks)

Risk	Level	Proposed Mitigation
Low regional government capacity or interest to commit to regional and transboundary collaboration for ridge to reef integrated management of the MAR by the four participating countries.	L	The Tulum and Tulum+8 Declarations are solid foundations for regional collaboration in the MAR; however, progress toward full adherence to their principles has been weak. The CCAD-led efforts have had some key developments in the past and despite the limited resources available for implementation, progress has been made. Supporting the CCAD will mitigate the risk of weak transboundary collaboration among countries, which needs to be strengthened to assist with timely and effective decision-making and consensus building.
Low national capacity or interest to commit to ridge to reef integrated management of the MAR in the four participating countries.	L	The Tulum and Tulum +8 Declarations are not only a solid foundation for government-led efforts but have also provided a regional framework for conservation efforts led by national governments and civil society. However, similar to the regional government scenario, progress has been made but significant support toward a scaling up is necessary. This project will support national and civil society efforts with capacity building and supportive national-level policy instruments.
Unable to sign, retify or reach agreements between countries. The countries′ authorities do not implement the agreements under the MAR framework.	M	CCAD and SICA foster an agreement between participating countries and the countries inform their ministries of foreign affairs about the project. Technical focal points between the countries are responsible for providing information to the authorities in a timely manner. Design governance structures. Take regional cooperation agreements into account as a project mitigation measure.
Political tension between Guatemala and Belize affects collaboration.	H	Reach agreements with the Ministries of Foreign Affairs so that project implementation at the technical level does not suffer delays. Emphasize the alignment of project activities with the decisions made at the presidential level during Tulum+8. CCAD and SICA foster an agreement between the benefiting countries and the countries inform their Ministries of Foreign Affairs about the project. Take regional cooperation agreements into account as a project mitigation measure.

Capacity created/built is lost through high turnover of personnel in the public sector.	M	Political instability and constant changes lead to high personnel rotation within the public sector. This risk will be addressed by the following: Formalize agreed-upon processes and agreements for collaboration (TORs, work plans). Maintain the regional dynamic through activation and strengthening of regional committees for knowledge transfer. Create information and communication mechanisms (links in the website) to socialize minutes of meetings, reports, lessons learned. and use of project information. Create/strengthen and engage interinstitutional national committees. Strengthen local communities to support continuity of the project efforts
Weak engagement of private sector stakeholders in ridge to reef integrated management of the MAR and in the adoption of voluntary practices.	L	The private sector is already an active participant of conservation and integrated ridge to reef management in the MAR ecoregion. WWF, has established a longstanding working relationship with many stakeholders from the private sector, including sugarcane and oil palm growers, water bottlers, shrimp aquaculture, and fisheries. WWF will support this project by establishing the linkages between these actors and the project's executing agency and partners. Also, other project partners, including government agencies, have working relationships with stakeholders from fisheries, tourism, and construction sectors that will be the foundation for their engagement in this project. Additional activities to improve their involvement will be to train actors from the private sector and develop a communication strategy, communicate the benefits of certification, raise awareness, and create policy instruments that encourage implementation of good practices for agricultural and aquaculture production and for sustainable tourism.
Increased frequency of extreme weather events, rise in sea level and ocean acidification can lead to detrimental socioeconomic and environmental impacts.	M	The project will directly address this threat via vulnerability assessments, and including vulnerability reduction, and adaptations measures in the IWRM and ICMM plans. Furthermore, this project will support resilience building in the MAR, by promoting ecosystem restoration and protection thus increasing the MAR's ability to withstand the impacts of climate change in the ecoregion.

Pine bark beetle national emergency in Honduras: In January 2016, the Honduran government declared a national emergency to address pine bark beetle infestation in 5% of the country's pine forests.	L	The pine bark beetle infestation areas do not overlap with identified project sites (Manchaguala watershed) but do include sites within the prioritized watersheds (Ulúa and Chamelecón). Potential project sites could overlap with the infestation and also the infestation could reach already identified project sites in the near future. Best practices on IWRM plans include a thorough understanding of the biogeographic context of the watershed and thus will take into account this potential risk and identify mechanisms to address it.

2.6. Consistency with National Priorities or Plans

As mentioned, the MAR2R project is consistent with the commitments outlined in the Tulum and Tulum+8 Declarations, regional agreements endorsed by all four participating countries. The project is also designed to be consistent with the new CCAD Regional Framework Strategy on the Environment (ERAM) for 2015 to 2020 and with OSPESCA's policy for the management of regional fisheries. It is also consistent with the Transboundary Diagnostic Analyses (TDAs) and Strategic Action Plans (SAPs) developed by the CLME+ and Gulf of Honduras projects, and with WWF-MAR Strategic Conservation Planning for 2010 to 2015. The project is also consistent with the Regional Strategy for Integrated Water Resources Management (ECAGIRH) and with the Central American Plan for Integral Management of Water Resources (PACAGIRH), which uses the watershed approach as the logical management unit and promotes integrated use and management of water resources to address some of the root causes in the water management crisis.

At the national level, the project is fully aligned with national priorities and policies. The four countries are also signatories to international agreements and conventions, such as CBD, the World Heritage Convention (UNESCO), United Nations Framework Convention on Climate Change (UNFCCC), the Rio Declaration on Environment and Development and the Cartagena Convention, to name a few, assuming responsibilities and obligations for environmental conservation and protection.

In Guatemala, the project is consistent with various national policies and strategies. It is aligned with the Protection and Enhancement of the Environment and Natural Resources Policy (2007), which promotes the integrated management of water resources; restoration of the territory, and the prevention, control and management of emission sources and pollution in land-use planning. It is also fully in line with the National Policy and Strategy for the Development of the Guatemalan System of Protected Areas (1999); which considers the conservation and management of protected areas for the provision of water by protecting strategic watersheds and water basins. The project is also consistent with and supports the implementation of the National Biodiversity Policy and Strategy (2012), which aims to maintain healthy ecosystems through

reduction of pollution, overfishing, habitat loss and fragmentation, and ecosystem conservation and restoration. The Integrated Management of Coastal Marine Areas Policy defines strategic guidelines to address problems in marine coastal zones through land-use planning, prevention of degradation and pollution, conservation and restoration of ecosystems, and climate change, all strategies completely in line with the project. It is also consistent with sectoral policies such the National Policy for the Integrated Water Resources Management, the National Wetlands Policy, and National Climate Change Policy. Finally, but not less important, the project is aligned with the National Policy on Integrated Rural Development, where land-use planning is one its main principles, highlighting the need for integrated watershed management.

In Honduras, the project is in line with the National Biodiversity Strategy and Action Plan (1998), specifically in the implementation of the recommendations of the CBD, through land-use planning for a rational use of the territory. It is also consistent with the Forestry Strategy, which promotes the participation of municipalities and communities in integrated watershed management and in payment mechanisms for ecosystem services. Honduras has developed a legal framework that defines instruments to foster land-use planning at regional and local levels using a watershed management approach. The framework also prioritized six regions for implementation, one being the MAR. Another important policy in line with the project is the National Policy on Water Resources that fosters Integrated Water Resources Management, pointing to principles for the protection and conservation of water resources, biodiversity, and ecosystems in water basin areas, wetlands, and coastal ecosystems. The project is consistent with national regulations such as the General Water Law (2009), regarding protection, conservation, recovery, and sustainable use of water resources and promotion of an integrated management of water resources at the national level and the General Environmental Law. The project is also fully in line with the recently drafted Country Vision 2010–2038 and with the National Plan 2010–2022. The Plan's Objective 3 pursues the sustainable management of natural resources and reduction of environmental vulnerability and proposes to restore one million hectares, combat deforestation, consolidate protected areas, and establish payment of ecosystem services (PES) mechanisms to finance protected area management.

In Mexico, the project is consistent with the National Biodiversity Strategy, prepared in response to the country commitments to the Convention on Biodiversity (CBD) and with the Ecological Balance and Environmental Protection State Law, which aims to encourage sustainable development, preservation and restoration of ecological balance, and environmental protection, including prevention and control of environmental pollution. Locally, the project is also aligned with the Quintana Roo State Forestry Law, which aims over the long-term to develop the forestry sector in the state. Furthermore, the project is aligned with various strategies of the Quintana Roo Plan 2011–2016, but especially with the Green Quintana Roo strategy where the importance of the MAR is explicitly recognized.

In Belize, the project is aligned with the long-term development plan, Horizon 2030, which describes the main governmental priorities and challenges, highlighting the central role of sustainable environment and natural resource management in the Belizean economy. Belize is also a signatory of the Convention of Biological Diversity (CBD), ratified on December 30, 1993. The project is fully aligned with Belize's National Biodiversity Strategy and Action Plan (NBSAP), submitted to the CBD, that promotes comprehensive use and management of Belize's biological resources. It is also aligned with the 2005 National Protected Areas System Plan (NPASP), which targets the enhanced management of PAs in accordance with recommendations from this plan and fulfills Belize's commitments to the CBD Program of Work on Protected Areas. Belize's sector-specific policies and legislation are generally comprehensive and robust, such as the 2009 Water Resources Management Act, the 1992 National Lands Act, and the 1999 Coastal Zone Management Act.

2.7 Consistency with GEF Focal Area/Fund Strategies

The project is aligned with the GEF-5 International Waters Focal Area Strategy. The project will be implementing integrated ridge to reef management across the Mesoamerican Reef ecoregion, through its associated watersheds, coastal and marine ecosystems in Belize, Guatemala, Honduras, and Mexico thus it is consistent with both freshwater and coastal and marine priorities under GEF-5 IW Objectives 1 and 2, as well as establishing capacity building in the region for long-term sustainable results under GEF-5 IW Objective 3.

IW Objective 1: Catalyze multi-state cooperation to balance conflicting water uses in transboundary surface and groundwater basins while considering climatic variability and change. The project will specifically target Outcome 1.3 that aims to implement innovative solutions for reduced pollution by working with the agriculture and aquaculture sectors, improved water use efficiency, IWRM, and aquifer and catchment protection. Specifically, this will be achieved through project Component 2, where IWRM plans will be implemented, and water funds and water reserves established to help manage water use. Water use efficiency will also be improved through engagement with key private-sector stakeholders to adopt better management practices and to improve enabling conditions to work towards certifications. The expected results from this component will lead to measurable water-related improvements in watersheds that drain into the reef.

IW Objective 2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems while considering climatic variability and change. The project will specifically target Outcome 2.3 to implement innovative solutions for reduced pollution, rebuilding and protecting fish stocks with rights-based management, ICM, and habitat restoration and conservation. Specifically, this will be achieved through project Component 3, where ICMM plans are strengthened with

participation from key stakeholders, including commercial fisheries and aquaculture partners. The expected results from this component will lead to measurable reductions of land-based threats to the coastal and marine ecosystems via strengthened ICMM and improved habitats and commercially valuable fisheries.

IW Objective 3: Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of transboundary water systems. The project will specifically target Outcome 3.1: to create the enabling conditions for political commitment, shared vision, and strengthened institutional capacity for joint, ecosystem-based management of watersheds and coastal and marine zones. Foundational capacity building for the Mesoamerican Reef ecoregion will be addressed through Component 1, which aims to improve regional governance and collaboration for an integrated ridge to reef management of the MAR. Specifically, this will include the establishment of regional protocols, standards, and other instruments for the MAR ridge to reef management. Component 1 will also support the development and approval of a TDA and a SAP to establish a shared long term vision and strengthened institutional capacity for joint, ecosystem-based management, specifically for the four MAR countries. The TDA will provide updated information for the creation of the SAP, which in turn will update the existing Tulum+8 Regional Action Plan. CCAD's regional capacity will be strengthened through its role in improved regional data sharing for regional management. The project will also target Outcome 3.2 with on-the-ground demonstration projects implemented to highlight innovative activities to improve terrestrial, coastal, and marine natural resource management. Demonstration projects for engaging private sector in integrated management of freshwater, coastal and marine resources and ecosystems will be implemented under Components 2 and 3. Additionally demonstration projects on integrated watershed management and mangrove and coral restoration with the participation of local communities will be carried out in these two components, respectively.

2.8 WWF Comparative Advantage and Consistency with WWF Programs

The comparative advantage of World Wildlife Fund, Inc., as the GEF project agency rests in the extensive experience of more than 50 years of field implementation of conservation programs throughout the WWF's Global Network, which is supported by more than 5 million members worldwide. WWF works in 80 offices across some 100 countries, supporting about 1,300 conservation and environmental projects led by 13 Global Initiatives and WWF's programmatic pillars of Species Conservation, Forest Conservation, Climate Change and Energy, and Fresh Water, as well as crossing-cutting issues, especially on social inclusion and sustainable livelihoods. As a key Program Office of the WWF network, WWF MAR has been a leader in ridge to reef conservation.

The Mesoamerican Reef ecoregion is recognized as one of WWF's Global 200 ecoregions and as a regional priority within its Global Program Framework. WWF has worked in the MAR for more than 20 years,

initially as part of comprehensive conservation programs within specific MAR countries through offices in United States, Mexico, and Central America and since the mid-1990s through a targeted ecoregion conservation approach based out of Guatemala City, Guatemala, and presence in each of the four MAR countries. It was through ecoregional planning that WWF-MAR assisted the four governments in developing an early MBRS Action Plan, which led to development of the GEF-funded MBRS program executed by the ecoregion's four governments through CCAD. Since then, WWF-MAR activities have continued to scale up and it maintains a strong working relationship with all four MAR countries as well as SICA bodies: CCAD, OSPESCA, and others at both the political and technical levels.

In 2004, WWF helped establish the MAR Fund to coordinate, finance, and implement multi-national reef conservation strategies across national country boundaries. In 2007, The Coca-Cola Company and WWF identified the Mesoamerican Reef ecoregion as a priority freshwater basin for conservation and protection of freshwater resources to enhance the health of the reef through protection of upper watersheds while providing sustainable livelihoods for local people. In 2013, the MAR was selected as one of two core watershed sites under the WWF-Coca Cola Global Partnership. WWF, in addition to its demonstrated capacity to apply science in its conservation work and its know-how on specific themes, has a holistic and multidisciplinary perspective and the ability to constructively work with multiple sectors. Moreover, WWF has built credibility and maintains productive dialogues in the four countries of the MAR; it is well-positioned as a key player in the development of international policies and innovative initiatives. These are all qualities that underpin the possibilities of success for long-term conservation of the MAR ecoregion. WWF's Mesoamerican Reef Program Strategic Plan aims to "maintain its ecological health and functionality and its social, ecological, and economic value as a unique ecosystem in the world, thanks to a conservation approach that integrates the upper watersheds, the coast, and the reefs; promotes human development through sustainable economic activities; and addresses critical threats to ecosystems and human well-being, in particular caused by climate change." WWF-MAR will support MAR2R through its know-how, tools, and local partners, as well as act as representative of WWF's US GEF Implementing Agency in the project area.

2.9. Incremental Cost Reasoning

GEF support for this project, through the International Waters focal area will, first and foremost, catalyze regional efforts toward a region wide implementation of the ridge to reef approach for the conservation and sustainable development of a transboundary ecoregion, the MAR. Furthermore, the GEF International Waters support will showcase how a ridge to reef approach to the management of an ecoregion can yield globally important benefits at local and national levels.

The GEF increment for the project rests in supporting the baseline commitments of Belize, Guatemala, Honduras, and Mexico to implement the Tulum+8 Regional Action Plan. All activities within this project aim to support national and regional actions to address threats and barriers outlined by the Regional Action Plan. To ensure sustained success, the capacity of CCAD, as the regional organization responsible for the implementation of the Regional Action Plan, must be strengthened. Specifically, GEF funding will be invested to support CCAD's role as the leader of regional efforts for the MAR, facilitating regional collaboration and developing various policy and analysis instruments for integrated resource management. CCAD will play a critical role in ensuring multi-country support for addressing the MAR as a regional transboundary ecoregion.

Because the Tulum+8 Regional Action Plan promotes integrated ridge to reef management, the GEF investment is aligned with CCAD's mandate and encourages national- and local-level integrated management of watersheds, coastal zones, and marine habitats. The Regional Action Plan and respective national plans also call for stronger private sector engagement. The GEF increment will be used to promote private-sector stakeholder engagement at the local-level for adoption of better management practices to reduce threats to the MAR and its natural resources.

While CCAD must play a strong role in regional coordination, the four countries must also work together bilaterally and trilaterally to address common transboundary problems. The GEF increment will improve local capacity to ensure successful implementation of developed instruments, including regional watershed planning, marine spatial planning, and creating the enabling conditions for better cooperative management through development and approval of a MAR-specific TDA and SAP.

At the national level, GEF funding will be used to build on existing baseline programs on IWRM and ICMM, water reserves, water funds, and other innovative tools while also engaging with private sector actors by building capacity and supporting dialogue to promote better management practices. Specifically within Mexico, for example, the project will capitalize on existing dialogues with the tourism associations to reduce the sector's impact on local aquifer contamination and promote better habitat management. In Belize, project activities will catalyze ongoing efforts to implement the Integrated Coastal Zoning Management Plan through support to the Coastal Zoning and Management Authority and Institute (CZMAI). In Guatemala, GEF support will be used to improve capacity for successful implementation of the Caribbean coastal marine strategy. Existing work on water funds and reserves in Guatemala will be used as a critical baseline for scaling up and replication across the country and with its neighbors. While GEF funding will be essential for implementation of national plans that promote ridge to reef integrated management, it is the sum of the parts, or overall improved transboundary health of the MAR, that GEF investments will ultimately yield.

Previous GEF investments to promote ridge to reef approaches have demonstrated the challenges faced in catalyzing cooperation and integrated management among multiple sectors, including land, freshwater, coastal and marine, and fisheries sectors. Transaction costs to facilitate integrated management at the national level can be high and progress slow since multiple stakeholders must be consistently engaged throughout the process to gain mutual support. Under the project, GEF support will be essential to address the national level challenges and cover the transaction costs to promote ridge to reef approaches in specific transboundary watersheds in the four countries where GEF International Waters catalytic funding can have its biggest impact.

In the absence of GEF support, each of the four MAR countries management of the MAR ecoregion will not have a ridge to reef approach, efforts will be fragmented and localized and uncoordinated. This scenario will further the current lack of regional coordinated approach and the absence of updated science based information to sustain decision-making which will result in the mismanagement of freshwater, coastal and marine natural resources with negative consequences for the MAR ecoregion. The important enabling conditions and increased capacity that would not be provided without GEF funding would result in failure to implement a regional and coordinated approach to the implementation of IWRM and ICMM approaches and a missed opportunity to promote voluntary standards, better management practices and other innovative mechanisms as tools for integrated ridge to reef management of the ecoregion and its natural resources. Poor integrated management at the national level would most certainly lead to equally poor, if not worse, management among shared transboundary watersheds ultimately having a negative impact on the health of its watersheds, coastal and marine habitats, and the communities, economies, and livelihoods it supports.

Without GEF funding, the regional approach led by CCAD would be severely weakened. Currently CCAD has a strong mandate but relatively low capacity to implement. Without GEF support, CCAD's role as the regional environmental management body could be greatly diminished. Further capacities available in the region will continue be insufficient to consolidate a comprehensive and integrated management of the ecoregion to ensure ecological integrity of its ecosystems and safeguard the economic potential of the MAR as a source of income, aesthetic beauty, and ecosystem services to the region and the world. Also, CCAD would be unable to facilitate any sort of regional monitoring program or updates on the ecoregion, severely hampering better informed decision-making.

2.10. Innovativeness, Sustainability, and Cost-Effectiveness

Innovativeness The project's aim of an integrated management of land, coastal and marine systems nationally and regionally is innovative will be highlighted at multiple levels with an intersectoral approach and demonstration projects for integrated management of freshwater, coastal and marine resources. To date the ecoregion is managed in a fragmented and disconnected way, this project will establish enabling

conditions and offer examples on successful regional collaboration and harmonized approaches. On land, innovative mechanisms such as water funds will be strengthened and replicated to improve watershed management and water use. Water funds, a public-private mechanism, bring together civil society, businesses, and governments for the management of specific watersheds. On the coastal and marine systems, the project will rehabilitate coral reef habitats through planting climate-resilient coral gardens to demonstrate innovative ecosystem-based tools for restoration.

Cost effectiveness The project is cost-effective by building off of previous GEF investments, specifically the MBRS Phase I project, not only in regards to lessons learned but also by relying on project outputs such as the Regional Environmental Information System (REIS) platform from the MBRS Phase I project. The project will build off this platform and integrate it into CCAD's REO to offer and accessible, up to date, science based pool of information for decision making. CCAD will host the Project Management Unit (PMU) in its headquarters in El Salvador and thus the project will not have to contemplate rental costs. The permanence and replication of the demonstration projects will be sought via the already established strong civil society organizations with whom the project will partner, relying on their experience and know how. Private sector involvement will include not only awareness raising and alignment with the cause but a transformation of their own practices and approaches to how they do business via voluntary standards that promote the adoption of better management practices to reduce the negative impacts on the ecosystem and promote sustainability and cost-effectiveness of operations.

Sustainability. The consideration of long-term sustainability of results is essential to ensure future investments have a lasting impact. Unlike previous investments, which often had a specific national focus, the project will promote regional cooperation and management through CCAD. By strengthening the capacity of the regional organization with the political mandate for integrated environmental management, the project will empower CCAD to lead and facilitate decision-making for the ridge to reef integrated management of the MAR during the project and beyond. More specifically, the project aims to improve CCAD's ability to manage data to improve regional decision-making as well as build capacity to promote regional cooperation. Through the development and approval of a MAR-specific TDA and SAP, the project will foster collaboration for addressing transboundary issues after the project ends. In building CCAD's ability for management, sustained transboundary ridge to reef management for the MAR will be possible. With the political will and support of the MMC, CCAD will continue to manage activities and results after the end of GEF funding, as per its mandate, specifically through the approval and implementation of the SAP.

Engaging with private sector partners will also ensure the sustainability of project results, as these are often influential stakeholders with the high economic interests that can be a force for sustained commitment to

various initiatives promoted by the project. Demonstrating the economic savings associated with better management practices promoted by the project will provide a strong financial incentive for private sector entities that impact the reef to make better management decisions well beyond the life of any project. Likewise, emphasizing the value and added benefits of successful public-private partnerships for sound water management will consolidate the commitment of all for the sustained effective operation of the established water funds.

Furthermore, the project will improve the institutional capacities of multiple stakeholders at various levels, from community organizations to regional and national government agencies. As project activities are successful, the stakeholders and partners will have the responsibility to follow up on project achievements, as these respond to their priorities and mandates. The national Ministries of the Environment and other related government institutions in the four countries have the necessary institutional infrastructure so that it will not be necessary to create new managerial groups or structures. Relying on existing committees and capacity will allow the project to support the integration of ridge to reef management among the key actors.

2.11. Communication Strategy

The goal of the Communication Strategy is to increase appreciation and understanding of the advantages of integrated ridge to reef management and governance of the transboundary MAR ecoregion among relevant stakeholders. An effective communication strategy will build knowledge and effect positive change in the region for the conservation and sustainable use of shared freshwater, coastal and marine resources. The strategy will raise awareness and share information throughout the duration of the project, involving key stakeholders—from local communities to civil society organizations, private sector, government agencies including Ministries, regional governance entities, and international NGOs.

An effective communication strategy is a fundamental element to ensure project success facilitating the mainstreaming of project approaches and activities and facilitating positive collaboration with a broad range of stakeholders and institutions at local, national, regional, and international levels:

Component 1 aims at fostering an effective regional collaboration for integrated ridge to reef management of the MAR ecoregion by strengthening resource governance through capacity building of CCAD and national agencies in the four participating countries. Ridge to reef policies, protocols, standards, and monitoring tools will be developed jointly with government agencies at regional and national levels and be integrated into national policy and legal frameworks, thus preparing the ground for a longer-term incorporation of integrated ridge to reef management in national and regional development planning and budgeting.

Components 2, and 3 will work with local stakeholders from the private sector from the industrial agriculture, shrimp aquaculture and tourism sector, national and regional NGOs, local community women's organizations, water committees, fisher associations, community based organizations, producer associations, and others to provide training, information, tools and knowledge on integrated ridge to reef management for sustainable management and restoration of freshwater, coastal and marine resources in the MAR. Selected demonstration projects in each of the four countries will serve as models in Component 4, so that their successes can be communicated and replicated in the region and beyond.

Component 4 will develop various communication products that will share knowledge, positive experiences and good practice examples. The project will ensure that these products feed into the Regional Environmental Observatory (REO) and are used to develop a series of seminars, webinars, and awareness-raising activities at the regional level.

Each of the project's components has inbuilt awareness-raising strategy and activities to strengthen knowledge of and interest in integrated ridge to reef MAR ecoregion management at governmental/decision-making levels as well as among local communities, NGOs, the private sector, and international forums (IW-LEARN initiative).

Communication Objectives:

1. To enhance the understanding of key stakeholders regarding the advantages of integrated management and governance of the transboundary MAR ecoregion.

2. To facilitate the engagement of key stakeholders and government representatives in decision-making processes to promote sustainable use of freshwater, coastal and marine resources in the MAR ecoregion and development and implementation appropriate policies and strategies.

3. To influence attitudes and behavior of targeted audiences toward sustainable use of freshwater, coastal, and marine resources.

4. To document and share project successes, lessons learned, and better management practices in agriculture, shrimp aquaculture, tourism and fisheries, and the different management tools (such as water funds, water reserves, etc.) with wider audiences to facilitate replication and upscaling of ridge to reef management approach.

5. To strengthen the voices of a broad range of stakeholders, including women, indigenous people, and the poor, and promote their meaningful participation in good governance and management of natural resources.

6. To promote gender mainstreaming and social inclusion in project activities.

Activities, to be implemented include fostering accessible information networks to share knowledge and facilitate communication throughout the MAR, such as the improvement of REO to centralize and analyze information at regional, national and local levels and communicate/share and disseminate the information via webinars, topic discussions, newsletters, lessons learned and other communication products. Communication products will also raise public awareness and political support. Knowledge products including experience notes, brochures, videos, etc., on lessons learned and project best practices will be developed and will be disseminated nationally and regionally and to the international IW community through different media, including REO and IW:LEARN. The project will develop successful stories about demonstration projects for dissemination. It will also develop a communication strategy for replication and scaling up of demonstration projects and better management practices. The project will participate in at least two regional and two international conferences, including the International Waters Conference. These and other information sharing and communication activities will play a vital role in raising awareness among relevant stakeholders about the need for and advantages of integrated management and governance of the MAR and the importance of the conservation and sustainable use of its shared freshwater, coastal, and marine resources.

In accordance with the Communication and Visibility Policy of the GEF, all contractual agreements will include a clear reference to the GEF on the cover page. In addition, the GEF logo will be applied in all outreach materials. Documents and publications will contain the GEF logo, and the cover page will have the phrase: "This project/program is funded by the Global Environment Facility." All material produced in paper form will be made available in electronic form, and a link to the GEF website will be included in website content related to the GEF-funded project/activity.

SECTION 3: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS

The project implementation will be led by WWF-US, with CCAD as the executing partner. Reporting on project progress will be carried out by CCAD to WWF-US.

Project Management Unit (PMU)

To execute project activities, achieve the expected outputs and outcomes, and to reach the different levels of action a Project Management Unit (PMU) will be formed. This PMU will be hosted in CCAD, the regional organization on environment and development and the project execution partner. The PMU will be responsible of the execution of project activities on a day-to-day basis, in accordance with the established

practices, procedures, and regulations dictated by CCAD and WWF GEF Agency. The PMU will be based in CCAD's headquarters in El Salvador.

The PMU will be made up by the following positions

Project Manager:

The project manager will report to CCAD's Executive Secretary (ES) and supervise the other members of the PMU. His/her responsibilities include but not limited to the following:

- Develop and propose the annual work plans and budgets.
- Supervise project progress towards expected outputs and outcomes, as well as the other members of the PMU.
- Execute Component 1 activities, being this component where the ecoregional approach and governance will be addressed.
- Lead the project day-to-day decision making and execution
- Report on project progress and achievements and suggest adaptive management measures (if needed) to CCAD's ES, MMC, MTWG and WWF-GEF Agency.
- Review and approve project reports developed by M&E Officer and Specialists, and by the Finance and Administrative Manager.
- Maintain positive working relationships with all implementers of project activities.
- Identify potential partners for project implementation.
- Approve contracts or grants issued within the framework of the project and supervise contracts or grants issued for Component 1.
- Approve contracts' payments and grants disbursements
- Maintain regional strategic vision when designing and coordinating activities for local implementation.
- Identify and promote synergies and coordination opportunities among project partners.
- Ensure compliance with the co-financing agreements defined for the project.
- Establish alliances at regional, national and local levels that can support the project's successful implementation.
- Maintain open and constant communication with CCAD's Executive Secretary (ES).
- Assist CCAD's ES in any required action to promote the project's goals and its success.
- On behalf and in coordination with CCAD's ES, convene the meetings and serve as secretary to the MAR Ministerial Council.
- In coordination with CCAD's ES, convene and lead the meetings of the MAR Technical Working Group.

- Ensure that MMC and MTWG suggestions and decisions regarding the project progress are addressed.
- Act as CCAD's representative for the CLME+ project.
- Foster coordination with IW:LEARN.
- Monitor overall compliance with national safeguards requirements and WWF's Environment and Social Integrated Policies and Procedures and provide oversight of social and environmental issues at project level.

The main requirements for this position are:

- At least 10 years of experience in management and/or execution of regional projects
- 100% bilingual (English and Spanish)

Finance and Administrative Manager:

The Financial and Administrative Manager will report to the Project Manager and will have under his/her supervision the Procurement and Accounting Officers. His/her responsibilities include but are not limited to the following:

- Assist the Project Manager in preparing annual budgets.
- Monitor compliance with the annual plans and budgets.
- Ensure compliance with policies, procedures and regulations of SICA, CCAD and WWF-GEF and the laws of the countries where the project activities are implemented when contracts and grants are issued.
- Elaborate financial reports for the project and raise issues on budget execution versus workplans and outputs and outcomes.
- Review financial data, recommends adjustments and coordinates the budgeting process.
- Review and approve contracts, grants y procurements prepared by the Procurement Officer.
- Approve contract's payments and grants disbursements to be carry out by Accounting Officer.
- Support the recruitment process of the other members of the PMU and in their performance evaluation.
- Review and approve payrolls including tax and social security deductions in compliance with the host country laws.
- Review financial grant account reports on a monthly basis and communicates to the supervisor, through a summary report, information about discrepancies and remaining funds.
- Supervise financial reporting accounting and procurement activities.

- Helps design and maintain systems for monitoring effective administration and financial management of project.
- Manages external and internal audits and information requirements of the project.
- Reviews the terms of all agreements and monitors compliance with reporting requirements and deadlines.
- Formulates and submits financial reports to donors as required.

The main requirements for this position are:

- At least 10 years of experience in finance and/or administrative management of projects.
- 100% bilingual (English and Spanish)

Procurement Officer:

The Procurement Officer will report to the Finance and Administrative Manager. His/her responsibilities include but are not limited to the following:

- Prepare contract and grants, insuring compliance with policies and procedures and adherence to annual budgets and financial projections.
- Carry out filing pertaining to grants, consultancies, field projects, and other agreements for the project.
- Secure adequate review of the terms of the agreements and monitoring compliance with reporting requirements and deadlines.
- Process payment requests

The main requirements for this position are:

- At least 5 years of experience in procurement, including contracts, grants and acquisitions.
- 100% bilingual (English and Spanish)

Accounting Officer:

The Accounting Officer will report to the Finance and Administrative Manager. His/her responsibilities include but are not limited to the following:

- Carry out payroll payments including payment of taxes and compliance with government fiscal/labor requirements.
- Carry out contract’s payments and grant’s disbursements requested by Procurement Officer.

- Record contract's payments and grant's disbursements using the approved budgets and corresponding budget lines.
- Carry out payments for approved purchases of equipment or services.
- Maintain accounting system updated and generate the corresponding accounting reports.
- Oversee that procurement procedures are followed for the approved payments and disbursements.

The main requirements for this position are:

- At least 5 years of experience in accounting, including payments and payrolls.
- 100% bilingual (English and Spanish)

Assistant:

- Obtain quotations for equipment or services to be acquired.
- Support the Project Manager in the day to day communication with stakeholders and partners.
- Organize workshop and meetings as requested by Project Manager and Specialists.
- Carry out the logistics for the MMC and MTWG meetings.
- Take notes and elaborate minutes of the MMC and MTWG meetings.

The main requirements for this position are:

- At least 5 years of experience in managerial assistance.
- 100% bilingual (English and Spanish)

IWRM Specialist:

- Support the development of annual work plans and budgets.
- Supervise Component 2 progress towards expected outputs and outcomes.
- Execute Component 2 activities
- Lead Component 2 day-to-day decision making and execution in coordination with the Project Manager.
- Report on Component 2 progress and achievements, and suggest adaptive management measures if needed.
- Supervise technically contracts or grants issued under Component 2.
- Provide inputs and information to the Project Manager and other PMU members on IWRM, as well as for regional protocols, standards and other regional instruments.
- Establish and maintain effective communication with stakeholders related to IWRM.

The main requirements for this position are:

- At least 10 years of experience in integrated watershed management.
- 100% bilingual (English and Spanish)

ICMM Specialist:

- Support the development of annual work plans and budgets.
- Supervise Component 3 progress towards expected outputs and outcomes.
- Execute Component 3 activities
- Lead Component 3 day-to-day decision making and execution in coordination with the Project Manager.
- Report on Component 3 progress and achievements, and suggest adaptive management measures if needed.
- Supervise technically contracts or grants issued under Component 3.
- Provide inputs and information to the Project Manager and other PMU members on ICMM, as well as for regional protocols, standards and other regional instruments.
- Establish and maintain effective communication with stakeholders related to ICMM.

The main requirements for this position are:

- At least 10 years of experience in integrated coastal marine management approaches and tools, including marine spatial planning.
- 100% bilingual (English and Spanish)

Monitoring and Evaluation Officer:

- Lead the M&E plan including maintenance and supervision of data collection and processing.
- Lead the development of M&E reports as per project reporting calendar.
- Support the development of annual work plans and budgets.
- Supervise Component 4 progress towards expected outputs and outcomes.
- Execute Component 4 activities
- Lead Component 4 day-to-day decision making and execution in coordination with the Project Manager.
- Report on Component 4 progress and achievements, and suggest adaptive management measures if needed.

- Supervise technically contracts or grants issued under Component 4.
- Provide inputs and information to the Project Manager and other PMU members on M&E.
- Coordinate activities related to knowledge management and communication.
- Coordinate with IW:LEARN.

The main requirements for this position are:

- At least 5 years of experience in monitoring and evaluation.
- 100% bilingual (English and Spanish)

Safeguards Officer:

- Collate baseline data on relevant environmental characteristics of the selected project sites;
- Analyze potential community/individual sub-projects and their environmental impacts;
- Ensure that project activities that are implemented will be carried out in accordance to best practices and guidelines set out in the ESMF (Environmental and Social Management Framework), and site specific ESMPs (Environmental and Social Management Plans) will be conducted;
- Identify and liaise with all the stakeholders involved in environment and social related issues in the project and
- Be responsible for the overall monitoring of mitigating measures and the impacts of the project during implementation.
- Establish partnerships and liaise with organizations, Community Based Organizations (CBOs) and civil Society Organizations (CSOs).
- Support the development of annual work plans and budgets.
- Report on ESMF progress and suggest adaptive management measures if needed.
- Provide inputs and information to the Project Manager and other PMU members on Environmental and Social Safeguards

The main requirements for this position are:

- At least 5 years of experience in implementing safeguards in other conservation projects.
- 100% bilingual (English and Spanish)

CCAD's Executive Secretariat

CCAD's Executive Secretariat will be responsible for overseeing the work of the Project Manager and acting as liaison between the PMU and the MMC. More specifically, will do the following:

- Review and oversee annual work plans and budgets.
- Submit progress reports to WWF GEF Agency.
- Oversee that the Project Manager addresses suggestions and decision provided by MMC and MTWG.
- Together with Project Manager take adaptive management actions to ensure that the project achieves the expected outputs and outcomes.
- Oversee compliance with policies, procedure, and regulations of WWF GEF Agency and SICA, both in matters of administration, personnel, procurement, and any other that is required, as well as with the laws and regulations of the countries where the project is implemented.
- Maintain effective communication and coordination with the Project Manager, the MMC and the MTWG
- Provide contacts and discussion spaces with other ministries in MAR countries and agencies of SICA, among others.
- Support and oversee the integration of the project's data and information into CCAD's REO.
- Support the communication of the project achievements and lessons learned.

MAR Ministerial Council (MMC)

The MMC, to be formed by the Environment Ministers of the four MAR countries, is mandated by the Tulum Declaration and will offer political oversight, coordination and support to the project. Its functions include, but are not limited to:

- Provide strategic guidance to the project and its implementation, based on the approved project document.
- Acknowledge work plans and project progress reports.
- Promote synergies within the project and other initiatives implemented in their respective countries and in the region.
- Participate in the MMC convened by the Project Manager on behalf of the CCAD's ES.

MAR Technical Working Group (MTWG)

The National Focal Points from the four countries will conform the MTWG. The focal points are the national liaisons named by the environmental minister of each MAR country to the CCAD. As a group they will be known as the MTWG and will support and advice the project in regards to ensuring successful

regional and national coordination of project activities. The group has already been actively involved with MAR2R from its PIF design onwards. This group will collaborate closely with the Project Manager, the MMCs and the CCAD ES. The MTWG will serve as the Steering Committee of the project, together with the Executive Secretary of CCAD.

As National Focal Points, each of them will serve as the link between the PMU and the environmental government agencies of their respective countries as well as with the ISNC, ensuring collaboration and coordination for successful project implementation.

The MTWG group plays a key role in the project by:

- Review and approve the project's work plans and progress reports (for submission to WWF GEF Agency).
- Participate in the MTWG convened by the Project Manager in coordination with the CCAD's ES.
- Offer strategic analysis of local realities and contexts for successful implementation at both regional and national level activities.
- Connect the regional and national scales, ensuring both are aligned with the project's integrated ecoregional ridge to reef vision.
- Assist the respective Ministers in their efforts to foster ecoregional ridge to reef coordination and alignment.
- Oversee compliance of project activities with the policies and regulations of their respective countries.
- Ensure continuous communication with relevant stakeholders and partners, including other ministries and other representatives from the environmental ministry.
- Effective and continuous communication with PMU members to ensure successful implementation of project activities.
- Support information flow to REO, and for the M&E framework, knowledge management and communication activities.
- Collaborate in specific project activities, and oversee project progress to suggest adaptive management measures.
- Promote synergies within the project and other initiatives implemented in their respective countries and in the region.

Intersectoral National Committees (ISNC)

The ISNCs are national level groups with participants from the public and private sectors and civil society

that will act as national liaisons for the project. The PMU and MTWG will coordinate with the ISNCs to advance and validate national level policy and demonstration project actions. The ISNC in each country will be formed building upon already existing groups that will be expanded to include representatives from the ridge to reef continuum. One such group is the Coastal Zone Advisory Council in Belize, the council is comprised of a representation from the government, private sector, NGO community and academia. Its function is to advise the Coastal Zone Management Institute (CZMAI) on technical matters pertaining to coastal issues and to facilitate coordination among agencies. In Guatemala, the ISNC will be formed by the Coastal and Marine Working Group for the Caribbean, the group leading the development of the Caribbean Strategy for the Coastal Marine policy and other "ridge" stakeholders such as the Ministry of Agriculture, the National Forest Institute and NGOs. The identification of suitable existing groups with multisectoral representation in Honduras and Mexico will be finalized during the first three months of the project startup phase.

The ISNCs play a key role in the project by:

- Offer strategic analysis of local realities and contexts for successful implementation at national level activities.
- Connect the national with the regional scale, ensuring both are aligned with the project's integrated ecoregional ridge to reef vision.
- Oversee compliance of project activities with the policies and regulations of their respective countries.
- Ensure continuous communication with relevant stakeholders and partners, including other ministries and other representatives from their specific organization.
- Support information flow to REO, and for the M&E framework, knowledge management and communication activities.
- Collaborate in specific project activities, and oversee project progress to suggest adaptive management measures.
- Promote synergies within the project and other initiatives implemented in their respective countries and in the region.

Partners and other execution mechanisms

Execution of the project will include the active participation of the private sector, government and nongovernmental organizations, community-based organized groups, and associations/cooperatives of

women, fishers, farmers, and others as partners. Several of these organizations have been identified and are included in section 1.4.

Formal coordination mechanisms will be used for the execution of project activities involving the allocation and use of project resources, such as:

- Grants or cooperative agreements when an organization is asked to lead implementation of project.
- Memorandum of Understanding, to define a collaborative relationship with an organization with each of the parties contributing resources and carrying out activities jointly to achieve project objectives.
- Other mechanisms, such as letters of intent or letters of understanding, will be explored when relevant.

In the case of consultancies where specific products are defined and a specialist is hired to provide or produce the specified (Professional Services) a contract will be issued.

SICA/CCAD administrative and accounting officer

The SICA/CCAD's administrative and accounting staff will provide support to the Financial Administrative Manager and Procurement and Accounting Officers as to the current procedures and policies that need to be followed for contracts, grants and acquisitions. Also support will be provided for bidding processes when needed.

SECTION 4: STAKEHOLDER PARTICIPATION

The key partners in the implementation of this project include governmental and nongovernmental organizations, organized groups including women, fishers, farmers, as well as local communities and the private sector. The following partners are included:

Ministries of the Environment: As the highest ranking authority in environmental concerns for each of the MAR countries, the environment ministers of Belize, Guatemala, Honduras, and Mexico are the "political leaders" of the project, offering their strategic insight and leadership for project's success, especially for the regional integration of a common ridge to reef integrated management approach to watershed, coastal and marine resources. The Ministers will participate in the MAR Ministerial Council and have appointed a technical expert for the MAR Technical Working Group.

National governmental agencies: Several government agencies have been and will continue to be engaged, including those in charge of protected areas, agriculture, fishing, forestry, planning, hydrology, and tourism. Their role in the project is ample and varied with participation at regional, national and local levels.

During project execution, their role will be quite ample including, for example, ministers and other high ranking officials participating actively in the efforts towards regional coordination and drafting of regional instruments, while on the ground technical officers actively participate and lead in promoting and creating enabling conditions for the adoption of better management practices in agriculture, aquaculture, tourism, and fisheries. Officials will be involved in training and workshop events. They will also be involved in carrying out integrated management of both watersheds, coastal and marine areas and demonstration projects. Government agencies will be a key player for the collection, systematization, and sharing of biophysical and socioeconomic data for the TDA, REO, and also for M&E purposes.

Local communities: The project will engage a diverse group of community stakeholders and community leaders/representatives of the four MAR countries, prioritizing the engagement of women members in those communities. Representatives of the communities, including women, community-based associations and fishermen participated during the socialization process of the project. Local stakeholders will be active participants in training sessions and workshops and in the execution of demonstration projects and restoration activities.

Private Sector: The project was designed with key inputs from the experiences of the private sector in participating in public-private mechanisms for IWRM and the process for compliance with voluntary standards program led by WWF-MAR in the ecoregion. This project's design has taken into account WWF's previous experiences and reflections on how best to design such interventions. The project will engage with multiple private sector actors, such as oil palm and sugarcane producers, shrimp farmers, lobster and finfish fishers, tourism businesses and developers. The private sector will be engaged to adopt better management practices identified by the project and those that help reach compliance with voluntary standards, participate in the establishment of IWRM public-private mechanisms, participate in training and workshops and collaborate in the implementation of demonstration projects or restoration. An important private sector actor is The Coca Cola Company (TCCC) in the establishment and strengthening of water funds.

International and national NGOs: Non-governmental environmental organizations implement and support multiple management and conservation activities in the MAR ecoregion. These organizations include: Amigos de Sian Ka'an, Healthy Reefs Initiative (HRI), Fundación Defensores de la Naturaleza, FUNDAECO, MAR Fund, MARTI, Roatan Marine Park and Wetlands International, among others. NGOs actively participated in the project preparation and will play a key role as partners in project implementation,

coordinating complementary activities, and as co-founders. WWF-MAR will support the project offering its technical knowledge on public-private mechanisms for watershed management (water funds), water reserves, voluntary standards for agriculture (Bonsucro and RSPO), aquaculture (ASC), and fisheries (MSC), and tourism, its strong relationships with government, private industry, civil society, and ties to local communities in the MAR. WWF-MAR provided support for the preparation of the PIF and Prodoc for the MAR2R project. WWF-US as GEF Implementing Agency participated actively in project design and will supervise the project during implementation.

Regional government bodies: CCAD, as the project's executing agency was completely engaged in project design and once the project is operational will house the PMU and oversee project implementation. It will lead and coordinate regional level project efforts directly and will participate in the MAR Ministerial Council and MAR Technical Working Group.

OSPESCA, the regional fisheries and aquaculture body under SICA, oversees regional fisheries and as such is a key player in the MAR. As a peer organization to CCAD under SICA, the project will ensure close coordination with OSPESCA during project implementation, specifically in regards to the development and approval of TDA and SAP and fisheries-related activities.

The following table shows project partners and their role in the MAR2R project:

No.	Partner name	Partner's role in the project
1	CCAD	Project's Executing Agency, its Executive Secretary (CCAD ES) is responsible for overseeing the work of the Project Manager, acting as liaison between the PMU and the MMC to ensure regional and national level implementation of project activities, and reporting to WWF GEF implementing agency.
2	Ministers of Environment/Natural Resources of the four MAR countries (Belize, Guatemala, Honduras and Mexico)	Form the MAR Ministerial Committee (MMC) to offer political oversight, coordination and support to the project.
3	CCAD Focal Points, named by the Ministers of Environment of each of the MAR countries	Form the MAR Technical Working Group to support and advice the project for successful regional and national coordination of project activities. MTWG and CCAD ES are the project's Steering Committee.
4	Intersectoral National Committee (ISNC)	Formed by relevant stakeholders representing the public and private sectors and civil society that will act as national liaisons for the project to advance and validate national level policy and demonstration project actions. Public and private sector stakeholders include those related to: protected areas, agriculture, fishing, forestry, planning, hydrology, and tourism.

5	OSPESCA - Central American Fisheries and Aquaculture Organization	Fisheries and ICMM related activities as well as others relevant to coordination with CLME+ activities under its responsibility will be coordinated with this regional body.
6	CLME+	Participate-coordinate regional governance, TDA/SAP, and data collection and management for decision making under Component 1, stakeholder engagement and fisheries related activities under Component 3. MAR2R PMU will act as CCAD representative in CLME+ activities.
7	Advisory Council for the CZMAI	Act as the core of the ISNC in Belize, and participate-coordinate ICM activities.
8	Alliance for Water Security of San Pedro	Participate-coordinate IWRM activities in the Manchaguala River sub-watershed.
9	Belize River Watershed Management Task Force	Participate-coordinate IWRM activities in the Belize River watershed.
10	Coastal Marine Caribbean Policy Working Group	Act as the core of the ISNC in Guatemala, lead development of the Caribbean Coastal Marine Strategy.
11	Watershed Council for the Hondo River	Participate-coordinate IWRM activities in the Hondo River watershed.
12	Fundación Defensores de la Naturaleza	Participate-coordinate in IWRM activities in the Teculutan and Pasabien rivers sub-watersheds, including strengthening of the Water Fund.
13	FUNDAECO	Participate-coordinate in IWRM and ICMM activities with community based stakeholders in project areas and related to coral and mangrove restoration.
14	Healthy Reefs Initiative	Offer science based data for Ridge to Reef decision making and management to MAR countries and CCAD.
15	MAR Fund	Participate-coordinate in ICMM activities with community based stakeholders in project areas and related to coral and mangrove restoration.
16	Mesoamerican Reef Tourism Initiative (MARTI)	Participate-coordinate in IWRM and ICMM activities related to aquifer and freshwater critical habitats, and to coastal and marine habitats BMPs activities with tourism and tourism development stakeholders in project areas.
17	Roatan Marine Park	Participate-coordinate in ICM activities with community based stakeholders in project areas and related to coral and mangrove restoration.
18	WWF Mesoamerican Reef (WWF MAR)	Support the project offering its technical knowledge on public-private mechanisms for watershed management (water funds), water reserves, voluntary standards for agriculture (Bonsucro and RSPO), aquaculture (ASC), and fisheries (MSC), and tourism, its strong relationships with government, private industry, civil society, and ties to local communities in the MAR.
19	Amigos de Sian Ka'an	Participate-coordinate in IWRM and ICMM activities related to aquifer and freshwater critical habitats, and to coastal and marine habitats BMPs activities with tourism and tourism development stakeholders in project areas.
20	Wetlands International	Participate-coordinate in IWRM activities.

Gender Mainstreaming

Gender is a cross-cutting strategy for the MAR2R project. The project will ensure equal opportunities for men and women to lead and/or represent organized groups in all project activities and warrant that the project's social and economic benefits reach both men and women equally. Women's participation in project activities will be ensured by their full involvement in project planning and management, training, technical assistance, and in decision making structures and by applying gender-sensitive M&E indicators.

Gender focus is applied in the project by responding to women-specific needs for capacity building relevant to their role in natural resources management (water, firewood, etc.) and also their key and increasing role as heads of households. Examples of how the project will seek to integrate women in specific project activities include:

In Component 2 (IWRM in priority watersheds) capacity building on participatory watershed planning, adaptation to climate change, and other IWRM relevant topics will include both the men and women representatives of community-based organizations, local water committees and associations, as well as, women specific organizations and committees in the prioritized watersheds. These local stakeholders will not only receive training but will participate in the development/update of the IWRM plans, their validation, and then their implementation process.

IWRM plans include on the one hand activities focused on supporting the ecological integrity of the watershed such as protection and restoration of degraded areas, while on the other hand, the plans will include activities focused on the communities and their livelihoods, some of which will be directed at women specifically. These activities include: efficient wood stoves, mini-irrigation system/water tanks, small greenhouses, family/home gardens and tree nurseries, as well as alternatives for sustainable livelihoods including agroforestry systems. The women specific activities will be defined during the participatory consultation process for the design of the IWRM plans to ensure that they respond to their priorities as well as their long-term sustainability, and will encompass capacity building and technical assistance.

Similarly, Component 3, will include active participation of local key stakeholders in integrated coastal and marine management activities. The project will ensure that both men and women are fairly represented among project participants and leaders in the defined activities which include training and technical assistance on better management practices for coastal and marine restoration and their implementation. The project will the project will work with women in community based mangrove and coral restoration activities.

Safeguards

The Project is classified as a Category B for safeguard purposes. The project is essentially a conservation initiative, expected to generate positive and long-lasting social, economic and environmental benefits. Any anticipated impacts will be small scale, site-specific, and can be mitigated. There will be no large scale, significant, or irreversible impacts.

The project is designed to contribute to the conservation and sustainable use of shared freshwater, coastal and marine resources of the transboundary Mesoamerican Reef ecoregion by implementing the ridge-to-reef approach and hence securing sustainable economic benefits and livelihoods for the countries and their communities. MAR2R project is based on the understanding that the survival of the Mesoamerican Reef Ecoregion relies on an integrated approach including terrestrial, coastal and marine habitats. Project activities will strengthen and harmonize the capacity of the four participating countries to effectively manage the natural resources of the MAR and will establish demonstrative projects in the priority watersheds aimed at achieving the project's objectives.

The exact nature of these demonstration projects (for safeguards issues named sub-project from now on) will focus on integrated watershed and coastal marine management activities including the establishment of agroforestry systems promoting the implementation better management practices, critical habitat protection and restoration including trees, mangrove and coral planting to generate positive impacts on freshwater, coastal and marine ecosystems. Since these subprojects have not yet been defined in detail, the potential environmental and social impacts have not been identified. An Environmental and Social Management Framework (ESMF) has been developed for the MAR2R Project to guide the subproject design and to evaluate their potential impacts.

The ESMF outlines the categorization of subprojects and the safeguard procedures required for each category. In the case of category "C" subprojects, no further environmental and social analysis is required. For subprojects categorized as "A" or "B" Environmental and Social Management Plans will be required. The ESMF presents examples of possible subprojects and their potential impacts. It also presents a brief characterization of each of the priority watersheds. Although it is unlikely that the subproject will impact indigenous peoples, or cause resettlement or land taking, the ESMF also outlines the procedures necessary in the event that such impacts will occur. The ESMF also contains a "negative list" suggesting that certain subproject types be avoided and offers a "Checklist" of steps needed to comply with WWF's Environment and Social Safeguards Integrated Policies and Procedures (SIPP). The final ESMF was translated into Spanish and all documentation generated as part of the process for this project, have been publicly disclosed on the WWF US website

WWF's Policy on Natural Habitat was triggered as the project directly targets positive impacts in freshwater and coastal ecosystems helping rehabilitate, restore and protect degraded critical areas that are important to preserve the Mesomerican Reef Ecoregion. The ESMF explicitly forbids any support for subprojects that would convert or degrade any critical natural habitats. Thus, the MAR2R project will also not lead to any forests or forest ecosystems conversion or degradation but will support rehabilitation and restoration of critical forest areas such as in the Pasabien and Manchaguala subwatersheds, in Guatemala and Honduras respectively.

Although it is unlikely that the project would impact indigenous peoples (IP), since the locations of the demonstration projects are unknown and the priority watersheds have several Indigenous People groups residing in the territory the WWF Indigenous Peoples Policy was triggered. An Indigenous Peoples Planning Framework (IPPF) was prepared as part of the ESMF. Once it is determined if Indigenous People will be present in the project sites, an Indigenous People Plan (IPP) will be prepared to ensure project interventions will allow those Indigenous People to participate and benefit from project activities in ways which are culturally appropriate to provide for culturally appropriate benefits, mitigation measures and mechanisms to ensure the meaningful participation of IP in the project.

The MAR2R project will not cause resettlement or land taking or any restrictions to natural resources however, the ESMF also outlines the procedures necessary in the event that such impacts will occur.

While the demonstration projects include the agricultural and agroforestry activities however, the project will not finance chemical pesticides or lead to increased use of other agricultural chemicals unless an Integrated Pest Management Plan (IPMP) is developed and applied. The ESMF includes guidelines for rational and efficient pesticides management, and a need for developing a specific IPMP will be identified during the sub-project categorization. When needed, an IPMP will be developed before sub-project implementation.

Institutionally, overall coordination of the project's implementation of applicable national environmental and social laws and regulations and World Wildlife Fund's Environment and Social Integrated Policies and Procedures (SIPP) will be the responsibility of CCAD/PMU. The MAR2R partner non-Governmental organizations (NGOs) will each, in accordance with their area of responsibility under the project, be responsible for the implementation of safeguard measures. Reporting on the implementation of environmental and social safeguards provisions will be provided to the WWF as a part of the biannual progress reports. Safeguard compliance will be verified during WWF project supervision missions, which will include WWF-US Senior Program Officer, Safeguards.

SECTION 5: MONITORING AND EVALUATION PLAN

The monitoring plan is designed to help CCAD, PMU and project partners to plan, execute, monitor and report progress towards achieving objectives and outcomes in a consistent and routine manner.

For the MAR2R performance indicators have been selected and clearly defined to enable uniform data collection and analysis. The frequency and schedule of data collection is defined for the project, as well as the roles and responsibilities of PMU members. Project management calls for adaptive management with decision-making based on the routine and quality submission of project status and performance information with biannual Project Progress Reports (PPRs).

Best practice tools and techniques for M&E will be incorporated into technical capacity building and mentoring activities for project partners. A combination of in-person training modules and guidance documents will facilitate the dissemination of information and tools. The approach to M&E includes a collaborative process of information sharing and coordination among partners, and project stakeholders.

MAR2R project PMU includes an M&E Officer that will be responsible for monitoring activities that will take place throughout the project life cycle. Project M&E includes quarterly progress reviews, a midterm review and a formal terminal evaluation. Source documentation will be collected and systematized. The GEF International Water Tracking Tool will be completed using the data and measurements collected each year and submitted at the project inception, midterm and end of project.

The M&E matrix is designed for the PMU to follow the project's progress to expected outputs, outcomes and project objective (Appendix 5). Reporting requirements and templates are an integral part of the WWF legal instrument to be signed by the CCAD as the executing agency and WWF GEF.

The structure of the project M&E framework is presented below.

Project M&E Framework

M&E document	How the document will be used for project management	Time frame	Responsible
Quarterly Field Report (QR)	• Monitor progress of planned project activities implementation and assessment of project efficiency at all levels • Adaptive management of project activities at all levels. • Internal project report to CCAD Secretariat and MTWG	Every three months	M&E PMU Project Manager

WWF Network standard quarterly financial reports (FR)	• Financial monitoring of project implementation	Every three months	M&E PMU Financial and Administrative Manager
WWF-GEF Project Progress Report (PPR)	• Self-rating of project Implementation Progress (IP) and Safeguards • Cumulative progress of project results based on project monitoring and evaluation plan • Exchange of lessons learned between project countries • Adaptive management of project activities at all levels. • Reporting to the MMC and GEF on project progress	Every six months	M&E PMU Project Manager CCAD ES
WWF-GEF Agency Supervision Mission Report (SR)	• Supervising of project implementation by WWF-GEF • Monitoring of WWF Safeguards Policies	Every year	WWF-GEF M&E
GEF-6 Tracking Tool for International Waters (GTT)	• Measuring progress in achieving impacts and outcomes established at the portfolio level under the International Waters focal area • Assessment of project contribution to Global Environmental Benefits	Project inception Midterm Final	PMU Project Manager M&E
Midterm Project Evaluation Report (ME)	• External formative evaluation of the project effectiveness and efficiency; • Adjustment of project log frame and work plan for second half of project period • Informing MAR Ministerial Council, GEF, and project stakeholders on project effectiveness and efficiency.	After 2.5 years	External consultant team/firm

Terminal Project Evaluation Report (TE)	• External summative evaluation of the overall project effectiveness and efficiency; • Recommendations for GEF and its agencies on future IW projects • Recommendation to the project team on achievement of the project impacts after completion of the project	After project completion (5 years)	External consultant team/firm

Calendar of monitoring activities and reporting cycles:

Year/Month	1	2	3	4	5	6	7	8	9	10	11	12
2016							GTT		QR/FR			QR/PPR/ FR
2017			QR/FR			QR/PPR/FR/SR			QR/FR			QR/PPR/ FR
2018			QR/FR			QR/PPR/FR/SR			QR/FR			QR/PPR/ FR
2019			QR/FR			QR/PPR/FR/SR		MTE/GTT	QR/FR			QR/PPR/ FR
2020			QR/FR			QR/PPR/FR/SR			QR/FR			QR/PPR/ FR
2021			QR/FR			QR/PPR/FR/SR			QR/FR			QR/PPR/ FR
2022			QR/FR			QR/PPR/FR/SR						TE /GTT

QR—Quarterly Field Report

FR—WWF Standard Financial Report

PPR—Six-month and Annual WWF Project Progress Report

SR—WWF Agency Mission Supervision Report

GTT—GEF Tracking Tool Report

MTE—Midterm Evaluation of the Project

TE—Terminal Evaluation of the Project

M&E budget

The project M&E budget is USD 858,890.00 (9.52% of total GEF funding). The full budget details for the project's M&E can be found in Component 4 of the overall project budget in Section 6: Project Financing and Budget.

SECTION 6: PROJECT FINANCING AND BUDGET

6.1. Project Budget

Project Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR

			YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		PROJECT TOTAL	
CATEGORY	RATE	UNIT	# Units	Cost	# Units	Cost	# Units	Cost	# Units	Cost	# Units	Cost	# Units	Cost
PERSONNEL:														
Salaries & Benefits, Local Hires														
1 Project Manager	70,000	Year	30%	21,000	30%	21,420	30%	21,848	30%	22,285	30%	22,731		109,285
2 Finance and Administrative Manager	50,400	Year	17%	8,568	17%	8,739	17%	8,914	17%	9,092	17%	9,274		44,588
3 Assistant	14,000	Year	25%	3,500	25%	3,570	25%	3,641	25%	3,714	25%	3,789		18,214
Subtotal - Local Hires				33,068		33,729		34,404		35,092		35,794		172,087
TOTAL - PERSONNEL				**33,068**		**33,729**		**34,404**		**35,092**		**35,794**		**172,087**
THIRD PARTY FEES & EXPENSES:														
Train national and regional key actors on R2R IWRM and ICM (1.1.1.3)	400	day	20	8,000	0	0	0	0	0	0	0	0	20	8,000
Analyze regional policies to incorporate the R2R approach (1.1.1.4)	400	day	20	8,000	0	0	0	0	0	0	0	0	20	8,000
Draft regional policies or instruments (1.1.1.5)	400	day	0	0	20	8,000	30	12,000	30	12,000	20	8,000	100	40,000
Support establishment of proposed regional policies or instruments (1.1.1.6)	400	day	0	0	0	0	0	0	30	12,000	30	12,000	60	24,000
Analyze national policies to incorporate the R2R approach (1.2.1.1.)	400	day	40	16,000	0	0	0	0	0	0	0	0	40	16,000
Draft national policy instruments (1.2.1.2)	400	day	0	0	32	12,800	60	24,000	60	24,000	32	12,800	184	73,600
Support establishment of proposed national policies or instruments (1.2.1.3)	400	day	0	0	0	0	0	0	72	28,800	72	28,800	144	57,600
Develop Transboundary Diagnostic Analysis (TDA) (1.3.1.1.)	400	day	56	22,400	56	22,400	56	22,400	0	0	0	0	168	67,200
Develop Strategic Action Program (SAP) (1.3.1.2.)	400	day	0	0	0	0	0	0	101	40,400	0	0	101	40,400
Design/develop protocols for harmonized data and methods for data collection (1.4.1.2)	400	day	20	8,000	20	8,000	0	0	0	0	0	0	40	16,000
Share national information with REO through defined protocols and harmonized methodologies (1.4.2.1)	400	day	12	4,800	12	4,800	12	4,800	12	4,800	12	4,800	60	24,000
EXPENSES														
Consultant 1.1.1.3														
Airticket	750	unit	5	3,750	0	0	0	0	0	0	0	0	5	3,750
Lodging and food	210	day	15	3,150	0	0	0	0	0	0	0	0	15	3,150
Ground transportation	50	day	15	750	0	0	0	0	0	0	0	0	15	750
Airport taxes	50	unid	2	100	0	0	0	0	0	0	0	0	2	100
Consultant 1.1.1.4, 1.1.1.5, 1.1.1.6														
Airticket	750	unit	4	3,000	4	3,000	4	3,000	4	3,000	4	3,000	20	15,000
Lodging and food	210	day	12	2,520	12	2,520	12	2,520	12	2,520	12	2,520	60	12,600
Ground transportation	50	day	12	600	12	600	12	600	12	600	12	600	60	3,000
Airport taxes	50	unid	2	100	2	100	2	100	2	100	2	100	10	500
Consultant 1.2.1.1.														
Airticket	750	unit	0	0	0	0	0	0	0	0	0	0	0	0
Lodging and food	210	day	0	0	0	0	0	0	0	0	0	0	0	0
Ground transportation	50	day	40	2,000	0	0	0	0	0	0	0	0	40	2,000
Airport taxes	50	unid	0	0	0	0	0	0	0	0	0	0	0	0
Consultant 1.2.1.2, 1.2.1.3														
Airticket	750	unit	0	0	0	0	0	0	0	0	0	0	0	0
Lodging and food	210	day	0	0	0	0	0	0	0	0	0	0	0	0
Ground transportation	50	day	0	0	32	1,600	60	3,000	132	6,600	104	5,200	328	16,400
Airport taxes	50	unid	0	0	0	0	0	0	0	0	0	0	0	0
Consultant 1.3.1.1.														
Airticket	750	unit	4	3,000	4	3,000	4	3,000	0	0	0	0	12	9,000
Lodging and food	210	day	12	2,520	12	2,520	12	2,520	0	0	0	0	36	7,560
Ground transportation	50	day	12	600	12	600	12	600	0	0	0	0	36	1,800
Airport taxes	50	unid	2	100	2	100	2	100	0	0	0	0	6	300
Consultant 1.3.1.2.														
Airticket	750	unit	0	0	0	0	0	0	5	3,750	0	0	5	3,750
Lodging and food	210	day	0	0	0	0	0	0	15	3,150	0	0	15	3,150
Ground transportation	50	day	0	0	0	0	0	0	15	750	0	0	15	750
Airport taxes	50	unid	0	0	0	0	0	0	2	100	0	0	2	100
Consultant 1.4.1.2, 1.4.2.1														
Airticket	750	unit	4	3,000	4	3,000	0	0	0	0	0	0	8	6,000
Lodging and food	210	day	12	2,520	12	2,520	0	0	0	0	0	0	24	5,040
Ground transportation	50	day	12	600	12	600	0	0	0	0	0	0	24	1,200
Airport taxes	50	unid	2	100	2	100	0	0	0	0	0	0	4	200
TOTAL - THIRD PARTY FEES & EXPENSES				**95,610**		**76,260**		**78,640**		**142,570**		**77,820**		**470,900**

GRANTS & AGREEMENTS:														
1 Implement regional demonstration project (1.1.2.4)		n/a		0		16,625		16,625		0		0		33,250
TOTAL - GRANTS & AGREEMENTS				**0**		**16,625**		**16,625**		**0**		**0**		**33,250**
TRAVEL, MEETINGS & WORKSHOPS:														
International Travel														
Airticket Activity 1.1.1.1, 1.1.1.3 regional	750	R/Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Airticket Activity 1.1.1.5 regional	750	R/Trip	0	0	0	0	8	6,000	0	0	0	0	8	6,000
Airticket Activity 1.1.1.6 regional	750	R/Trip	0	0	0	0	0	0	0	0	8	6,000	8	6,000
Airticket Activity 1.1.2.3 regional	750	R/Trip	0	0	8	6,000	0	0	0	0	0	0	8	6,000
Airticket Activity 1.3.1.1 regional	750	R/Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Airticket Activity 1.3.1.2 regional	750	R/Trip	0	0	0	0	0	0	8	6,000	0	0	8	6,000
PMU members and CCAD-airticket	750	R/Trip	11	8,250	11	8,250	11	8,250	11	8,250	11	8,250	55	41,250
PMU members and CCAD-Per diem	275	day	33	9,075	33	9,257	33	9,442	33	9,630	33	9,823	165	47,227
Subtotal International Travel				29,325		23,507		23,692		23,880		24,073		124,477
In-Country Travel														
Local travel Activity 1.1.1.2 national	150	R/Trip	4	600	0	0	0	0	0	0	0	0	4	600
Local travel Activity 1.1.1.3 national	150	R/Trip	4	600	0	0	0	0	0	0	0	0	4	600
Local travel Activity 1.2.1.2 national	150	R/Trip	0	0	4	600	4	600	4	600	4	600	16	2,400
Local travel Activity 1.4.1.3 national	150	R/Trip	0	0	4	600	0	0	0	0	0	0	4	600
Subtotal - In Country Travel				1,200		1,200		600		600		600		4,200
Subtotal - Staff Travel and Per Diem				30,525		24,707		24,292		24,480		24,673		128,677
Meetings and Workshops														
Workshop Activity 1.1.1.1, 1.1.1.3 regional	3,250	Wkshp	1	3,250	0	0	0	0	0	0	0	0	1	3,250
Workshop Activity 1.1.1.2 national	850	Wkshp	4	3,400	0	0	0	0	0	0	0	0	4	3,400
Workshop Activity 1.1.1.3 national	850	Wkshp	4	3,400	0	0	0	0	0	0	0	0	4	3,400
Workshop Activity 1.1.1.5 regional	3,250	Wkshp	0	0	0	0	1	3,250	0	0	0	0	1	3,250
Workshop Activity 1.1.1.6 regional	3,250	Wkshp	0	0	0	0	0	0	0	0	1	3,250	1	3,250
Workshop Activity 1.2.1.2 national	850	Wkshp	0	0	4	3,400	4	3,400	4	3,400	4	3,400	16	13,600
Workshop Activity 1.1.2.3 regional	3,250	Wkshp	0	0	1	3,250	0	0	0	0	0	0	1	3,250
Workshop Activity 1.3.1.1 regional	3,250	Wkshp	1	3,250	0	0	0	0	0	0	0	0	1	3,250
Workshop Activity 1.3.1.2 regional	3,250	Wkshp	0	0	0	0	0	0	1	3,250	0	0	1	3,250
Workshop Activity 1.4.1.3 national	850	Wkshp	0	0	4	3,400	0	0	0	0	0	0	4	3,400
Subtotal - Workshops				13,300		10,050		6,650		6,650		6,650		43,300
TOTAL - TRAVEL, MEETINGS & WORKSHOPS				43,825		34,757		30,942		31,130		31,323		171,977
OTHER DIRECT COSTS:														
Research Materials and Publications			0	0	0	0	0	0	0	0	0	0	0	0
Office Rent, Insurance, Maintenance, Utility	0	Mo.	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Lease	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Running Costs	0	Mo.	0	0	0	0	0	0	0	0	0	0	0	0
Photocopying	84	n/a	1	84	1	86	1	87	1	89	1	91	0	437
Postage & Shipping	45	n/a	5	225	4	185	4	191	4	197	4	197	21	995
Communications (phone, fax, AV, WP)	100	Mo.	12	1,200	12	1,224	12	1,248	12	1,273	12	1,299	60	6,245
Supplies	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-OTHER DIRECT COSTS				**1,509**		**1,495**		**1,527**		**1,559**		**1,586**		**7,676**
EQUIPMENT:														
Equipment purchase														
1 Computer and software for Project Manager	3,000	Ea.	1	3,000	0	0	0	0	0	0	0	0	1	3,000
Subtotal - Equipment purchase				3,000		0		0		0		0		3,000
TOTAL - EQUIPMENT				**3,000**		**0**		**0**		**0**		**0**		**3,000**
TOTAL DIRECT COSTS				**177,012**		**162,866**		**162,137**		**210,352**		**146,523**		**858,890**
ADMINISTRATIVE COSTS:														
Audit Fees	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-ADMINISTRATIVE COSTS				**0**		**0**		**0**		**0**		**0**		**0**
TOTAL PROJECT COMPONENT COSTS				**177,012**		**162,866**		**162,137**		**210,352**		**146,523**		**858,890**

Project Component 2: Integrated ridge to reef management of watersheds and freshwater resources

CATEGORY	RATE	UNIT	YEAR 1 # Units	YEAR 1 Cost	YEAR 2 # Units	YEAR 2 Cost	YEAR 3 # Units	YEAR 3 Cost	YEAR 4 # Units	YEAR 4 Cost	YEAR 5 # Units	YEAR 5 Cost	PROJECT TOTAL # Units	PROJECT TOTAL Cost
PERSONNEL:														
Salaries & Benefits, Local Hires														
Project Manager	70,000	Year	24%	16,800	24%	17,136	24%	17,479	24%	17,828	24%	18,185		87,428
Finance and Administrative Manager	50,400	Year	29%	14,616	29%	14,908	29%	15,206	29%	15,511	29%	15,821		76,062
Assitant	14,000	Year	25%	3,500	25%	3,570	25%	3,641	25%	3,714	25%	3,789		18,214
IWRM Specialist	44,800	Year	100%	44,800	100%	45,696	100%	46,610	100%	47,542	100%	48,493		233,141
Safeguards Officer	22,400	Year	60%	13,440	60%	13,709	60%	13,983	60%	14,263	60%	14,548		69,942
Subtotal - Local Hires				93,156		95,019		96,920		98,858		100,835		484,788
TOTAL - PERSONNEL				**93,156**		**95,019**		**96,920**		**98,858**		**100,835**		**484,788**
THIRD PARTY FEES & EXPENSES:														

TOTAL - THIRD PARTY FEES & EXPENSES				**0**		**0**		**0**		**0**		**0**		**0**
GRANTS & AGREEMENTS:														
IWRM demonstration projects (2.1.1.1, 2.1.1.2, 2.1.1.3, 2.1.1.4, 2.1.1.5, 2.1.1.6)		n/a		0		200,000		400,000		400,000		200,000		1,200,000
Water Reserves (2.1.2.1, 2.1.2.2, 2.1.2.3, 2.1.2.4, 2.1.2.5, 2.1.2.6, 2.1.2.7, 2.1.2.8, 2.1.2.9)		n/a		0		175,000		200,000		200,000		0		575,000
Water Fund Guatemala (2.2.1.1, 2.2.1.2, 2.2.1.3, 2.2.1.4, 2.2.1.5)		n/a		35,000		35,000		35,000		30,000		30,000		165,000
Water Fund Honduras and Belize (2.2.2.1, 2.2.2.2, 2.2.2.3, 2.2.2.4, 2.2.2.5)		n/a		40,000		75,000		100,000		100,000		70,000		385,000
Voluntary certification standards Bonsucro and RSPO (2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.1.4, 2.3.1.5)		n/a		20,000		50,000		50,000		50,000		25,000		195,000
BMPs for protection of aquifers and critical habitats in tourism and tourism development sector (2.3.2.1, 2.3.2.2, 2.3.2.3)		n/a		32,000		55,000		55,000		50,000		25,000		217,000
Communities participating in IWRM activities (2.3.3.1, 2.3.3.2, 2.3.3.3)				65,000		125,000		125,000		125,000		50,000		490,000
Safeguards		n/a		35,000		32,000		30,000		0		0		97,000
TOTAL - GRANTS & AGREEMENTS				**227,000**		**747,000**		**995,000**		**955,000**		**400,000**		**3,324,000**
TRAVEL, MEETINGS & WORKSHOPS:														
International Travel														
Airticket Activy 2.1.1.2 regional	750	R/Trip	8	6,000	0	0	0	0	8	6,000	0	0	16	12,000
Airticket Activy 2.1.2.2 regional	750	R/Trip	0	0	8	6,000	0	0	0	0	8	6,000	16	12,000
Airticket Activy 2.1.2.9 regional	750	R/Trip	0	0	0	0	8	6,000	0	0	0	0	8	6,000
Airticket Activy 2.2.2.3 regional	750	R/Trip	0	0	8	6,000	0	0	0	0	8	6,000	16	12,000
Airticket Activy 2.3.2.2 regional	750	R/Trip	8	6,000	0	0	8	6,000	0	0	0	0	16	12,000
Airticket Activy 2.3.3.3 regional	750	R/Trip	0	0	0	0	0	0	8	6,000	0	0	8	6,000
PMU members and CCAD-airticket	750	R/Trip	30	22,500	35	26,250	35	26,250	35	26,250	30	22,500	165	123,750
PMU members and CCAD-Per diem	275	day	90	24,750	105	29,453	105	30,042	105	30,642	90	26,790	495	141,677
Subtotal International Travel				59,250		67,703		68,292		68,892		61,290		325,427
In-Country Travel														

Subtotal - In Country Travel				0		0		0		0		0		0
Subtotal - Staff Travel and Per Diem				59,250		67,703		68,292		68,892		61,290		325,427
Meetings and Workshops														
Workshop Activity 2.1.1.2 regional	3,250	Wkshp	1	3,250	0	0	0	0	1	3,250	0	0	2	6,500
Workshop Activity 2.1.2.2 regional	3,250	Wkshp	0	0	1	3,250	0	0	0	0	1	3,250	2	6,500
Workshop Activity 2.1.2.9 regional	3,250	Wkshp	0	0	0	0	1	3,250	0	0	0	0	1	3,250
Workshop Activity 2.2.2.3 regional	3,250	Wkshp	0	0	1	3,250	0	0	0	0	1	3,250	2	6,500
Workshop Activity 2.3.2.2 regional	3,250	Wkshp	1	3,250	0	0	1	3,250	0	0	0	0	2	6,500
Workshop Activity 2.3.3.3 regional	3,250	Wkshp	0	0	0	0	0	0	1	3,250	0	0	1	3,250
Subtotal - Workshops				6,500		6,500		6,500		6,500		6,500		32,500
TOTAL - TRAVEL, MEETINGS & WORKSHOPS				**65,750**		**74,203**		**74,792**		**75,392**		**67,790**		**357,927**

OTHER DIRECT COSTS:														
Research Materials and Publications	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Office Rent, Insurance, Maintenance, Utility	0	Mo.	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Lease	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Running Costs	1,000	Mo.	12	12,000	12	12,240	12	12,485	12	12,734	12	12,989	60	62,448
Photocopying	85	n/a	1	85	1	87	1	89	1	90	1	92	5	443
Postage & Shipping	45	n/a	6	270	6	275	6	281	6	287	5	244	29	1,356
Communications (phone, fax, AV, WP)	200	n/a	12	2,400	12	2,448	12	2,497	12	2,547	12	2,598	60	12,490
Supplies	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-OTHER DIRECT COSTS				**14,755**		**15,050**		**15,351**		**15,658**		**15,923**		**76,738**
EQUIPMENT:														
Vehicle purchase														
1 Pick up	25,000	Ea.	1	25,000	0	0	0	0	0	0	0	0	1	25,000
Subtotal - Vehicle purchase				25,000		0		0		0		0		25,000
Equipment purchase														
1 Water quantity/quality equipment (2.2.1.2)	20,000	Ea.	0	0	1	20,000	0	0	0	0	0	0	1	20,000
2 Computer and software for IWRM Specialist and Safeguards Officer	3,000	Ea.	2	6,000	0	0	0	0	0	0	0	0	2	6,000
Subtotal - Equipment purchase				6,000		20,000		0		0		0		26,000
TOTAL - EQUIPMENT				**31,000**		**20,000**		**0**		**0**		**0**		**51,000**
TOTAL DIRECT COSTS				**431,661**		**951,272**		**1,182,062**		**1,144,909**		**584,548**		**4,294,452**
ADMINISTRATIVE COSTS:														
Audit Fees	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-ADMINISTRATIVE COSTS				**0**		**0**		**0**		**0**		**0**		**0**
TOTAL PROJECT COMPONENT COSTS				**431,661**		**951,272**		**1,182,062**		**1,144,909**		**584,548**		**4,294,452**

Project Component 3: Integrated ridge to reef management of coastal and marine resources

CATEGORY	RATE	UNIT	YEAR 1 # Units	YEAR 1 Cost	YEAR 2 # Units	YEAR 2 Cost	YEAR 3 # Units	YEAR 3 Cost	YEAR 4 # Units	YEAR 4 Cost	YEAR 5 # Units	YEAR 5 Cost	PROJECT TOTAL # Units	PROJECT TOTAL Cost
PERSONNEL:														
Salaries & Benefits, Local Hires														
1 Project Manager	70,000	Year	23%	16,100	23%	16,422	23%	16,750	23%	17,085	23%	17,427		83,785
2 Finance and administrative manager	50,400	Year	29%	14,616	29%	14,908	29%	15,206	29%	15,511	29%	15,821		76,062
3 Assitant	14,000	Year	25%	3,500	25%	3,570	25%	3,641	25%	3,714	25%	3,789		18,214
4 ICM Specialist	44,800	Year	100%	44,800	100%	45,696	100%	46,610	100%	47,542	100%	48,493		233,141
4 Safeguards Officer	22,400	Year	40%	8,960	40%	9,139	40%	9,322	40%	9,508	40%	9,699		46,628
Subtotal - Local Hires				87,976		89,736		91,530		93,361		95,228		457,831
TOTAL - PERSONNEL				$87,976		$89,736		$91,530		$93,361		$95,228		$457,831
THIRD PARTY FEES & EXPENSES:														

TOTAL - THIRD PARTY FEES & EXPENSES				0		0		0		0		0		0
GRANTS & AGREEMENTS:														
ICM Belize, Guatemala, Honduras and Mexico (3.1.1.1, 3.1.1.2, 3.1.1.3, 3.1.1.4, 3.1.1.5, 3.1.16, 3.1.2.1, 3.1.2.2, 3.1.2.3, 3.1.3.1, 3.1.3.2, 3.1.3.3, 3.1.3.4)		n/a		70,000		100,000		100,000		100,000		70,000		440,000
FIPs Belize, Guatemala, Honduras and Mexico (3.2.1.1, 3.2.1.2, 3.2.1.3, 3.2.1.4, 3.2.1.5)		n/a		50,000		100,000		100,000		100,000		50,000		400,000
ASC Belize (3.2.1.6)		n/a		20,000		20,000		20,000		20,000		0		80,000
BMPs for protection and conservation of coastal-marine habitats in tourism sector (3.2.2.1, 3.2.2.2, 3.2.2.3, 3.2.2.4, 3.2.2.5)		n/a		25,000		75,000		100,000		100,000		50,000		350,000
Community-based coral reef and mangrove restoration Belize, Guatemala, Honduras and Mexico (3.2.3.1, 3.2.3.2, 3.2.3.3)		n/a		0		125,000		150,000		150,000		105,000		530,000
Safeguards		n/a		35,000		30,000		25,000		0		0		90,000
TOTAL - GRANTS & AGREEMENTS				200,000		450,000		495,000		470,000		275,000		1,890,000
TRAVEL, MEETINGS & WORKSHOPS:														
International Travel														
Airticket activity 3.2.2.2	750	R/Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Airticket activity 3.2.3.1	750	R/Trip	0	0	8	6,000	0	0	0	0	0	0	8	6,000
Airticket activity 3.2.3.3	750	R/Trip	0	0	0	0	0	0	0	0	8	6,000	8	6,000
Airticket activity 3.2.4.1	750	R/Trip	0	0	8	6,000	0	0	0	0	0	0	8	6,000
PMU members and CCAD-airticket	750	R/Trip	13	9,750	15	11,250	15	11,250	15	11,250	14	10,500	72	54,000
PMU members and CCAD-Per diem	275	day	39	10,725	45	12,623	45	12,875	45	13,132	42	12,502	216	61,857
Subtotal International Travel				26,475		35,873		24,125		24,382		29,002		139,857
In-Country Travel														

Subtotal - In Country Travel				0		0		0		0		0		0
Subtotal - Staff Travel and Per Diem				26,475		35,873		24,125		24,382		29,002		139,857
Meetings and Workshops														
Workshop Activity 3.2.2.2 regional	3,250	Wkshp	1	3,250	0	0	0	0	0	0	0	0	1	3,250
Workshop Activity 3.2.3.1 regional	3,250	Wkshp	0	0	1	3,250	0	0	0	0	0	0	1	3,250
Workshop Activity 3.2.3.3 regional	3,250	Wkshp	0	0	0	0	0	0	0	0	1	3,250	1	3,250
Workshop Activity 3.2.4.1 regional	3,250	Wkshp	0	0	1	3,250	0	0	0	0	0	0	1	3,250
Subtotal - Workshops				3,250		6,500		0		0		3,250		13,000
TOTAL - TRAVEL, MEETINGS & WORKSHOPS				29,725		42,373		24,125		24,382		32,252		152,857
OTHER DIRECT COSTS:														
Research Materials and Publications	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Office Rent, Insurance, Maintenance, Utility	0	Mo.	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Lease	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Running Costs	1,000	Mo.	12	12,000	12	12,240	12	12,485	12	12,734	12	12,989	60	62,448
Photocopying	85	n/a	1	85	1	87	1	89	1	91	1	92	5	444
Postage & Shipping	45	n/a	3	135	3	138	4	187	4	191	4	195	18	846
Communications (phone, fax, AV, WP)	100	n/a	12	1,200	12	1,224	12	1,248	12	1,273	12	1,299	60	6,245
Supplies	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-OTHER DIRECT COSTS				13,420		13,689		14,009		14,290		14,575		69,983
EQUIPMENT:														
Equipment purchase														
1 Computer and software for ICM Specialist and Assitant	3,000	Ea.	2	6,000	0	0	0	0	0	0	0	0	2	6,000
Subtotal - Equipment purchase				6,000		0		0		0		0		6,000
TOTAL - EQUIPMENT				6,000		0		0		0		0		6,000
TOTAL DIRECT COSTS				337,121		595,797		624,665		602,033		417,055		2,576,671
ADMINISTRATIVE COSTS:														
Audit Fees	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-ADMINISTRATIVE COSTS				0		0		0		0		0		0
TOTAL PROJECT COMPONENT COSTS				337,121		595,797		624,665		602,033		417,055		2,576,671

Project Component 4: Project monitoring and evaluation and knowledge sharing

CATEGORY	RATE	UNIT	YEAR 1 # Units	YEAR 1 Cost	YEAR 2 # Units	YEAR 2 Cost	YEAR 3 # Units	YEAR 3 Cost	YEAR 4 # Units	YEAR 4 Cost	YEAR 5 # Units	YEAR 5 Cost	PROJECT TOTAL # Units	PROJECT TOTAL Cost
PERSONNEL:														
Salaries & Benefits, Local Hires														
1 Project Manager	70,000	Year	23%	16,100	23%	16,422	23%	16,750	23%	17,085	23%	17,427		83,785
2 Finance and administrative manager	50,400	Year	25%	12,600	25%	12,852	25%	13,109	25%	13,371	25%	13,639		65,571
3 Assitant	14,000	Year	25%	3,500	25%	3,570	25%	3,641	25%	3,714	25%	3,789		18,214
4 Monitoring and Evaluation Specialist	44,800	Year	100%	44,800	100%	45,696	100%	46,610	100%	47,542	100%	48,493		233,141
Subtotal - Local Hires				77,000		78,540		80,111		81,713		83,347		400,711
TOTAL - PERSONNEL				**77,000**		**78,540**		**80,111**		**81,713**		**83,347**		**400,711**
THIRD PARTY FEES & EXPENSES:														
Development of Mid and final term evaluation (4.1.2.1)	400	day	0	0	0	0	100	40,000	0	0	110	44,000	210	84,000
Develop a communication strategy for replication and scaling up (4.2.1.1)	400	day	60	24,000	0	0	0	0	0	0	0	0	60	24,000
Implementation of replication and scaling up communication strategy (4.2.1.2)	400	day	35	14,000	35	14,000	35	14,000	35	14,000	35	14,000	175	70,000
Development of knowledge products on lessons learned and better management practices of demonstration and engagement projects (4.2.3.1)	400	day	12	4,800	20	8,000	20	8,000	20	8,000	20	8,000	92	36,800
EXPENSES														
Consultant 4.1.2.1														
Airticket	750	Trip	0	0	0	0	6	4,500	0	0	6	4,500	12	9,000
Lodging and food	210	day	0	0	0	0	30	6,300	0	0	30	6,300	60	12,600
Ground transportation	50	day	0	0	0	0	30	1,500	0	0	30	1,500	60	3,000
Airport taxes	50	unit	0	0	0	0	2	100	0	0	2	100	4	200
Consultant 4.2.1.1														
Airticket	750	Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Lodging and food	210	day	24	5,040	0	0	0	0	0	0	0	0	24	5,040
Ground transportation	50	day	24	1,200	0	0	0	0	0	0	0	0	24	1,200
Airport taxes	50	unit	4	200	0	0	0	0	0	0	0	0	4	200
Consultant 4.2.3.1														
Airticket	750	Trip	0	0	4	3,000	4	3,000	4	3,000	4	3,000	16	12,000
Lodging and food	210	day	0	0	12	2,520	12	2,520	12	2,520	12	2,520	48	10,080
Ground transportation	50	day	0	0	12	600	12	600	12	600	12	600	48	2,400
Airport taxes	50	unit	0	0	2	100	2	100	2	100	2	100	8	400
TOTAL - THIRD PARTY FEES & EXPENS	4,780	0		**55,240**		**28,220**		**80,620**		**28,220**		**84,620**		**276,920**
GRANTS & AGREEMENTS:														
1 ----------		n/a		0		0		0		0		0		0
TOTAL - GRANTS & AGREEMENTS				**0**		**0**		**0**		**0**		**0**		**0**
TRAVEL, MEETINGS & WORKSHOPS:														
International Travel														
Airticket activity 4.1.1.1	750	R/Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Airticket activity 4.1.2.1	750	R/Trip	0	0	0	0	8	6,000	0	0	8	6,000	16	12,000
Airticket activity 4.2.1.1	750	R/Trip	8	6,000	0	0	0	0	0	0	0	0	8	6,000
Airticket activity 4.2.3.1	750	R/Trip	0	0	0	0	0	0	8	6,000	0	0	8	6,000
Participation in IW Learn and other international meetings-airticket	2,250	R/Trip	1	2,250	1	2,250	1	2,250	1	2,250	1	2,250	5	11,250
Participation in IW Learn and other international meetings-Per diem	275	Day	7	1,925	7	1,964	7	2,003	7	2,043	7	2,084	35	10,018
PMU members and CCAD-airticket	750	R/Trip	7	5,250	8	6,000	8	6,000	8	6,000	8	6,000	39	29,250
PMU and CCAD-Per diem	275	Day	23	6,325	26	7,293	26	7,439	26	7,588	26	7,739	127	36,384
Subtotal International Travel				27,750		17,507		23,692		23,880		24,073		116,902
In-Country Travel														
-------	0	R/Trip	0	0	0	0	0	0	0	0	0	0	0	0
	0	R/Trip	0	0	0	0	0	0	0	0	0	0	0	0
				0		0		0		0		0		0
Subt Subtotal - In Country Travel				27,750		17,507		23,692		23,880		24,073		116,902
Meetings and Workshops														
Workshop Activity 4.1.1.1 regional	3,250	Wkshp	1	3,250	0	0	0	0	0	0	0	0	1	3,250
Workshop Activity 4.1.2.1 regional	3,250	Wkshp	0	0	0	0	1	3,250	0	0	1	3,250	2	6,500
Workshop Activity 4.2.1.1 regional	3,250	Wkshp	1	3,250	0	0	0	0	0	0	0	0	1	3,250
Workshop Activity 4.2.1.2 national	850	Wkshp	0	0	0	0	4	3,400	4	3,400	4	3,400	12	10,200
Workshop Activity 4.2.3.1 regional	3,250	Wkshp	0	0	0	0	0	0	1	3,250	0	0	1	3,250
Workshop Activity 4.2.3.2 national	850	Wkshp	0	0	0	0	8	6,800	8	6,800	8	6,800	24	20,400
Subtotal - Workshops				6,500		0		13,450		13,450		13,450		46,850
TOTAL - TRAVEL, MEETINGS & WORKSHOPS				**34,250**		**17,507**		**37,142**		**37,330**		**37,523**		**163,752**

OTHER DIRECT COSTS:														
Research Materials and Publications	2,373	n/a	0	0	0	0	1	2,373	1	2,373	1	2,373	3	7,118
Office Rent, Insurance, Maintenance, Utility	0	Mo.	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Lease	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Running Costs	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Photocopying	85	n/a	1	85	1	87	1	88	1	90	1	92	5	442
Postage & Shipping	45	n/a	3	135	3	138	3	140	3	143	3	146	15	703
Communications (phone, fax, AV, WP)	100	n/a	12	1,200	12	1,224	12	1,248	12	1,273	12	1,299	60	6,245
Supplies	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-OTHER DIRECT COSTS				**1,420**		**1,448**		**3,850**		**3,879**		**3,910**		**14,507**
EQUIPMENT:														
Vehicle purchase														
----------	0	Ea.	0	0	0	0	0	0	0	0	0	0	0	0
				0		0		0		0		0		0
Equi Subtotal - Vehicle purchase														
1 Computer and software for M&E Officer	3,000	Ea.	1	3,000	0	0	0	0	0	0	0	0	1	3,000
Subtotal - Equipment purchase				3,000		0		0		0		0		3,000
TOTAL - EQUIPMENT				**3,000**		**0**		**0**		**0**		**0**		**3,000**
TOTAL DIRECT COSTS				**170,910**		**125,715**		**201,722**		**151,143**		**209,400**		**858,890**
ADMINISTRATIVE COSTS:														
Audit Fees	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-ADMINISTRATIVE COSTS				**0**		**0**		**0**		**0**		**0**		**0**
TOTAL PROJECT COMPONENT COSTS				**170,910**		**125,715**		**201,722**		**151,143**		**209,400**		**858,890**

Project Management Costs

CATEGORY	RATE	UNIT	YEAR 1 # Units	YEAR 1 Cost	YEAR 2 # Units	YEAR 2 Cost	YEAR 3 # Units	YEAR 3 Cost	YEAR 4 # Units	YEAR 4 Cost	YEAR 5 # Units	YEAR 5 Cost	PROJECT TOTAL # Units	PROJECT TOTAL Cost
PERSONNEL:														
Salaries & Benefits, Local Hires														
1 Procurement Officer	20,300	Year	100%	20,300	100%	20,706	100%	21,120	100%	21,543	100%	21,973		105,642
2 Accounting Officer	20,300	Year	100%	20,300	100%	20,706	100%	21,120	100%	21,543	100%	21,973		105,642
Subtotal - Local Hires				40,600		41,412		42,240		43,085		43,947		211,284
TOTAL - PERSONNEL				**40,600**		**41,412**		**42,240**		**43,085**		**43,947**		**211,284**
THIRD PARTY FEES & EXPENSES:														
1 -----														
TOTAL - THIRD PARTY FEES & EXPENSES				**0**		**0**		**0**		**0**		**0**		**0**
GRANTS & AGREEMENTS:														
1 ------		n/a		0		0		0		0		0		0
TOTAL - GRANTS & AGREEMENTS				**0**		**0**		**0**		**0**		**0**		**0**
TRAVEL, MEETINGS & WORKSHOPS:														
International Travel														
Project regional launching and Close out														
1 Airticket	750	R/Trip	20	15,000	0	0	0	0	0	0	20	15,000	40	30,000
Finance and admistrative manager trip to countries														
5 Airticket	750	R/Trip	0	0	0	0	4	3,000	4	3,000	4	3,000	12	9,000
6 Per diem	275	Day	0	0	0	0	12	3,433	12	3,502	12	3,572	36	10,507
Subtotal International Travel				15,000		0		6,433		6,502		21,572		49,507
In-Country Travel														
1 -----	0	R/Trip	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal - In Country Travel				0		0		0		0		0		0
Subtotal - Staff Travel and Per Diem				15,000		0		6,433		6,502		21,572		49,507
Meetings and Workshops														
1 Project regional launching and close out	8,125	Wkshp	1	8,125	0	0	0	0	0	0	1	8,125	2	16,250
Subtotal - Workshops				8,125		0		0		0		8,125		16,250
TOTAL - TRAVEL, MEETINGS & WORKSHOPS				23,125		0		6,433		6,502		29,697		65,757
OTHER DIRECT COSTS:														
Research Materials and Publications	3,613	n/a	1	3,613	1	3,613	1	3,613	1	3,613	1	3,613	5	18,065
Office Rent, Insurance, Maintenance, Utility	600	Month	12	7,200	12	7,344	12	7,491	12	7,641	12	7,794	60	37,469
Equipment / Vehicle Lease	0	n/a	0	0	0	0	0	0	0	0	0	0	0	0
Equipment / Vehicle Running Costs	0	Month	0	0	0	0	0	0	0	0	0	0	0	0
Photocopying	110	Month	12	1,320	12	1,346	12	1,373	12	1,401	12	1,429	60	6,869
Postage & Shipping	56	n/a	32	1,792	32	1,828	32	1,864	32	1,902	32	1,940	160	9,326
Communications (phone, fax, AV, WP)	500	Month	12	6,000	12	6,120	12	6,242	12	6,367	12	6,495	60	31,224
Supplies	2,150	year	1	2,150	1	2,193	1	2,237	1	2,282	1	2,327	5	11,189
TOTAL-OTHER DIRECT COSTS				**22,075**		**22,444**		**22,821**		**23,205**		**23,597**		**114,142**
EQUIPMENT:														
Vehicle purchase														
1 ----	0	Ea.	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal - Vehicle purchase				0		0		0		0		0		0
Equipment purchase														
1 Computer and software for Finance and administrative manager	3,000	Ea.	1	3,000	0	0	0	0	0	0	0	0	1	3,000
Subtotal - Equipment purchase				3,000		0		0		0		0		3,000
TOTAL - EQUIPMENT				**3,000**		**0**		**0**		**0**		**0**		**3,000**
TOTAL DIRECT COSTS				**88,800**		**63,856**		**71,494**		**72,792**		**97,241**		**394,183**
ADMINISTRATIVE COSTS:														
Audit Fees	10,000	n/a	0	0	1	10,200	1	10,404	1	3,834	1	10,824	4	35,262
TOTAL-ADMINISTRATIVE COSTS				**0**		**10,200**		**10,404**		**3,834**		**10,824**		**35,262**
TOTAL PROJECT COMPONENT COSTS				**88,800**		**74,056**		**81,898**		**76,626**		**108,065**		**429,446**

6.2. Project Budget Notes

Project Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR

- **Personnel**
  - Project Manager:
    - In charge of general coordination, execution, monitoring and evaluation of project activities. Project liaison with Executive Secretariat of CCAD, and will report directly to the Secretariat. Responsible of supervising project staff and consultancies under his/her responsibility.
    - Salary (includes fringe benefits):
      - USD5,000 monthly during 12 months
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Project Manager will allocate 30% of his/her time to this component
    - Total annual salary first year for this component:
      USD5,000 * 14 * 30% = USD21,000
    - **Total salary for this component during the 5 years of the project: USD109,285**
  - Finance and administrative manager:
    - In charge of the general administration of project funds, supervision of budget execution and compliance with established administrative procedures for using the funds. Will supervise Procurement and Accounting Officers. Will report directly to the Project Manager.
    - Salary (includes fringe benefits):
      - USD3,600 monthly
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Finance and administrative manager will allocate 17% of his/her time to this component
    - Total annual salary first year for this component:
      USD3,600 * 14 * 17% = USD8,568
    - **Total salary for this component during the 5 years of the project: USD44,588**
  - Assistant:
    - Will provide support to the Manager to organize activities under this component. Will report directly to the Project Manager.

- Salary (includes fringe benefits):
  - USD1,000 monthly
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - Assistant will allocate 25% of his/her time to this component
- Total annual salary first year for this component:
  USD1,000 * 14 * 25%= USD3,500
- **Total salary for this component during the 5 years of the project: USD18,214**

- **Third Party fees and expenses**
  - Train national and regional key actors on R2R IWRM and ICMM (1.1.1.3):
    A consultant will be in charge of carrying out the training workshops on R2R, IWRM and ICMM. Regional capacity building activities will be focused on the MAR's Ministerial Committee and MAR Technical Working Group. National capacity building activities will be focused on the Intersectoral National Committees (conformed, to be extended or to be conformed) in each of the 4 MAR countries. The consultancy will be carried out during the first year of the project and can be done via one or several contracts.
    - Fee:
      - USD400/day * 20 days/year * 1 year = USD8,000
      - **Total fee: USD8,000**
    - Travel expenses:
      - Airplane tickets to travel to 4 MAR countries for national trainings, 1 time to each country in the first year at USD750 round trip

        USD750 * 4 trips = USD3,000
      - Airplane tickets to travel to CCAD offices for regional training, 1 time in the first year at US$750 round trip

        USD750 * 1 trip = USD750
      - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
        USD210 * 3 days/trip * 5 trips = USD3,150
      - Ground transportation (taxis) for 3 days each trip
        USD50 * 3 days/trip * 5 trips = USD750
      - Airport taxes to be paid for only two of the MAR countries

USD50 * 2 trips = USD100

- **Total travel expenses: USD7,750**

– Analyze regional policies to incorporate the R2R approach (1.1.1.4)
  - The consultant will be in charge of analysis the different existing regional policies and identify opportunities to incorporate the ridge to reef approach. The consultancy will be carried out during year 1 of the project and can be done via one or several contracts.
  - Fee:
    - USD400/day * 20 days/year * 1 year = USD8,000
    - **Total fee: USD8,000**
  - Travel expenses:
    - Airplane tickets to travel to 4 MAR countries for data collection, 1 time to each country in the first year at USD750 round trip

      USD750 * 4 trips = USD3,000

    - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
      USD210 * 3 days/trip * 4 trips = USD2,520
    - Ground transportation (taxis) for 3 days each trip
      USD50 * 3 days/trip * 4 trips = USD600
    - Airport taxes to be paid for only two of the MAR countries
      USD50 * 2 trips = USD100
    - **Total travel expenses: USD6,220**

– Draft regional policies or instruments (1.1.1.5)
  - A consultant will be in charge of drafting the regional protocols, standards or instruments identified in order to promote transboundary ridge to reef planning and management of the MAR ecoregion. This will be done based on the analysis (Activity 1.1.1.4). The consultancy will be carried out during years 2 to 5 of the project and can be done via one or several contracts.
  - Fee:
    - USD400/day * 20 days/year * year 2 = USD8,000
    - USD400/day * 30 days/year * year 3 = USD12,000
    - USD400/day * 30 days/year * year 4 = USD12,000
    - USD400/day * 30 days/year * year 5 = USD8,000
    - **Total fee: USD40,000**

- Travel expenses:
  - Airplane tickets to travel to 4 MAR countries for inputs, 1 time to each country in the second and fourth year at USD750 round trip

    USD750 * 8 trips = USD6,000

  - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
    USD210 * 3 days/trip * 8 trips = USD5,040
  - Ground transportation (taxis) for 3 days each trip
    USD50 * 3 days/trip * 8 trips = USD1,200
  - Airport taxes to be paid for only two of the MAR countries
    USD50 * 4 trips = USD200
  - **Total travel expenses: USD12,440**

– Support establishment of proposed regional policies or instruments (1.1.1.6)
  - A consultant will be in charge of supporting the establishment of the drafted regional protocols, standards or instruments in order to promote transboundary ridge to reef planning and management of the MAR ecoregion. The consultancy will be carried out during years 4 and 5 of the project and can be done via one or several contracts.
  - Fee:
    - USD400/day * 30 days/year * year 4 = USD12,000
    - USD400/day * 30 days/year * year 5 = USD12,000
    - **Total fee: USD24,000**
  - Travel expenses:
    - Airplane tickets to travel to 4 MAR countries for inputs, 1 time to each country in the fourth and fifth year at USD750 round trip

      USD750 * 8 trips = USD6,000

    - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
      USD210 * 3 days/trip * 8 trips = USD5,040
    - Ground transportation (taxis) for 3 days each trip
      USD50 * 3 days/trip * 8 trips = USD1,200
    - Airport taxes to be paid for only two of the MAR countries
      USD50 * 4 trips = USD200
    - **Total travel expenses: USD12,440**

- Analyze national policies to incorporate the R2R approach (1.2.1.1.)
    - Local consultants will be in charge of analyzing the different existing national policies and identify opportunities to incorporate the ridge to reef approach. The consultancy will be carried out during year 1 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 40 days/year * year 1 = USD16,000
        - **Total fee: USD16,000**
    - Travel expenses:
        - Ground transportation (taxis) 10 days per country, 4 countries
          USD50/day * 40 days = USD2,000
        - **Total travel expenses: USD2,000**
- Draft national policy instruments (1.2.1.2)
    - Local consultants will draft national policy instruments to incorporate the ridge to reef approach. The consultancy will be carried out during years 2 to 5 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 32 days/year * year 2 = USD12,800
        - USD400/day * 60 days/year * year 3 = USD24,000
        - USD400/day * 60 days/year * year 4 = USD24,000
        - USD400/day * 32 days/year * year 5 = USD12,800
        - **Total fee: USD73,600**
    - Travel expenses:
        - Ground transportation (taxis) 46 days per country, 4 countries
          USD50/day * 184 days = USD9,200
        - **Total travel expenses: USD9,200**
- Support establishment of proposed national policies or instruments (1.2.1.3)
    - Local consultants will support the establishment of the drafted national policy instruments incorporating the ridge to reef approach. The consultancy will be carried out during years 4 and 5 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 72 days/year * year 4 = USD28,800
        - USD400/day * 72 days/year * year 5 = USD28,800
        - **Total fee: USD57,600**
    - Travel expenses:

        - Ground transportation (taxis) 36 days per country, 4 countries
          USD50/day * 144 days = USD7,200
        - **Total travel expenses: USD7,200**

- Develop Transboundary Diagnostic Analysis (TDA) (1.3.1.1.)
    - A team of consultants will be in charge of developing the Transboundary Diagnostic Analysis of the MAR ecoregion. The consultancy will be carried out during years 1 to 3 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 56 days/year * year 1 = USD22,400
        - USD400/day * 56 days/year * year 2 = USD22,400
        - USD400/day * 56 days/year * year 3 = USD22,400
        - **Total fee: USD67,200**
    - Travel expenses:
        - Airplane tickets to travel to 4 MAR countries for data collection and inputs, 1 time to each country in years 1, 2 and 3 at USD750 round trip

          USD750 * 12 trips = USD9,000

        - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
          USD210 * 3 days/trip * 12 trips = USD7,560
        - Ground transportation (taxis) for 3 days each trip
          USD50 * 3 days/trip * 12 trips = USD1,800
        - Airport taxes to be paid for only two of the MAR countries
          USD50 * 6 trips = USD300
        - **Total travel expenses: USD18,660**

- Develop Strategic Action Plan (SAP) (1.3.1.2.)
    - The consultant team will develop the Strategic Action Plan for the MAR ecoregion, based on the TDA. The consultancy will be carried out during year 4 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 101 days/year * year 4 = USD40,400
        - **Total fee: USD40,400**
    - Travel expenses:

        - Airplane tickets to travel to 4 MAR countries to elaborate SAP, 1 time to each country, and once to CCAD offices to present SAP, on time in year 4 at USD750 round trip

          USD750 * 5 trips = USD3,750
        - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food

          USD210 * 3 days/trip * 5 trip = USD3,150
        - Ground transportation (taxis) for 3 days each trip

          USD50 * 15 days/trip * 1 trip = USD750
        - Airport taxes to be paid for only two of the MAR countries

          USD50 * 2 trips = USD100
        - **Total travel expenses: USD7,750**

- Design/develop protocols for harmonized data and methods for data collection (1.4.1.2)
    - A consultant will be in charge of designing and developing the harmonized data and methods for data collection. The consultancy will be carried out during years 1 and 2 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 20 days/year * year 1 = USD8,000
        - USD400/day * 20 days/year * year 2 = USD8,000
        - **Total fee: USD16,000**
    - Travel expenses:
        - Airplane tickets to travel to 4 MAR countries for data collection and inputs, 1 time to each country in years 1 and 2 at USD750 round trip

          USD750 * 8 trips = USD6,000
        - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food

          USD210 * 3 days/trip * 8 trips = USD5,040
        - Ground transportation (taxis) for 3 days each trip

          USD50 * 3 days/trip * 8 trips = USD1,200
        - Airport taxes to be paid for only two of the MAR countries

          USD50 * 4 trips = USD200
        - **Total travel expenses: USD12,440**

- Share national information with REO through defined protocols and harmonized methodologies (1.4.2.1)
    - The consultant will be in charge of developing and maintaining the electronic platform to collect data resulting from the harmonized data and methods for data collection. The consultancy will be carried out during years 1 to 5 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 12 days/year * year 1 = USD4,800
        - USD400/day * 12 days/year * year 2 = USD4,800
        - USD400/day * 12 days/year * year 3 = USD4,800
        - USD400/day * 12 days/year * year 4 = USD4,800
        - USD400/day * 12 days/year * year 5 = USD4,800
        - **Total fee: USD24,000**

- **Grants and Agreements**
    - Implement regional demonstration program (1.1.2.4):
        - Partner organizations will be in charge of implementing the selected regional demonstration project(s) for regional collaboration. Implementation will be carried out during years 2 and 3 of the project and can be done via one or several grants.
        - Grants will include: partner organizations staff time, field supplies, local travel, workshops and meeting costs, among others.
        - Funds available for grants:
            - USD16,625 per year * 2 years = USD33,250
            - **Total grants:USD33,250**

- **Travel, Meetings and Workshops**
    - International travel includes:
        - Airplane tickets for the MMC and MTWG to participate in regional meetings in CCAD offices. The round trip to CCAD offices in El Salvador has an average cost of USD750.
            - The average number of participants to the regional meetings in CCAD is eight.
            - 6 regional meetings planned for Component 1 during the 5 years of the project
            - USD750/trip * 8 participants/meeting * 6 meetings = USD36,000
            - **Total airplane tickets: USD36,000**

- Airplane tickets for the PMU members and CCAD representatives to participate in activities related to Component 1 in the MAR countries. The round trip from El Salvador to any of the MAR countries has an average cost of USD750.
  - 55 trips planned for Component 1 during the 5 years of the project
  - USD750/trip * 55 trips = USD41,250
  - **Total airplane tickets: USD41,250**
- Per diem for PMU members and CCAD representatives is USD275, calculated on the following basis:
  - Lodging at a rate of USD150 per day
  - Food at a rate of USD60 per day
  - Ground transportation (taxis) at a rate of USD65/day
  - Three days per trip, 55 trips planned for Component 1 during the 5 years of the project
  - Annual increase 2%
  - For the first year of the project: USD275/day * 3 day/trip * 11 trips = USD9,075
  - **Total per diem PMU/CCAD: USD47,227**

– In-country travel includes:
  - Local travel costs are included at a rate of USD150 per national workshop to cover transport for some of the participants that may need support to attend the meeting.
  - 28 national workshops planned for Component 1 during the 5 years of the project
  - USD150/national workshop * 28 workshops = USD4,200
  - **Total in-country travel: USD4,200**

– Meeting and workshops:
  - Regional workshops:
    - Includes lodging, coffee breaks, lunch and dinner for participants, as well as venue for the workshop.
    - The average number of participants to the regional workshops is eight and they will be staying two nights.
    - The package rate includes venue, lodging and food at a rate of USD203.12 per night.
    - 6 regional meetings planned for Component 1 during the 5 years of the project
    - USD203.12/night * 2 nights/participant * 8 participants/meeting * 6 meetings = USD19,500
    - **Total regional workshops: USD19,500**

- National workshops:
  - Include coffee breaks and lunch for participants, as well as venue for the workshop.
  - The average number of participants to the national workshops is 20.
  - The package rate includes venue and food at a rate of USD42.5 per participant.
  - 28 national workshops planned for Component 1 during the 5 years of the project
  - USD42.5/participant * 20 participants/workshop * 28 workshops = USD23,800
  - **Total national workshops: USD23,800**

- **Other direct costs**
  - Photocopying:
    - Annual rate for Component 1: USD85
    - Annual increase 2%
    - USD84/year * Year 1 = USD84 for the first year of the project
    - **Total photocopying: USD437**
  - Postage and Shipping:
    - Five deliveries of documents by courier in Years 1 for Component 1
    - Four deliveries of documents by courier in Years 2, 3, 4 and 5 for Component 1
    - Cost of each delivery: USD45
    - Annual increase 2%
    - USD45/delivery * 5 deliveries in Year 1 = USD225 for the first year of the project
    - **Total postage and shipping: USD995**
  - Communications:
    - Cellular phone service monthly rate for Component 1: USD100
    - Service for one PMU member in Component 1
    - Annual increase 2%
    - USD100/month * 12 months = USD1,200 for the first year of the project
    - **Total communications: USD6,245**

- **Equipment**
  - Equipment purchase:
    - Computer and software
      - For Project Manager
      - Cost of computer USD2,500 and corresponding software at USD500, for a total of USD3,000

- To be purchased in Year 1 of the project
- USD3,000 * 1 = USD3,000
- **Total computer Component 1: USD3,000**

Project Component 2: Integrated ridge to reef management of watersheds and freshwater resources

- **Personnel**
  - Project Manager:
    - In charge of general coordination, execution, monitoring and evaluation of project activities. Project liaison with Executive Secretariat of CCAD, and will report directly to the Secretariat. Responsible of supervising the staff of the project and consultancies under his/her responsibility. Will support IWRM Specialist to coordinate Component 2 activities, supervise component progress, and guide adaptive management measures.
    - Salary (includes fringe benefits):
      - USD5,000 monthly during 12 months
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Project Manager will allocate 24% of his/her time to this component
    - Total annual salary first year for this component:
      USD5,000 * 14 * 24% = USD16,800
    - **Total salary for this component during the 5 years of the project: USD87,428**
  - Finance and administrative manager:
    - In charge of the general administration of project funds, supervision of budget execution and compliance with established administrative procedures for using the funds. Will supervise Procurement and Accounting Officers. Will report directly to the Project Manager.
    - Salary (includes fringe benefits):
      - USD3,600 monthly
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Finance and administrative manager will allocate 29% of his/her time to this component
    - Total annual salary first year for this component:
      USD3,600 * 14 * 29% = USD14,616

- **Total salary for this component during the 5 years of the project: USD76,062**

- Assistant:
  - Will provide support to IWRM Specialist to organize activities under this component. Will report directly to the Project Manager.
  - Salary (includes fringe benefits):
    - USD1,000 monthly
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Assistant will allocate 25% of his/her time to this component
  - Total annual salary first year for this component:
    USD1,000 * 14 * 25%= USD3,500
  - **Total salary for this component during the 5 years of the project: USD18,214**
- IWRM Specialist:
  - Will coordinate implementation of Component 2 activities. Will report directly to the Project Manager. Responsible of supervising the consultancies and grants under his/her responsibility and reporting progress of the component.
  - Salary (includes fringe benefits):
    - USD3,200 monthly
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - IWRM Specialist will allocate 100% of his/her time to this component
  - Total annual salary first year for this component:
    USD3,200 * 14 * 100%= USD44,800
  - **Total salary for this component during the 5 years of the project: USD233,141**
- Safeguards Officer:
  - Will coordinate implementation of the Environmental and Social Management Framework (ESMF) for Component 2 activities. Will report directly to the Project Manager. Responsible for supervising fulfillment of ESMF by project partners (grants) and reporting progress on safeguards issues.
  - Salary (includes fringe benefits):
    - USD1,600 monthly (part time job)
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Assistant will allocate 60% of his/her time to this component

- Total annual salary first year for this component:
  USD1,600 * 14 * 60%= USD13,440
- **Total salary for this component during the 5 years of the project: USD69,942**

- **Grants and Agreements**
  - IWRM demonstration projects (2.1.1.1, 2.1.1.2, 2.1.1.3, 2.1.1.4, 2.1.1.5, 2.1.1.6)
    - Partner organizations will be in charge of implementing the selected IWRM demonstration projects in each of the countries. Implementation will be carried out during years 2 to 5 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
      - Year 2: USD200,000
      - Year 3: USD400,000
      - Year 4: USD400,000
      - Year 5: USD200,000
      - **Total grants:USD1,200,000**
  - Water Reserves (2.1.2.1, 2.1.2.2, 2.1.2.3, 2.1.2.4, 2.1.2.5, 2.1.2.6, 2.1.2.7, 2.1.2.8, 2.1.2.9)
    - Partner organizations will be in charge of establishing Water Reserves in Honduras and Guatemala. This includes analyzing institutional framework in the country and geography of water recharge areas to identify water reserves, present results of analyses, prioritize water reserves, awareness raising, development of management plans of the prioritized water reserves, etc. Implementation will be carried out during years 2 to 4 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
      - Year 2: USD175,000
      - Year 3: USD200,000
      - Year 4: USD200,000
      - **Total grants:USD575,000**
  - Water Fund Guatemala (2.2.1.1, 2.2.1.2, 2.2.1.3, 2.2.1.4, 2.2.1.5)
    - Partner organizations will be in charge of strengthening the existing Water Fund in Guatemala. This includes creating and implementing a strategy to increase membership,

water monitoring, developing business case, carry out awareness raising and education activities. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.

- Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
- Funds available for grants:
  - Year 1: USD35,000
  - Year 2: USD35,000
  - Year 3: USD35,000
  - Year 4: USD30,000
  - Year 5: USD30,000
  - **Total grants:USD165,000**

– Water Fund Honduras and Belize (2.2.2.1, 2.2.2.2, 2.2.2.3, 2.2.2.4, 2.2.2.5)
  - Partner organizations will be in charge of designing and create a public-private mechanism for IWRM in Belize and Honduras. This includes analyzing ongoing mechanisms for IWRM, stakeholders, and feasibility; design the mechanism, and validate it with relevant stakeholders, develop action plans and start its implementation. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.
  - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
  - Funds available for grants:
    - Year 1: USD40,000
    - Year 2: USD75,000
    - Year 3: USD100,000
    - Year 4: USD100,000
    - Year 5: USD70,000
    - **Total grants:USD385,000**

– Voluntary certification standards Bonsucro and RSPO (2.3.1.1, 2.3.1.2, 2.3.1.3, 2.3.1.4, 2.3.1.5)
  - Partner organizations will be in charge of implementing voluntary standards in commodity agriculture in Guatemala and Honduras, as demonstration projects of private sector engagement on watershed management. This includes carrying out awareness raising and training activities, developing a manual on better practices for compliance with standards, carry out gap analyses, and provide technical assistance to bridge the gaps. Implementation

will be carried out during years 1 to 5 of the project and can be done via one or several grants.

- Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
- Funds available for grants:
  - Year 1: USD20,000
  - Year 2: USD50,000
  - Year 3: USD50,000
  - Year 4: USD50,000
  - Year 5: USD25,000
  - **Total grants:USD195,000**

– BMPs for protection of aquifers and critical habitats in tourism and tourism development sector (2.3.2.1, 2.3.2.2, 2.3.2.3)

- Partner organizations will be in charge of promoting the adoption of better management practices to protect aquifers and critical habitats by tourism and tourism development sector actors. This includes carrying out a stakeholder analysis, develop a BMPs guides, raising awareness on value of BMPs for protecting aquifers and critical habitats, and provide technical assistance on BMPs. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.
- Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
- Funds available for grants:
  - Year 1: USD32,000
  - Year 2: USD55,000
  - Year 3: USD55,000
  - Year 4: USD50,000
  - Year 5: USD25,000
  - **Total grants:USD217,000**

– Communities participating in IWRM activities (2.3.3.1, 2.3.3.2, 2.3.3.3)

- Partner organizations will be in charge of engaging local communities in IWRM activities. This includes identifying the local communities in priority areas, carry out trainings and provide technical assistance on IWRM. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.

- Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
- Funds available for grants:
  - Year 1: USD65,000
  - Year 2: USD125,000
  - Year 3: USD125,000
  - Year 4: USD125,000
  - Year 5: USD50,000
  - **Total grants:USD490,000**

– Safeguards

- Funds are set aside to carry out safeguards related activities, if according to the ESMF these activities are required.
- Funds available for safeguards in this component:
  - Year 1: USD35,000
  - Year 2: USD32,000
  - Year 3: USD30,000
  - **Total grants:USD97,000**

- **Travel, Meetings and Workshops**

– International travel includes:

- Airplane tickets for the MMC and MTWG to participate in regional meetings in CCAD offices. The round trip to CCAD offices in El Salvador has an average cost of USD750.
  - The average number of participants to the regional meetings in CCAD is eight.
  - 10 regional meetings planned for Component 2 during the 5 years of the project
  - USD750/trip * 8 participants/meeting * 10 meetings = USD60,000
  - **Total airplane tickets: USD60,000**
- Airplane tickets for the PMU members and CCAD representatives to participate in activities related to Component 2 in the MAR countries. The round trip from El Salvador to any of the MAR countries has an average cost of USD750.
  - 165 trips planned for Component 2 during the 5 years of the project
  - USD750/trip * 165 trips = USD123,750
  - **Total airplane tickets: USD123,750**
- Per diem for PMU members and CCAD representatives is USD275, calculated on the following basis:

        - Lodging at a rate of USD150 per day
        - Food at a rate of USD60 per day
        - Ground transportation (taxis) at a rate of USD65/day
        - Three days per trip, 165 trips planned for Component 2 during the 5 years of the project
        - Annual increase 2%
        - For the first year of the project: USD275/day * 3 day/trip * 30 trips = USD24,750
        - **Total per diem PMU/CCAD: USD141,677**
- Meeting and workshops:
    - Regional workshops:
        - Includes lodging, coffee breaks, lunch and dinner for participants, as well as venue for the workshop.
        - The average number of participants to the regional workshops is eight and they will be staying two nights.
        - The package rate includes venue, lodging and food at a rate of USD203.12 per night.
        - 10 regional meetings planned for Component 2 during the 5 years of the project
        - USD203.12/night * 2 nights/participant * 8 participants/meeting * 10 meetings = USD32,500
        - **Total regional workshops: USD32,500**

- **Other direct costs**
    - Equipment / Vehicle Running Costs
        - Vehicle maintenance and insurance monthly rate for Component 2: USD1,000
        - Annual increase 2%
        - USD1,000/month * 12 months/year = USD12,000 for the first year of the project
        - **Total equipment/vehicle running costs: USD62,448**
    - Photocopying:
        - Annual rate for Component 2: USD85
        - Annual increase 2%
        - USD85/year * Year 1 = USD85 for the first year of the project
        - **Total photocopying: USD443**
    - Postage and Shipping:
        - Six deliveries of documents by courier in Years 1, 2, 3 and 4 for Component 2

        - Five deliveries of documents by courier in Year 5 for Component 2
        - Cost of each delivery: USD45
        - Annual increase 2%
        - USD45/delivery * 6 deliveries in Year 1 = USD270 for the first year of the project
        - **Total postage and shipping: USD1,356**
    - Communications:
        - Cellular phone service monthly rate for Component 2: USD100
        - Service for two PMU members in Component 2
        - Annual increase 2%
        - USD100/month * 12 months/person * 2 persons = USD2,400 for the first year of the project
        - **Total communications: USD12,490**

- **Equipment**
  - Vehicle purchase
    - Pick up to visit project areas and supervising activities.
    - To be purchased in Year 1 of the project.
    - Cost of pick-up: USD25,000
    - **Total vehicle purchase: USD25,000**
  - Equipment purchase:
    - Water quality and quantity monitoring equipment
        - To be purchased in Year 2 of the project.
        - Includes shipping and handling costs.
        - Cost of water monitoring equipment: USD20,000
        - **Total water monitoring equipment: USD20,000**
    - Computer and software
        - For IWRM Specialist and Safeguards Officer
        - Cost of computer USD2,500 and corresponding software at USD500, for a total of USD3,000
        - To be purchased in Year 1 of the project.
        - USD3,000 * 2 = USD6,000
        - **Total computer Component 2: USD6,000**

Project Component 3: Integrated ridge to reef management of coastal and marine resources

- **Personnel**
  - Project Manager:
    - In charge of general coordination, execution, monitoring and evaluation of project activities. Project liaison with Executive Secretariat of CCAD, and will report directly to the Secretariat. Responsible of supervising the staff of the project and consultancies under his/her responsibility. Will support ICMM Specialist to coordinate Component 3 activities, supervise component progress, and guide adaptive management measures.
    - Salary (includes fringe benefits):
      - USD5,000 monthly during 12 months
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Project Manager will allocate 23% of his/her time to this component
    - Total annual salary first year for this component:
      USD5,000 * 14 * 23% = USD16,100
    - **Total salary for this component during the 5 years of the project: USD83,785**
  - Finance and administrative manager:
    - In charge of the general administration of project funds, supervision of budget execution and compliance with established administrative procedures for using the funds. Will supervise Procurement and Accounting Officers. Will report directly to the Project Manager.
    - Salary (includes fringe benefits):
      - USD3,600 monthly
      - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
      - Annual increase 2%
      - Finance and administrative manager will allocate 29% of his/her time to this component
    - Total annual salary first year for this component:
      USD3,600 * 14 * 29% = USD14,616
    - **Total salary for this component during the 5 years of the project: USD76,062**
  - Assistant:
    - Will provide support to ICMM Specialist to organize activities under this component. Will report directly to the Project Manager.

- Salary (includes fringe benefits):
  - USD1,000 monthly
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - Assistant will allocate 25% of his/her time to this component
- Total annual salary first year for this component:
  USD1,000 * 14 * 25%= USD3,500
- **Total salary for this component during the 5 years of the project: USD18,214**

– ICMM Specialist:
- Will coordinate implementation of Component 3 activities. Will report directly to the Project Manager. Responsible of supervising the consultancies and grants under his/her responsibility and reporting progress of the component.
- Salary (includes fringe benefits):
  - USD3,200 monthly
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - ICMM Specialist will allocate 100% of his/her time to this component
- Total annual salary first year for this component:
  USD3,200 * 14 * 100%= USD44,800
- **Total salary for this component during the 5 years of the project: USD233,141**

– Safeguards Officer:
- Will coordinate implementation of the Environmental and Social Management Framework (ESMF) for Component 3 activities. Will report directly to the Project Manager. Responsible for supervising fulfillment of ESMF by project partners (grants) and reporting progress on safeguards issues.
- Salary (includes fringe benefits):
  - USD1,600 monthly (part time job)
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - Assistant will allocate 40% of his/her time to this component
- Total annual salary first year for this component:
  USD1,600 * 14 * 40%= USD8,960
- **Total salary for this component during the 5 years of the project: USD46,628**

- **Grants and Agreements**
  - ICMM Belize, Guatemala, Honduras and Mexico (3.1.1.1, 3.1.1.2, 3.1.1.3, 3.1.1.4, 3.1.1.5, 3.1.16, 3.1.2.1, 3.1.2.2, 3.1.2.3, 3.1.3.1, 3.1.3.2, 3.1.3.3, 3.1.3.4, 3.1.4.1)
    - Partner organizations will be in charge of strengthening ICMM in the four countries through capacity building and strategic planning. This includes raising awareness, carrying out trainings, identifying policy and institutional gaps for effective ICMM and proposing policy instruments for improvement, carry out experience exchanges, support development and implementation of ICMM plans. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
      - Year 1: USD70,000
      - Year 2: USD100,000
      - Year 3: USD100,000
      - Year 4: USD100,000
      - Year 5: USD70,000
      - **Total grants:USD440,000**
  - FIPs Belize, Guatemala, Honduras and Mexico (3.2.1.1, 3.2.1.2, 3.2.1.3, 3.2.1.4, 3.2.1.5)
    - Partner organizations will be in charge of implementing MSC voluntary standards in fisheries, as demonstration projects of private sector engagement on coastal and marine management. This includes identifying fisheries ready to develop FIPs, carrying out a preassessment, presenting result to relevant stakeholders, draft FIP Action Plans, and providing technical assistance. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
      - Year 1: USD50,000
      - Year 2: USD100,000
      - Year 3: USD100,000
      - Year 4: USD100,000
      - Year 5: USD50,000
      - **Total grants:USD400,000**

- ASC Belize (3.2.1.6)
    - Partner organizations will be in charge of implementing ASC voluntary standards in Belizean shrimp farm, as demonstration projects of private sector engagement on coastal and marine management. This includes providing technical assistance to maintain certification. Implementation will be carried out during years 1 to 4 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
        - Year 1: USD20,000
        - Year 2: USD20,000
        - Year 3: USD20,000
        - Year 4: USD20,000
        - **Total grants:USD80,000**
- BMPs for protection and conservation of coastal-marine habitats in tourism sector (3.2.2.1, 3.2.2.2, 3.2.2.3, 3.2.2.4, 3.2.2.5)
    - Partner organizations will be in charge of promoting the adoption of BMPs related to coastal and marine habitats by tourism sector stakeholders in the four countries. This includes analyzing coastal tourism issues related to coastal and marine habitats, identifying potential partners; developing BMPs guide on coastal and marine habitats protection and conservation, raising awareness, carrying out trainings, and providing technical assistance to implement BMPs. Implementation will be carried out during years 1 to 5 of the project and can be done via one or several grants.
    - Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
    - Funds available for grants:
        - Year 1: USD25,000
        - Year 2: USD75,000
        - Year 3: USD100,000
        - Year 4: USD100,000
        - Year 5: USD50,000
        - **Total grants:USD350,000**
- Community-based coral reef and mangrove restoration Belize, Guatemala, Honduras and Mexico (3.2.3.1, 3.2.3.2, 3.2.3.3)

- Partner organizations will be in charge of engaging local communities and stakeholders in the implementation of mangrove and coral restoration activities. This includes identifying priority areas and stakeholders for mangrove and coral restoration, carry out trainings, and implementing coral and mangrove restoration activities with communities and other stakeholders. Implementation will be carried out during years 2 to 5 of the project and can be done via one or several grants.
- Grants will include: partner organizations staff time, field supplies, local travel, training, workshops and meeting costs, among others.
- Funds available for grants:
  - Year 2: USD125,000
  - Year 3: USD150,000
  - Year 4: USD150,000
  - Year 5: USD105,000
  - **Total grants:USD530,000**

– Safeguards
- Funds are set aside to carry out safeguards related activities, if according to the ESMF these activities are required.
- Funds available for safeguards in this component:
  - Year 1: USD35,000
  - Year 2: USD30,000
  - Year 3: USD25,000
  - **Total grants:USD90,000**

- **Travel, Meetings and Workshops**

– International travel includes:
- Airplane tickets for the MMC and MTWG to participate in regional meetings in CCAD offices. The round trip to CCAD offices in El Salvador has an average cost of USD750.
  - The average number of participants to the regional meetings in CCAD is eight.
  - Four regional meetings planned for Component 3 during the 5 years of the project
  - USD750/trip * 8 participants/meeting * 4 meetings = USD24,000
  - **Total airplane tickets: USD24,000**
- Airplane tickets for the PMU members and CCAD representatives to participate in activities related to Component 3 in the MAR countries. The round trip from El Salvador to any of the MAR countries has an average cost of USD750.

        - 72 trips planned for Component 3 during the 5 years of the project
        - USD750/trip * 72 trips = USD54,000
        - **Total airplane tickets: USD54,000**
    - Per diem for PMU members and CCAD representatives is USD275, calculated on the following basis:
        - Lodging at a rate of USD150 per day
        - Food at a rate of USD60 per day
        - Ground transportation (taxis) at a rate of USD65/day
        - Three days per trip, 72 trips planned for Component 3 during the 5 years of the project
        - Annual increase 2%
        - For the first year of the project: USD275/day * 3 day/trip * 13 trips = USD10,725
        - **Total per diem PMU/CCAD: USD61,857**
- Meeting and workshops:
    - Regional workshops:
        - Includes lodging, coffee breaks, lunch and dinner for participants, as well as venue for the workshop.
        - The average number of participants to the regional workshops is eight and they will be staying two nights.
        - The package rate includes venue, lodging and food at a rate of USD203.12 per night.
        - 4 regional meetings planned for Component 3 during the 5 years of the project
        - USD203.12/night * 2 nights/participant * 8 participants/meeting * 4 meetings = USD13,000
        - **Total regional workshops: USD13,000**

- **Other direct costs**
    - Equipment / Vehicle Running Costs
        - Vehicle maintenance and insurance monthly rate for Component 3: USD1,000
        - Annual increase 2%
        - USD1,000/month * 12 months/year = USD12,000 for the first year of the project
        - **Total equipment/vehicle running costs: USD62,448**
    - Photocopying:
        - Annual rate for Component 3: USD85

        - Annual increase 2%
        - USD85/year * Year 1 = USD85 for the first year of the project
        - **Total photocopying: USD444**
    - Postage and Shipping:
        - Three deliveries of documents by courier in Years 1 and 2 for Component 3
        - Four deliveries of documents by courier in Years 3, 4 and 5 for Component 3
        - Cost of each delivery: USD45
        - Annual increase 2%
        - USD45/delivery * 3 deliveries * Year 1 = USD135 for the first year of the project
        - **Total postage and shipping: USD846**
    - Communications:
        - Cellular phone service monthly rate for Component 3: USD100
        - Service for one PMU member in Component 3
        - Annual increase 2%
        - USD100/month * 12 months/person * 1 person = USD1,200 for the first year of the project
        - **Total communications: USD6,245**

- **Equipment**
    - Equipment purchase:
        - Computer and software
            - For ICMM Specialist and Assistant
            - Cost of computer USD2,500 and corresponding software at USD500, for a total of USD3,000
            - To be purchased in Year 1 of the project.
            - USD3,000 * 2 = USD6,000
            - **Total computer Component 3: USD6,000**

Project Component 4: Project monitoring and evaluation, and knowledge sharing

- **Personnel**
    - Project Manager:
        - In charge of general coordination, execution, monitoring and evaluation of project activities. Project liaison with Executive Secretariat of CCAD, and will report directly to

the Secretariat. Responsible of supervising the staff of the project and consultancies under his/her responsibility. Will support M&E Specialist to coordinate Component 4 activities, supervise component progress, and guide adaptive management measures.

- Salary (includes fringe benefits):
  - USD5,000 monthly during 12 months
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - Project Manager will allocate 23% of his/her time to this component
- Total annual salary first year for this component:
  USD5,000 * 14 * 23% = USD16,100
- **Total salary for this component during the 5 years of the project: USD83,785**

– Finance and administrative manager:
  - In charge of the general administration of project funds, supervision of budget execution and compliance with established administrative procedures for using the funds. Will supervise Procurement and Accounting Officers. Will report directly to the Project Manager.
  - Salary (includes fringe benefits):
    - USD3,600 monthly
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Finance and administrative manager will allocate 25% of his/her time to this component
  - Total annual salary first year for this component:
    USD3,600 * 14 * 25% = USD12,600
  - **Total salary for this component during the 5 years of the project: USD65,571**

– Assistant:
  - Will provide support to M&E Specialist to organize activities under this component. Will report directly to the Project Manager.
  - Salary (includes fringe benefits):
    - USD1,000 monthly
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Assistant will allocate 25% of his/her time to this component
  - Total annual salary first year for this component:

USD1,000 * 14 * 25%= USD3,500

- **Total salary for this component during the 5 years of the project: USD18,214**

– Monitoring and Evaluation (M&E) Specialist:
  - Will coordinate implementation of Component 4 activities. Will report directly to the Project Manager. Responsible of supervising the consultancies and grants under his/her responsibility and reporting progress of the component, including engaging with IW:LEARN and ensuring the project's knowledge products are adequately shared via IW:LEARN platforms and events (i.e. conferences).
  - Salary (includes fringe benefits):
    - USD3,200 monthly
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Monitoring and Evaluation Specialist will allocate 100% of his/her time to this component
  - Total annual salary first year for this component:
    USD3,200 * 14 * 100%= USD44,800
  - **Total salary for this component during the 5 years of the project: USD233,141**

- **Third Party fees and expenses**

– Development of Mid and Final term evaluation (4.1.2.1):
  - A consultant will be in charge of developing the mid and final term evaluation of the project. The consultancy will be carried out during Years 3 and 5 of the project and can be done via one or several contracts.
  - Fee:
    - USD400/day * 100 days/year * Year 3 = USD40,000
    - USD400/day * 110 days/year * Year 5 = USD44,000
    - **Total fee: USD84,000**
  - Travel expenses:
    - Airplane tickets to travel to 4 MAR countries for evaluating project progress and results, 1 time to each country in Year 3 and 5 at USD750 round trip
      USD750 * 4 trips/year * 2 years = USD6,000
    - Airplane tickets to travel to CCAD offices for meetings with PMU and CCAD representatives, 2 times in Year 3 and 5 at US$750 round trip
      USD750 * 2 trips/year * 2 years = USD3,000

        - Lodging and food during 5 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
          USD210 * 5 days/trip * 12 trips = USD12,600
        - Ground transportation (taxis) for 5 days each trip
          USD50 * 5 days/trip * 12 trips = USD3,000
        - Airport taxes to be paid for only two of the MAR countries
          USD50 * 4 trips = USD200
        - **Total travel expenses: USD24,800**

- Develop a communication strategy for replication and scaling up (4.2.1.1)
    - A consultant will be in charge of developing the communication strategy for the project to raise awareness and disseminate results, demonstration projects and lessons learned in order to promote replication and scaling up. The consultancy will be carried out during Year 1 of the project and can be done via one or several contracts.
    - Fee:
        - USD400/day * 60 days/year * 1 year = USD24,000
        - **Total fee: USD24,000**
    - Travel expenses:
        - Airplane tickets to travel to 4 MAR countries for inputs, 2 times to each country in the first year at USD750 round trip
          USD750 * 8 trips = USD6,000
        - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
          USD210 * 3 days/trip * 8 trips = USD5,040
        - Ground transportation (taxis) for 3 days each trip
          USD50 * 3 days/trip * 8 trips = USD1,200
        - Airport taxes to be paid for only two of the MAR countries
          USD50 * 4 trips = USD200
        - **Total travel expenses: USD12,440**
- Implementation of replication and scaling up communication strategy (4.2.1.2)
  A consultant will be in charge of supporting the implementation of the communication strategy for the project to raise awareness and disseminate results, demonstration projects and lessons learned in order to promote replication and scaling up. For the first year the communication strategy will be focused on providing information of the project and its expected results. The consultancy will be carried out during the 5 years of the project and can be done via one or several contracts.

- Fee:
  - USD400/day * 35 days/year * Year 1 = USD14,000
  - USD400/day * 35 days/year * Year 2 = USD14,000
  - USD400/day * 35 days/year * Year 3 = USD14,000
  - USD400/day * 35 days/year * Year 4 = USD14,000
  - USD400/day * 35 days/year * Year 5 = USD14,000
  - **Total fee: USD70,000**

– Development of knowledge products on lessons learned and better management practices of demonstration and engagement projects (4.2.3.1)
  - A consultant will be hired to develop the knowledge products on lessons learned and better management practices of demonstration and engagement projects. These products will be used for implementing the communication strategy of the project. The consultancy includes collating information and pictures, graphic design, developing templates for systematizing the products, etc. The consultancy will be carried out during the 5 years of the project and can be done via one or several contracts.
  - Fee
    - USD400/day * 12 days/year * Year 1 = USD4,800
    - USD400/day * 20 days/year * Year 2 = USD8,000
    - USD400/day * 20 days/year * Year 3 = USD8,000
    - USD400/day * 20 days/year * Year 4 = USD8,000
    - USD400/day * 20 days/year * Year 5 = USD8,000
    - **Total fee: USD36,800**
  - Travel expenses:
    - Airplane tickets to travel to 4 MAR countries for inputs to develop knowledge products, 1 time to each country in years 2 to 5 at USD750 round trip
      USD750 * 4 trips/year * 4 years = US12,000
    - Lodging and food during 3 days in each trip at a rate of USD150 per day for lodging and USD60 per day for food
      USD210 * 3 days/trip * 16 trips = USD10,080
    - Ground transportation (taxis) for 3 days each trip
      USD50 * 3 days/trip * 16 trips = USD2,400
    - Airport taxes to be paid for only two of the MAR countries
      USD50 * 8 trips = USD400
    - **Total travel expenses: USD24,880**

- **Travel, Meetings and Workshops**
  - International travel includes:
    - Airplane tickets for the MMC and MTWG to participate in regional meetings in CCAD offices. The round trip to CCAD offices in El Salvador has an average cost of USD750.
      - The average number of participants to the regional meetings in CCAD is eight.
      - Five regional meetings planned for Component 4 during the 5 years of the project
      - USD750/trip * 8 participants/meeting * 5 meetings = USD30,000
      - **Total airplane tickets: USD30,000**
    - Airplane tickets for the PMU members and CCAD representatives to participate in IW:LEARN and other international meetings. The round trip from El Salvador to international destination out of the MAR countries has an average cost of USD2,250.00.
      - 5 trips planned to participate in IW:LEARN and other international meetings during the 5 years of the project
      - USD2,250/trip * 5 trips = USD11,250
      - **Total airplane tickets: USD11,250**
    - Per diem for PMU members and CCAD representatives is USD275, calculated on the following basis:
      - Lodging at a rate of USD150 per day
      - Food at a rate of USD60 per day
      - Ground transportation (taxis) at a rate of USD65/day
      - Seven days per trip, 5 trips planned to participate in IW:LEARN and other international meeting during the 5 years of the project
      - Annual increase 2%
      - For the first year of the project: USD275/day * 7 day/trip * 1 trips = USD1,925
      - **Total per diem: USD10,018**
    - Airplane tickets for the PMU members and CCAD representatives to participate in activities related to Component 4 in the MAR countries. The round trip from El Salvador to any of the MAR countries has an average cost of USD750.
      - 39 trips planned for Component 4 during the 5 years of the project
      - USD750/trip * 39 trips = USD29,250
      - **Total airplane tickets: USD29,250**
    - Per diem for PMU members and CCAD representatives is USD275, calculated on the following basis:

        - Lodging at a rate of USD150 per day
        - Food at a rate of USD60 per day
        - Ground transportation (taxis) at a rate of USD65/day
        - Aprox three days per trip, 39 trips planned for Component 4 during the 5 years of the project
        - Annual increase 2%
        - For the first year of the project: USD275/day * 3.3 day/trip * 7 trips = USD6,325
        - **Total per diem PMU/CCAD: USD36,384**
- Meeting and workshops:
    - Regional workshops:
        - Includes lodging, coffee breaks, lunch and dinner for participants, as well as venue for the workshop.
        - The average number of participants to the regional workshops is eight and they will be staying two nights.
        - The package rate includes venue, lodging and food at a rate of USD203.12 per night.
        - 5 regional meetings planned for Component 4 during the 5 years of the project
        - USD203.12/night * 2 nights/participant * 8 participants/meeting * 5 meetings = USD16,250
        - **Total regional workshops: USD16,250**
    - National workshops:
        - Include coffee breaks and lunch for participants, as well as venue for the workshop.
        - The average number of participants to the national workshops is 20.
        - The package rate includes venue and food at a rate of USD42.5 per participant.
        - 36 national workshops planned for Component 4 during the 5 years of the project
        - USD42.5/participant * 20 participants/workshop * 36 workshops = USD30,600
        - **Total national workshops: USD30,600**

- **Other direct costs**
    - Research Materials and Publications
        - Printing services for publications of knowledge products and lessons learned during Years 3, 4 and 5.
        - Funds for publications: USD2,373 per year for Years 3, 4 and 5
        - USD2,373/year * 3 years = USD7,118

        - **Total research materials and publications: USD7,118**
    - Photocopying:
        - Annual rate for Component 4: USD85
        - Annual increase 2%
        - USD85/year * Year 1 = USD85 for the first year of the project
        - **Total photocopying: USD442**
    - Postage and Shipping:
        - Three deliveries of documents by courier for Years 1, 2, 3, 4 and 5 for Component 4
        - Cost of each delivery: USD45
        - Annual increase 2%
        - USD45/delivery * 3 deliveries * Year 1 = USD135 for the first year of the project
        - **Total postage and shipping: USD703**
    - Communications:
        - Cellular phone service monthly rate for Component 4: USD100
        - Service for one PMU member in Component 4
        - Annual increase 2%
        - USD100/month * 12 months/person * 1 person = USD1,200 for the first year of the project
        - **Total communications: USD6,245**

- **Equipment**
    - Equipment purchase:
        - Computer and software
            - For Monitoring and Evaluation Specialist
            - Cost of computer USD2,500 and corresponding software at USD500, totalizing USD3,000
            - To be purchased in Year 1 of the project.
            - USD3,000 * 1 = USD3,000
            - **Total computer Component 4: USD3,000**

Project Management Component

- **Personnel**
    - Procurement Officer:
        - In charge of preparing contracts and grants; ensuring compliance with policies and procedures and adherence to annual budgets and financial projections; carrying out filing

pertaining to grants, consultancies, field projects, and other agreements for the project; and processing payment requests, among others. The Procurement Officer will report to the Finance and Administrative Manager.

- Salary (includes fringe benefits):
  - USD1,450 monthly during 12 months
  - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
  - Annual increase 2%
  - Procurement Officer will allocate 100% of his/her time to this component
  - Total annual salary first year for this component:
    USD1,450 * 14 * 100% = USD20,300
  - **Total salary for this component during the 5 years of the project: USD105,642**

– Accounting Officer:
  - In charge of payroll and contract payments and grant disbursement, record payments, maintain accounting system updated and generate the corresponding accounting reports, oversee procurement procedures. Will report directly to Finance and Administrative Manager.
  - Salary (includes fringe benefits):
    - USD1,450 monthly during 12 months
    - 2 bonus per year in an equal amount that monthly salary (mid and end of year)
    - Annual increase 2%
    - Accounting Officer will allocate 100% of his/her time to this component
    - Total annual salary first year for this component:
      USD1,450 * 14 * 100% = USD20,300
    - **Total salary for this component during the 5 years of the project: USD105,642**

- **Travel, Meetings and Workshops**

– International travel includes:
  - Airplane tickets for the MMC, MTWG and other relevant stakeholders to participate in project launching and closing events in CCAD offices. The round trip to CCAD offices in El Salvador has an average cost of USD750.
    - The average number of participants to the regional meetings in CCAD is twenty.
    - One launching and one closing event are planned in years 1 and 5 of the project, respectively.
    - USD750/trip * 20 participants/event * 2 events = USD30,000

        - **Total airplane tickets: USD30,000**
    - Airplane tickets for the Finance and Administrative Manager to 4 MAR countries to supervise administrative processes in partner organizations and/or to accompany audits. The round trip from El Salvador to any of the MAR countries has an average cost of USD750.
        - 1 trips planned to each MAR country during Years 3, 4 and 5 years of the project
        - USD750/trip * 4 trips/year * 3 years = USD9,000
        - **Total airplane tickets: USD9,000**
    - Per diem for Finance and Administrative Manager of USD275, calculated on the following basis:
        - Lodging at a rate of USD150 per day
        - Food at a rate of USD60 per day
        - Ground transportation (taxis) at a rate of USD65/day
        - Three days per trip, 12 trips planned for during Years 3,4 and 5 of the project
        - Annual increase 2%
        - For the first year of the project: USD275/day * 3 day/trip * 4 trips = USD3,300
        - **Total per diem Finance and Administrative Manager: USD10,507**
- Meeting and workshops:
    - Regional workshops:
        - Includes lodging, coffee breaks, lunch and dinner for participants, as well as venue for the workshop.
        - The average number of participants to the regional workshops is twenty and they will be staying two nights.
        - The package rate includes venue, lodging and food at a rate of USD203.12 per night.
        - One launching and one closing event are planned in Year 1 and 5 of the project, respectively.
        - USD203.12/night * 2 nights/participant * 20 participants/meeting * 2 events = USD16,250
        - **Total regional workshops: USD16,250**

- **Other direct costs**
    - Research Materials and Publications
        - Printing services for project publications during Years 1 to 5

    - Funds for publications: USD3,613 per year for the 5 years of the project
    - USD3,613/year * 5 years = USD18,065
    - **Total research materials and publications: USD18,065**
- Office Rent, Insurance, Maintenance, Utility
    - Monthly rate for Project Management Component : USD600
    - Annual increase 2%
    - USD600/month * 12 months/year * Year 1 = USD7,200 for the first year of the project
    - **Total office rent, insurance, maintenance, utility: USD37,469**
- Photocopying:
    - Monthly rate for Project Management Component : USD110
    - Annual increase 2%
    - USD110/month * 12 months/year * Year 1 = USD1,320 for the first year of the project
    - **Total photocopying: USD6,869**
- Postage and Shipping:
    - 32 deliveries of documents by courier in the 5 years of the project
    - Cost of each delivery: USD56
    - Annual increase 2%
    - USD56/delivery * 32 deliveries * Year 1 = USD1,792 for the first year of the project
    - **Total postage and shipping: USD9,326**
- Communications:
    - Telephone service monthly rate for Project Management Component: USD500
    - Annual increase 2%
    - USD500/month * 12 months = USD6,000 for the first year of the project
    - **Total communications: USD31,224**
- Supplies:
    - Office supplies annual rate for Project Management Component : USD2,150
    - Annual increase 2%
    - USD2,150 * Year 1 = USD2,150 for the first year of the project
    - **Total supplies: USD11,189**

- **Equipment**
    - Equipment purchase:
        - Computer and software
            - For Finance and Administrative Manager

- Cost of computer USD2,500 and corresponding software at USD500, totalizing USD3,000
- To be purchased in Year 1 of the project.
- USD3,000 * 1 = USD3,000
- **Total computer Project Management Component: USD3,000**

- **Administrative Costs**
  - Financial Audit fees:
    - One financial audit during Years 2 to 5
    - Cost of financial audit: USD10,000
    - Annual increase 2%
    - USD10,000 * Year 2 = USD10,000 for Year 2 of the project
    - **Total financial audits: USD35,262**

IW:LEARN

The table below describes all budgeted activities that contribute to IW:LEARN

Description	**Component under which expense is budgeted**	**Total Costs (IW:LEARN only)**
Salaries and Benefits (Position and % of time)		
Project Manager (10% of the time Component 4)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 8,378.50
Monitoring and Evaluation (M&E) Specialist (20% of the time Component 4)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 46,628.20
TOTAL SALARIES AND BENEFITS		**USD 55,006.70**
Consultants (Expertise and Purpose)		
Consultant to develop a communication strategy for replication and scaling up (4.2.1.1)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 36,440.00 (including travel expenses)
Consultant(s) for the implementation of replication and scaling up communication strategy (4.2.1.2)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 70,000.00
Consultant(s) for the development of knowledge products on lessons learned and better management practices of demonstration and engagement projects (4.2.3.1)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 61,680.00 (including travel expenses)
TOTAL CONSULTANTS		**USD 168,120.00**

Travel		
Airplane tickets to participate in IW:LEARN and other international meetings	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 11,250.00
Per diem to participate in IW:LEARN and other international meetings	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 10,018.00
TOTAL TRAVEL		**USD 21,268.00**
WORKSHOPS		
Regional workshops	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 3,250.00
National workshops	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 6,120.00
TOTAL WORKSHOPS		**USD 9,370.00**
EQUIPMENT, OTHER DIRECT COSTS AND ADMINISTRATIVE COSTS (AUDIT)		
Research Materials and Publications	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 7,118.00
Computer and software for Monitoring and Evaluation Specialist (20%)	Project Component 4: Project monitoring and evaluation, and knowledge sharing	USD 600.00
TOTAL EQUIPMENT, OTHER DIRECT COSTS AND ADMINSITRATIVE COSTS (AUDIT)		**USD 7,718.00**
TOTAL BUDGET INCLUSIVE OF IW:LEARN		**USD 261,482.70**

6.3. Project Co-financing

The project will be supported by USD 51,277,908 in co-financing. The majority of the co-financing (USD 35,501,282.00) will come as support from CCAD, Ministries of the Environment and Government institutions of the four participating countries. Significant co-financing will be provided by international NGOs who will be key partners in the project. Co-financing will come as in-kind and cash support for project activities. Co-financing commitment letters are located in Appendix 16.

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Total
Regional Organization	CCAD	Cash	USD 9,300,000
		In-kind	USD 1,365,000
Government	Ministry of Forestry, Fisheries and Sustainable Development of Belize	Cash	USD 0
		In-kind	USD 7,691,250
Government	Coastal Zone Management Authority and Institute of Belize (CZMAI)	Cash	USD 0
		In-kind	USD 310,000
Government	National Commission for Natural Protected Areas of Mexico (CONANP)	Cash	USD 0
		In-kind	USD 3,734,685
Government	Ministry of the Environment and Natural Resources of Guatemala	Cash	USD 2,054,155
		In-kind	USD 1,946,192
Government	Secretary of Energy, Natural Resources, Environment and Mines of Honduras	Cash	USD 3,200,000
		In-kind	USD 5,900,000
International NGO	Healthy Reefs Initiative	Cash	USD 0
		In-kind	USD 740,000
International NGO	MAR Fund	Cash	USD 0
International NGO	MAR Fund	In-kind	USD 1,764,292
International NGO	Wetlands International	Cash	USD 13,000
		In-kind	USD 147,500
International NGO	WWF-MAR	Cash	USD 1,750,000
		In-kind	USD 250,000
International NGO	WWF-US	Cash	USD 1,137,540
		In-kind	USD 0
National NGO	Fundación Defensores de la Naturaleza	Cash	USD 1,375,000
		In-kind	USD 779,294
National NGO	FUNDAECO	Cash	USD 3,500,000
		In-kind	USD 2,170,000
Private Sector	The Coca-Cola Company	Cash	USD 1,885,715
		In-kind	USD 264,285
		Total Co-financing:	USD 51,277,908
		GEF Total Funding:	**USD 9,018,349**
		GEF:Co-F Ratio:	USD 5.7

Appendix 1: Project Map(s)

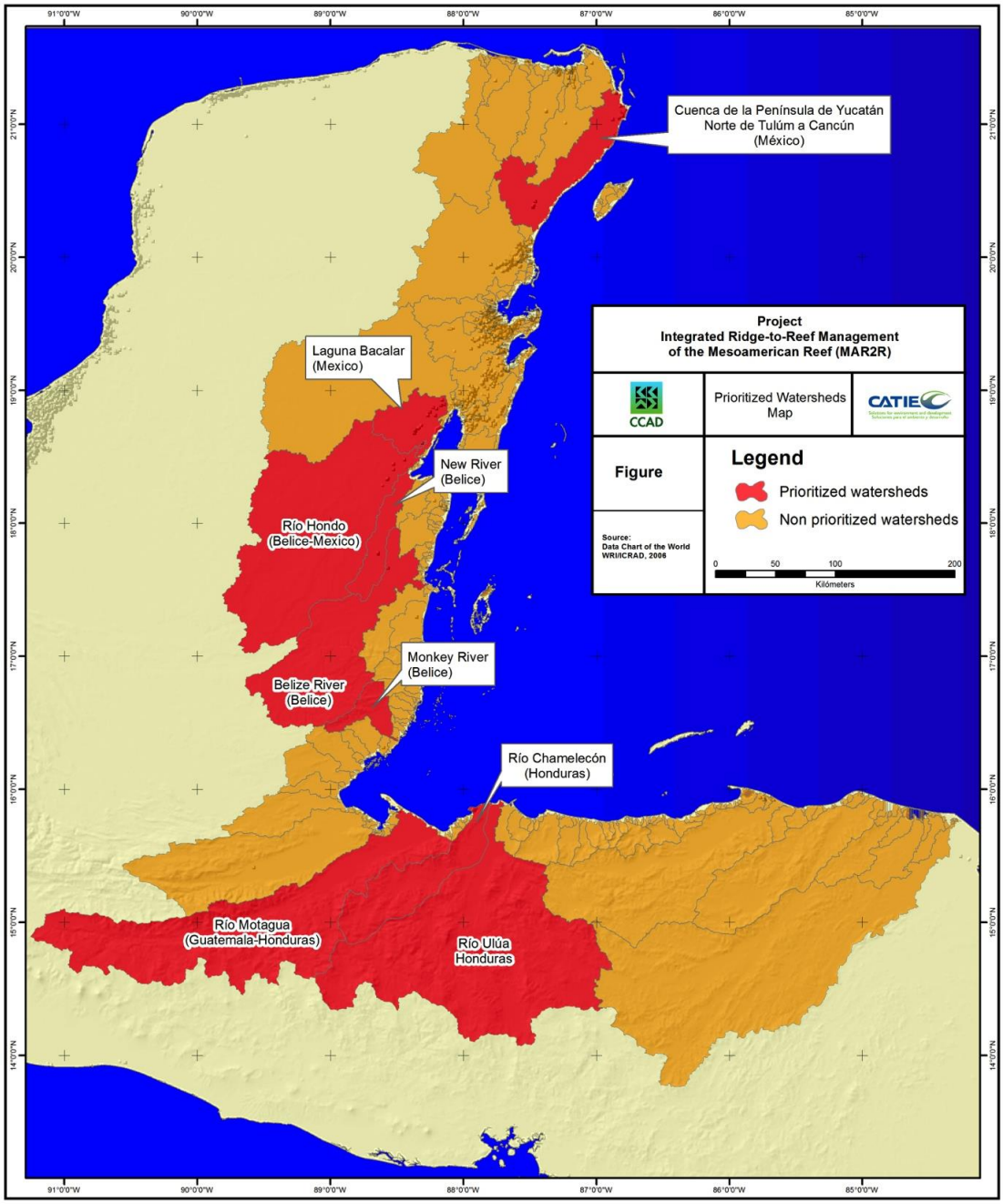


Figure 1: Priority Watersheds for the MAR2R Project Map

**The map was prepared for the project's purposes depicting the ecoregion's watersheds and other key features and is not representative of political boundaries between the countries.*

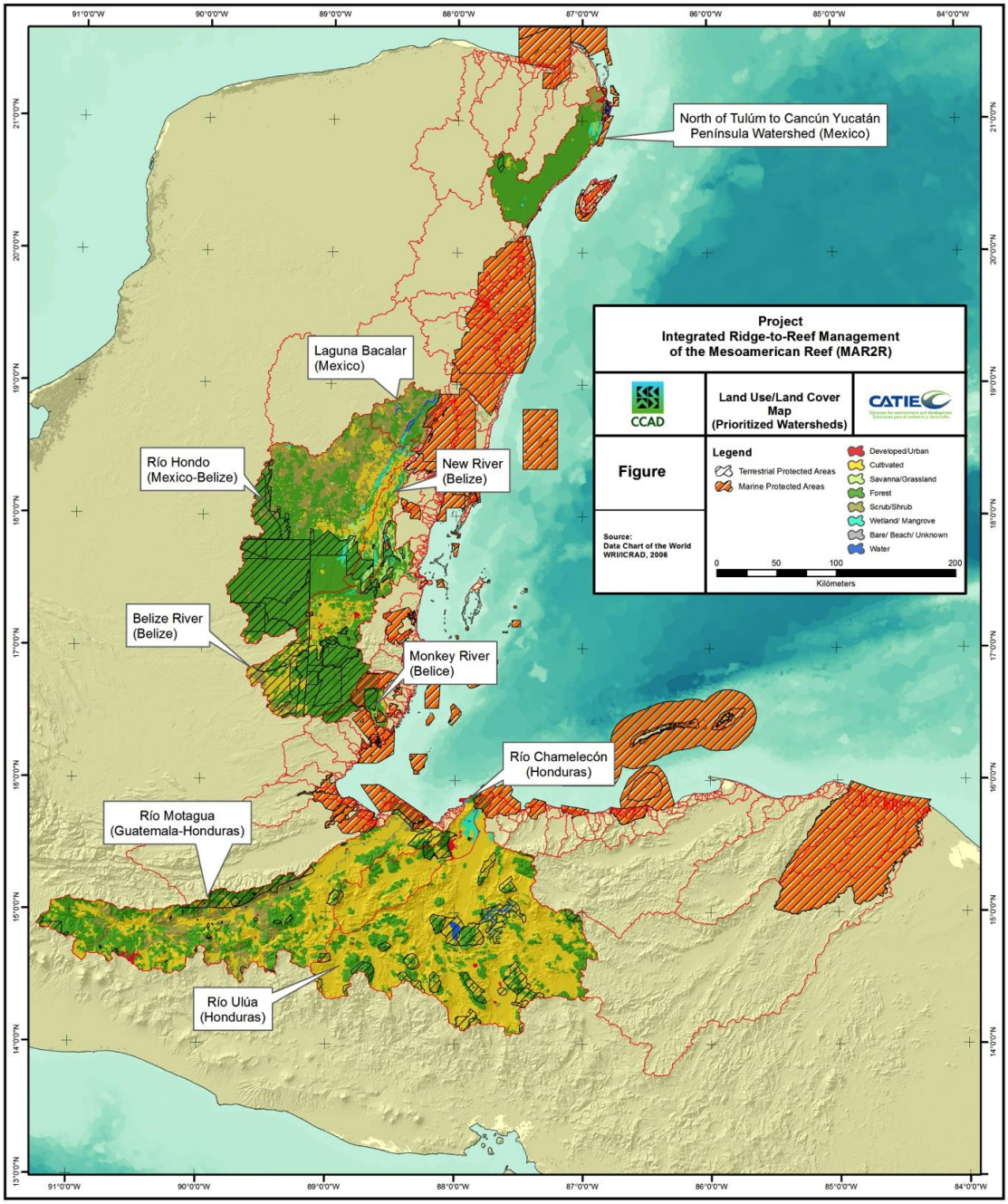


Figure 2: Land Cover in priority watersheds and marine and terrestrial Protected Area Map

**The map was prepared for the project's purposes depicting the ecoregion's watersheds and other key features and is not representative of political boundaries between the countries.*

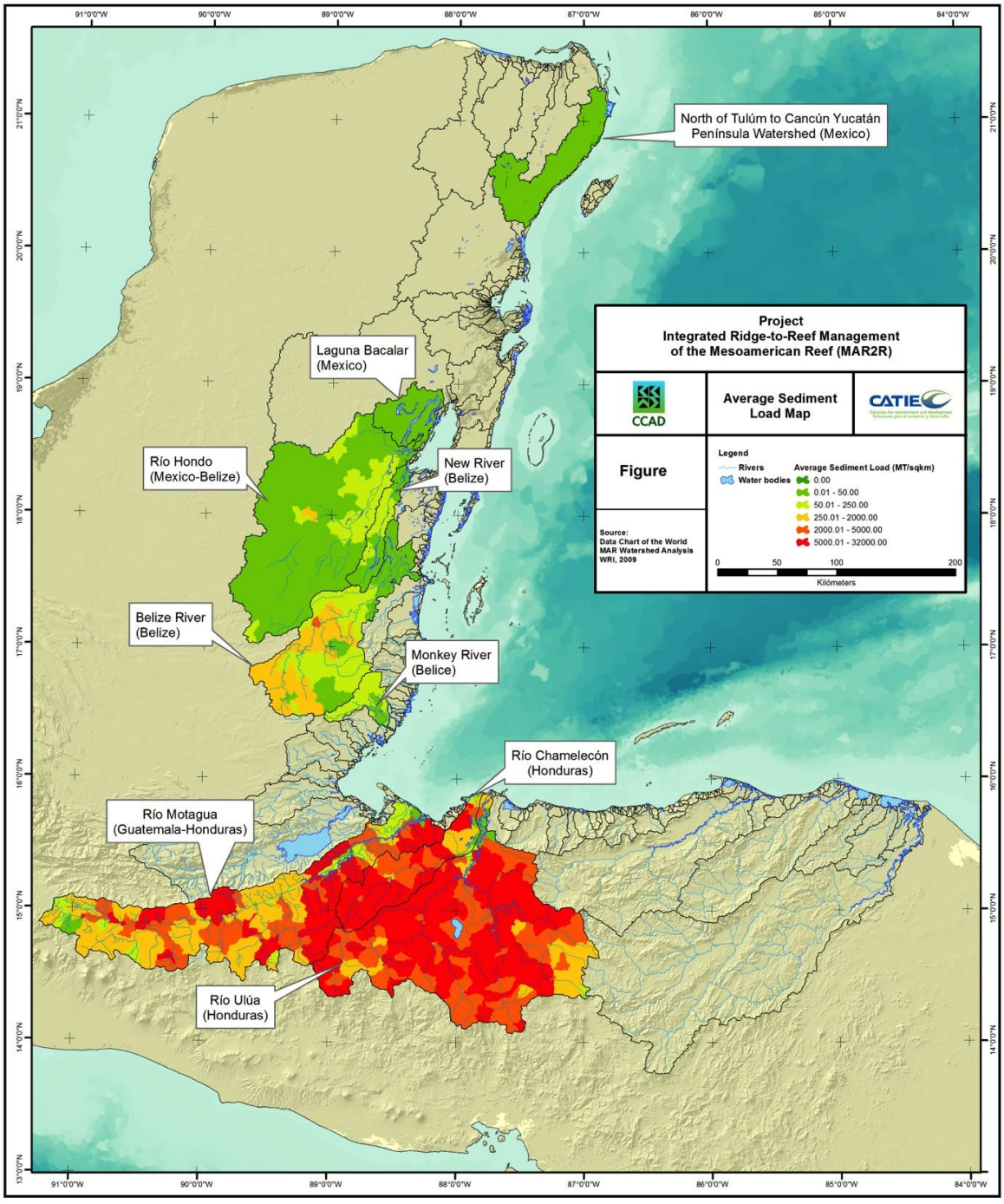


Figure 3 Average Sediment load in prioritized watersheds in the MAR Region Map

**The map was prepared for the project's purposes depicting the ecoregion's watersheds and other key features and is not representative of political boundaries between the countries.*

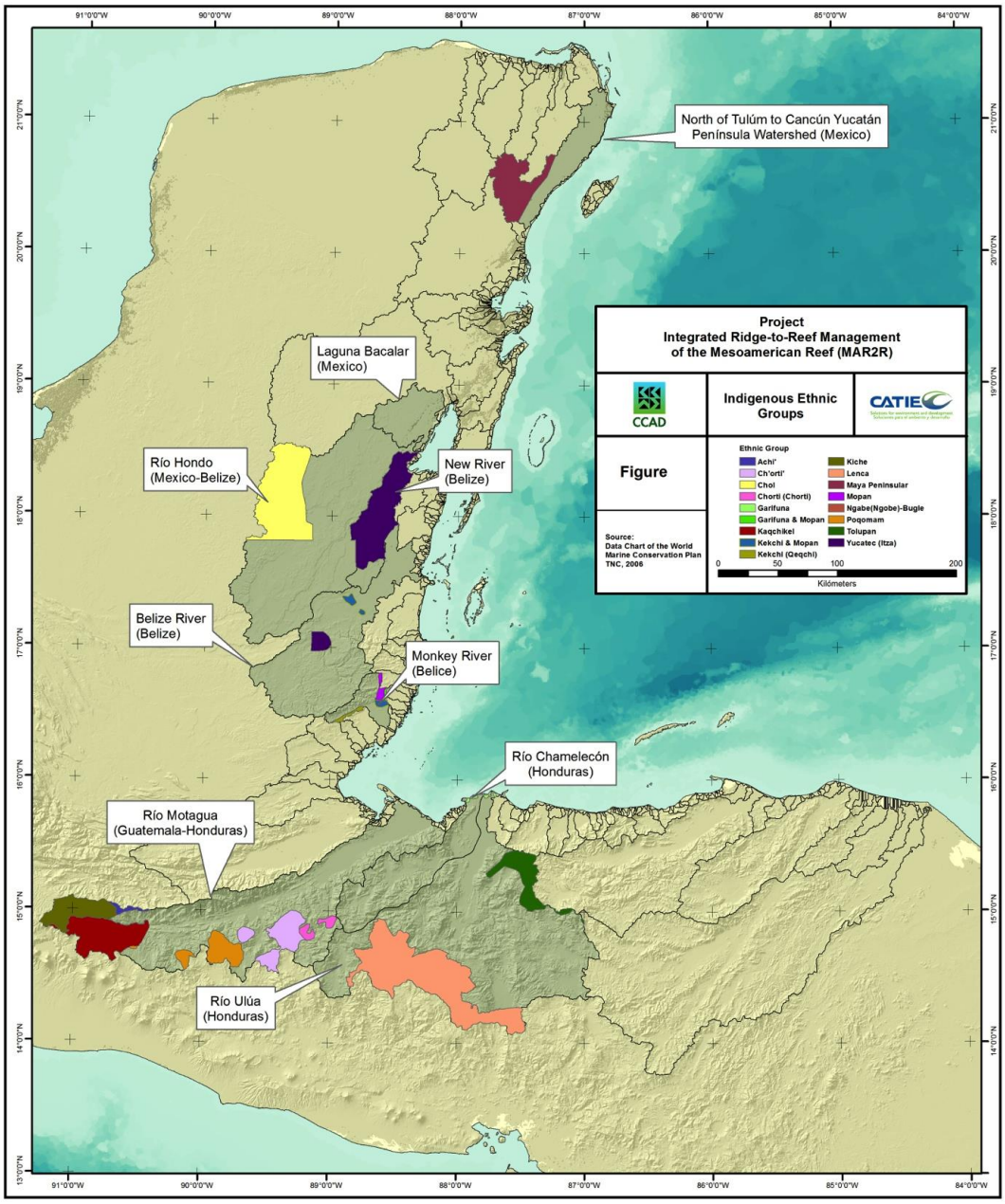


Figure 4: Indigenous Ethnic Groups in prioritized watersheds in the MAR Region Map

**The map was prepared for the project's purposes depicting the ecoregion's watersheds and other key features and is not representative of political boundaries between the countries.*

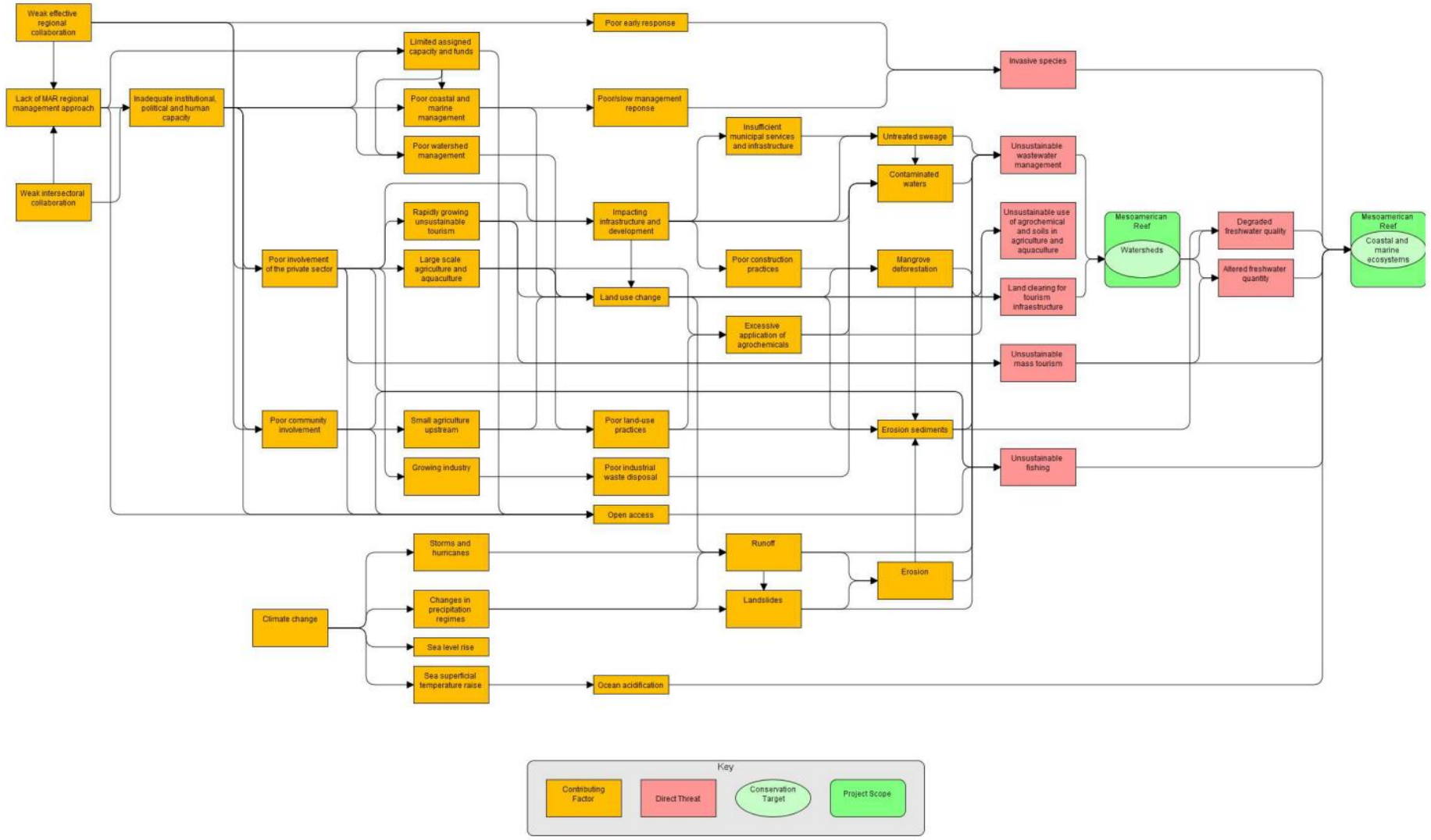
Appendix 2: Threats Rating

Targets / Threats	Ratings	Watersheds	Coastal and Marine Ecosystems
Unsustainable use of agrochemicals and soils in agriculture and aquaculture	Scope	H	H
	Severity	H	H
	Irreversibility	M	M
	Overall rating	High	High
Land clearing for tourism infrastructure	Scope	L	M
	Severity	M	H
	Irreversibility	M	M
	Overall rating	Medium	Medium
Unsustainable mass tourism	Scope	L	M
	Severity	L	H
	Irreversibility	L	M
	Overall rating	Low	Medium
Unsustainable fishing	Scope	N/A	H
	Severity	N/A	H
	Irreversibility	N/A	M
	Overall rating	N/A	High

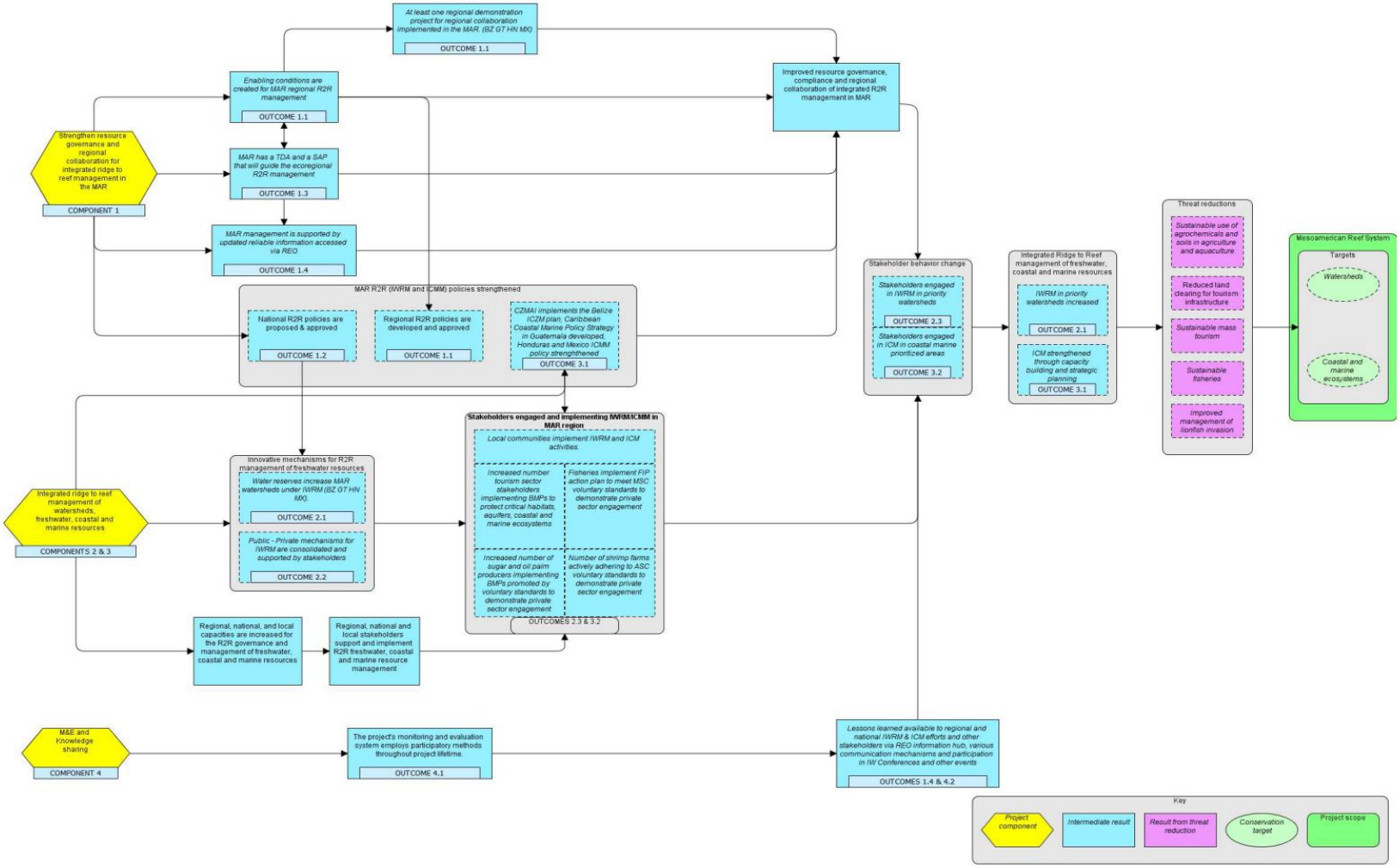
Appendix 3: Watershed Prioritization Matrix

Criteria / Country/ Watershed	Institutional Capacity	Conservation and management strengths	Direct threats to the MAR	Environmental problems	Opportunities for successful Project actions	Transboundary watershed	Opportunity to assess impacts from ridge to reef	Total score	Priority
Belize									
- Hondo River	3	2	2	3	2	3	3	18	1
- Belize River	1	2	2	3	3	1	2	14	2
- New River	2	1	2	2	3	1	2	13	3
- Monkey River	1	3	2	1	1	1	3	12	3
Guatemala									
- Motagua	3	2	3	3	3	3	2	19	1
Honduras									
- Chamelecón	3	3	3	3	3	1	3	19	1
- Ulúa	3	2	3	3	3	1	3	18	2
- Motagua	1	1	3	3	3	3	2	16	3
Mexico									
- Hondo River	3	3	3	2	3	3	3	20	1
- Yucatan	2	2	3	2	3	1	2	15	2

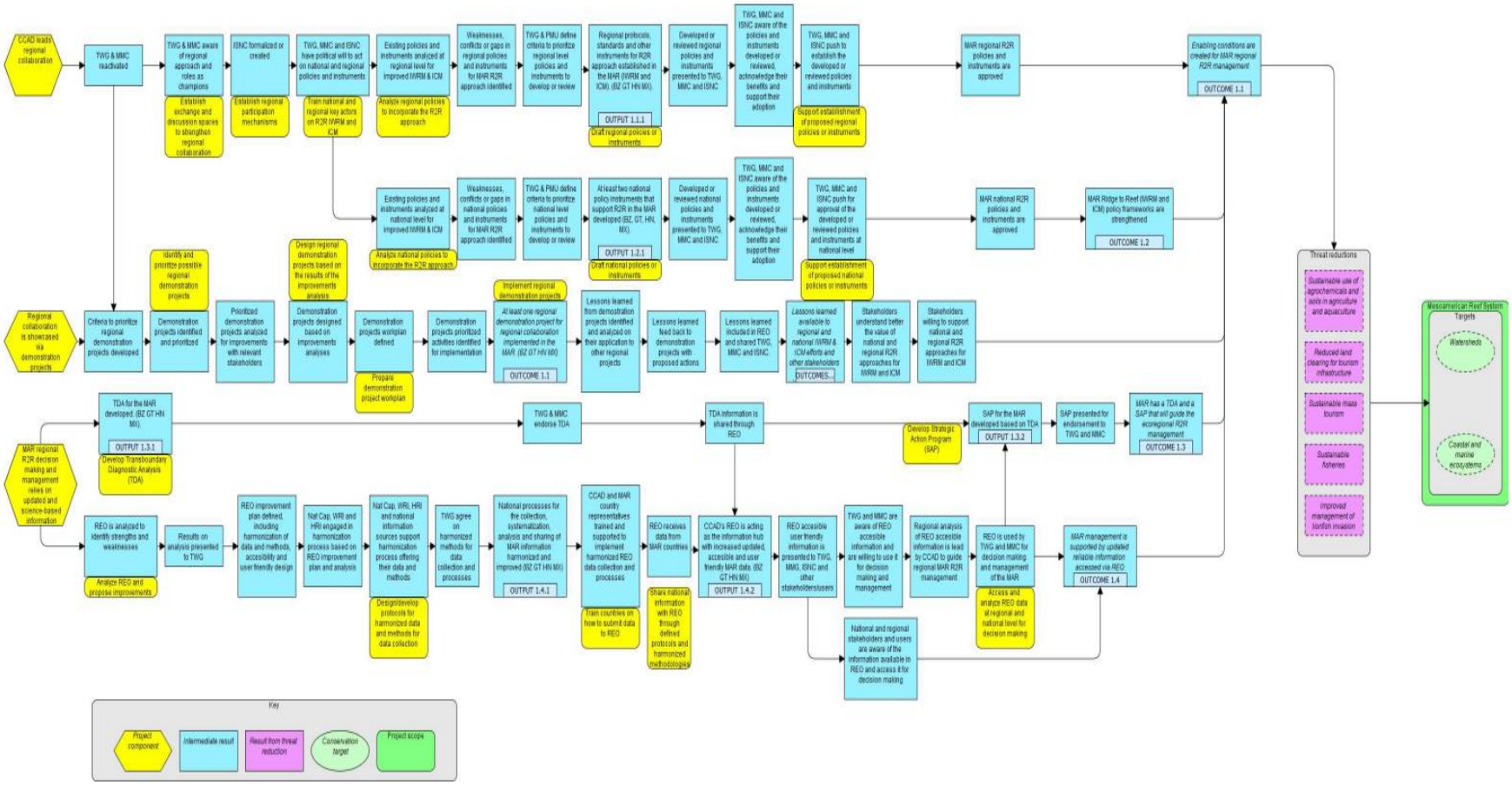
Appendix 4: Conceptual Model



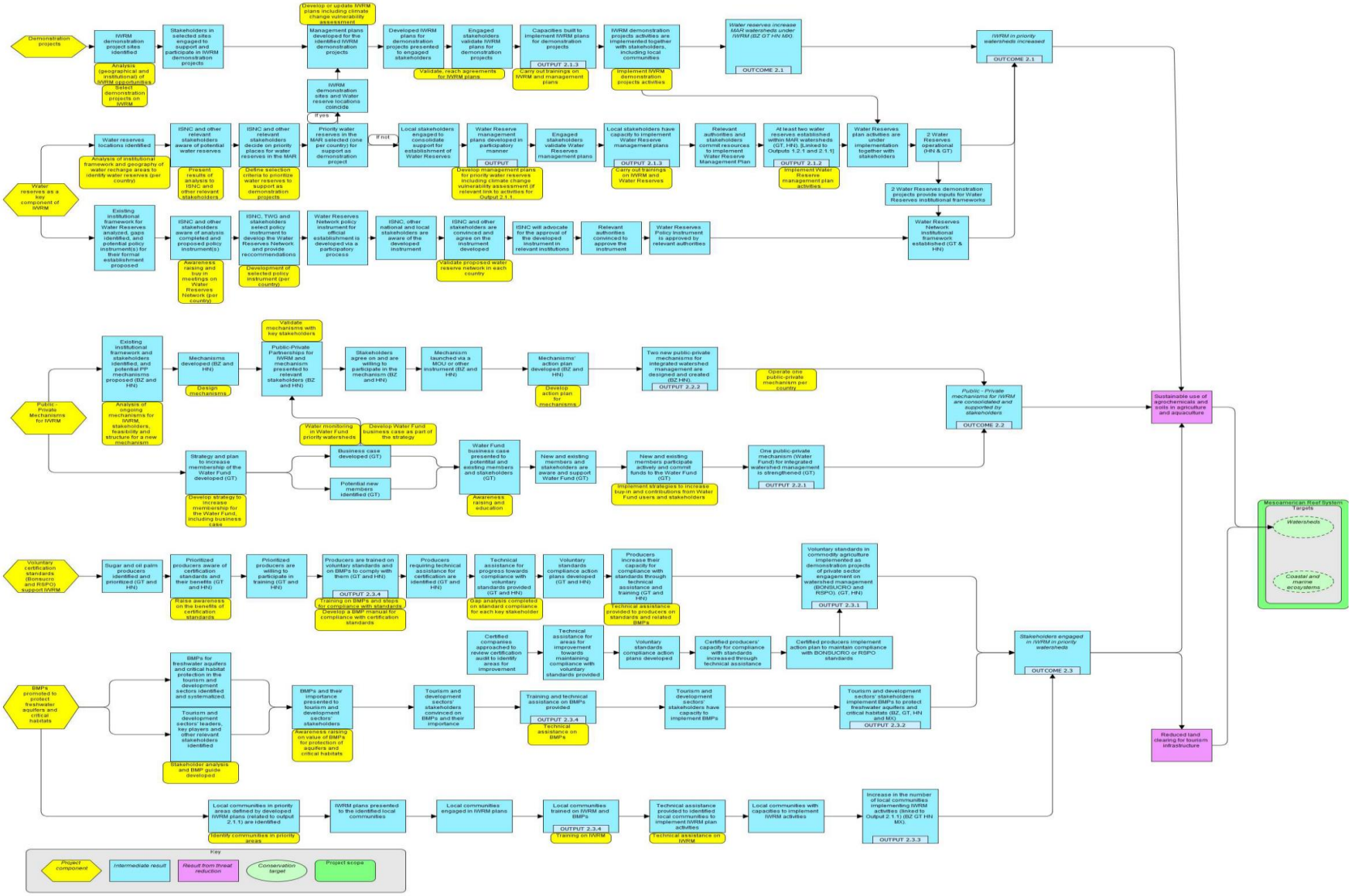
Appendix 5: Results Chains



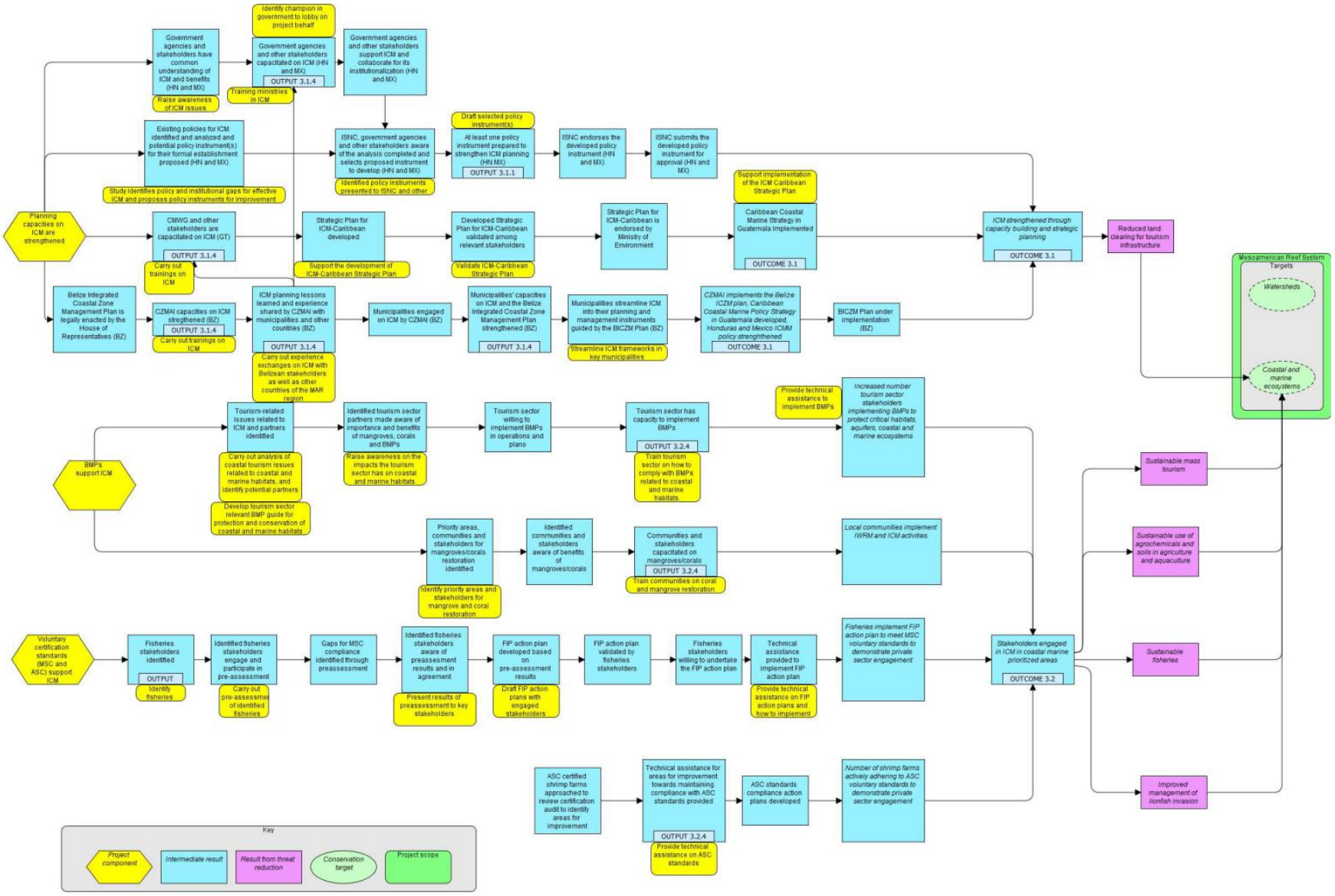
Component 1


CCAD leads regional collaboration
TWG & MMC reactivated
TWG & MMC aware of regional approach and roles as champions
Establish exchange and discussion spaces to strengthen regional collaboration
ISNC formalized or created
Establish regional participation mechanisms
TWG, MMC and ISNC have political will to act on national and regional policies and instruments
Train national and regional key actors on R2R IWRM and ICM
Existing policies and instruments analyzed at regional level for improved IWRM & ICM
Analyze regional policies to incorporate the R2R approach
Weaknesses, conflicts or gaps in regional policies and instruments for MAR R2R approach identified
TWG & PMU define criteria to prioritize regional level policies and instruments to develop or review
Regional protocols, standards and other instruments for R2R approach established in the MAR (IWRM and ICM). (BZ GT HN MX).
OUTPUT 1.1.1
Draft regional policies or instruments
Developed or reviewed regional policies and instruments presented to TWG, MMC and ISNC
TWG, MMC and ISNC aware of the policies and instruments developed or reviewed, acknowledge their benefits and support their adoption
TWG, MMC and ISNC push to establish the developed or reviewed policies and instruments
Support establishment of proposed regional policies or instruments
MAR regional R2R policies and instruments are approved
Enabling conditions are created for MAR regional R2R management
OUTCOME 1.1
Existing policies and instruments analyzed at national level for improved IWRM & ICM
Analyze national policies to incorporate the R2R approach
Weaknesses, conflicts or gaps in national policies and instruments for MAR R2R approach identified
TWG & PMU define criteria to prioritize national level policies and instruments to develop or review
At least two national policy instruments that support R2R in the MAR developed (BZ, GT, HN, MX).
OUTPUT 1.2.1
Draft national policies or instruments
Developed or reviewed national policies and instruments presented to TWG, MMC and ISNC
TWG, MMC and ISNC aware of the policies and instruments developed or reviewed, acknowledge their benefits and support their adoption
TWG, MMC and ISNC push for approval of the developed or reviewed policies and instruments at national level
Support establishment of proposed national policies or instruments
MAR national R2R policies and instruments are approved
MAR Ridge to Reef (IWRM and ICM) policy frameworks are strengthened
OUTCOME 1.2
Regional collaboration is showcased via demonstration projects
Criteria to prioritize regional demonstration projects developed
Identify and prioritize possible regional demonstration projects
Demonstration projects identified and prioritized
Prioritized demonstration projects analyzed for improvements with relevant stakeholders
Design regional demonstration projects based on the results of the improvements analysis
Demonstration projects designed based on improvements analyses
Demonstration projects workplan defined
Prepare demonstration project workplan
Demonstration projects prioritized activities identified for implementation
Implement regional demonstration projects
At least one regional demonstration project for regional collaboration implemented in the MAR (BZ GT HN MX)
OUTCOME 1.1
Lessons learned from demonstration projects identified and analyzed on their application to other regional projects
Lessons learned Feed back to demonstration projects with proposed actions
Lessons learned included in REO and shared TWG, MMC and ISNC
Lessons learned available to regional and national IWRM & ICM efforts and other stakeholders
OUTCOMES...
Stakeholders understand better the value of national and regional R2R approaches for IWRM and ICM
Stakeholders willing to support national and regional R2R approaches for IWRM and ICM
Threat reductions
Sustainable use of agrochemicals and soils in agriculture and aquaculture
Reduced land clearing for tourism infrastructure
Sustainable mass tourism
Sustainable fisheries
Improved management of lionfish invasion
Mesoamerican Reef System Targets
Watersheds
Coastal and marine ecosystems
MAR regional R2R decision making and management relies on updated and science-based information
TDA for the MAR developed. (BZ GT HN MX).
OUTPUT 1.3.1
Develop Transboundary Diagnostic Analysis (TDA)
TWG & MMC endorse TDA
TDA information is shared through REO
Develop Strategic Action Program (SAP)
SAP for the MAR developed based on TDA
OUTPUT 1.3.2
SAP presented for endorsement to TWG and MMC
MAR has a TDA and a SAP that will guide the ecoregional R2R management
OUTCOME 1.3
REO is analyzed to identify strengths and weaknesses
Analyze REO and propose improvements
Results on analysis presented to TWG
REO improvement plan defined, including harmonization of data and methods, accessibility and user friendly design
Nat Cap, WRI and HRI engaged in harmonization process based on REO improvement plan and analysis
Nat Cap, WRI, HRI and national information sources support harmonization process offering their data and methods
Design/develop protocols for harmonized data and methods for data collection
TWG agree on harmonized methods for data collection and processes
National processes for the collection, systematization, analysis and sharing of MAR information harmonized and improved (BZ GT HN MX)
OUTPUT 1.4.1
CCAD and MAR country representatives trained and supported to implement harmonized REO data collection and processes
Train countries on how to submit data to REO
REO receives data from MAR countries
Share national information with REO through defined protocols and harmonized methodologies
CCAD's REO is acting as the information hub with increased updated, accessible and user friendly MAR data. (BZ GT HN MX)
OUTPUT 1.4.2
REO accessible user friendly information is presented to TWG, MMG, ISNC and other stakeholdersusers
TWG and MMC are aware of REO accessible information and are willing to use it for decision making and management
National and regional stakeholders and users are aware of the information available in REO and access it for decision making
Regional analysis of REO accessible information is lead by CCAD to guide regional MAR R2R management
REO is used by TWG and MMC for decision making and management of the MAR
Access and analyze REO data at regional and national level for decision making
MAR management is supported by updated reliable information accessed via REO
OUTCOME 1.4
Key
Project component
Intermediate result
Result from threat reduction
Conservation target
Project scope

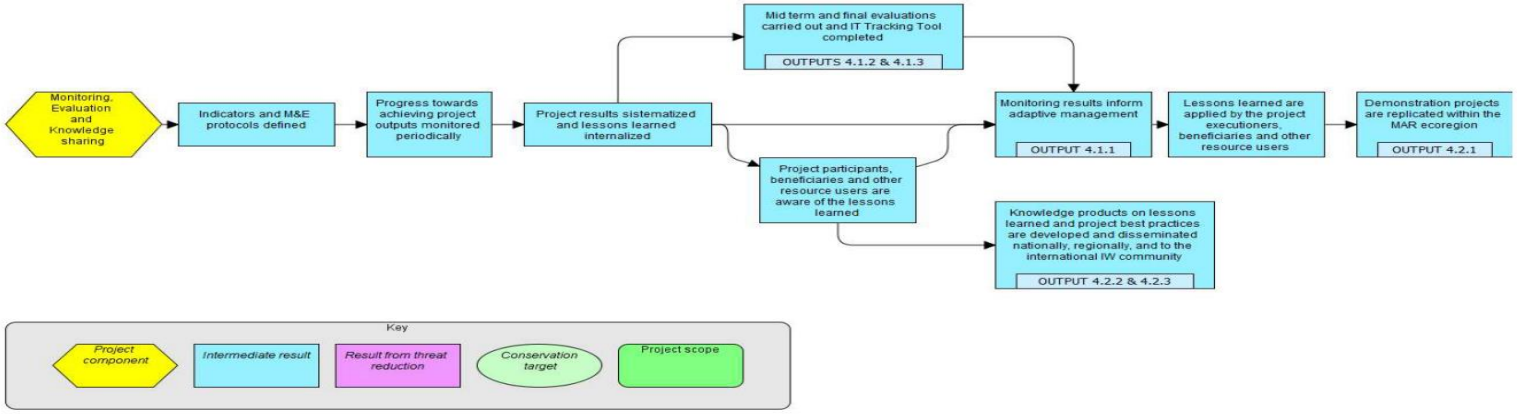
Component 2


Demonstration projects
IWRM demonstration project sites identified
Analysis (geographical and institutional) of IWRM opportunities
Select demonstration projects on IWRM
Stakeholders in selected sites engaged to support and participate in IWRM demonstration projects
Develop or update IWRM plans including climate change vulnerability assessment
Management plans developed for the identified IWRM demonstration projects
Developed IWRM plans for demonstration projects presented to engaged stakeholders
Validate, reach agreements for IWRM plans
Engaged stakeholders validate IWRM plans for demonstration projects
Capacities built to implement IWRM plans for demonstration projects
OUTPUT 2.1.3
Carry out trainings on IWRM and management plans
IWRM demonstration projects activities are implemented together with stakeholders, including local communities
Implement IWRM demonstration projects activities
Water reserves increase MAR watersheds under IWRM (BZ GT HN MX)
OUTCOME 2.1
IWRM in priority watersheds increased
OUTCOME 2.1
IWRM demonstration sites and Water reserve locations coincide
If yes
If not
Priority water reserves in the MAR selected (one per country) for support as demonstration project
Water reserves as a key component of IWRM
Water reserves locations identified
Analysis of institutional framework and geography of water recharge areas to identify water reserves (per country)
ISNC and other relevant stakeholders aware of potential water reserves
Present results of analysis to ISNC and other relevant stakeholders
ISNC and other relevant stakeholders decide on priority places for water reserves in the MAR
Define selection criteria to prioritize water reserves to support as demonstration projects
Local stakeholders engaged to consolidate support for establishment of Water Reserves
Water Reserve management plans developed in participatory manner
OUTPUT
Develop management plans for priority water reserves including climate change vulnerability assessment (if relevant link to activities for Output 2.1.1)
Engaged stakeholders validate Water Reserves management plans
Local stakeholders have capacity to implement Water Reserve management plans
OUTPUT 2.1.3
Carry out trainings on IWRM and Water Reserves
Relevant authorities and stakeholders commit resources to implement Water Reserve Management Plan
At least two water reserves established within MAR watersheds (GT, HN). (Linked to Outputs 1.2.1 and 2.1.1)
OUTPUT 2.1.2
Implement Water Reserve management plan activities
Water Reserves plan activities are under implementation together with stakeholders
2 Water Reserves operational (HN & GT)
2 Water Reserves demonstration projects provide inputs for Water Reserves institutional frameworks
Existing institutional framework for Water Reserves analyzed, gaps identified, and potential policy instrument(s) for their formal establishment proposed
ISNC and other stakeholders aware of analysis completed and proposed policy instrument(s)
Awareness raising and buy-in meetings on Water Reserves Network (per country)
ISNC, TWG and stakeholders select policy instrument to develop the Water Reserves Network and provide recommendations
Development of selected policy instrument (per country)
Water Reserves Network policy instrument for official establishment is developed via a participatory process
ISNC, other national and local stakeholders are aware of the developed instrument
ISNC and other stakeholders are convinced and agree on the instrument developed
Validate proposed water reserve network in each country
ISNC will advocate for the approval of the developed instrument in relevant institutions
Relevant authorities convinced to approve the instrument
Water Reserves Policy Instrument is approved by relevant authorities
Water Reserves Network institutional framework established (GT & HN)
Public - Private Mechanisms for IWRM
Existing institutional framework and stakeholders identified, and potential PP mechanisms proposed (BZ and HN)
Analysis of ongoing mechanisms for IWRM, stakeholders, feasibility and structure for a new mechanism
Mechanisms developed (BZ and HN)
Design mechanisms
Validate mechanisms with key stakeholders
Public-Private Partnerships for IWRM and mechanism presented to relevant stakeholders (BZ and HN)
Stakeholders agree on and are willing to participate in the mechanism (BZ and HN)
Mechanism launched via a MOU or other instrument (BZ and HN)
Mechanisms' action plan developed (BZ and HN)
Develop action plan for mechanisms
Two new public-private mechanisms for integrated watershed management are designed and created (BZ HN)
OUTPUT 2.2.2
Operate one public-private mechanism per country
Public - Private mechanisms for IWRM are consolidated and supported by stakeholders
OUTCOME 2.2
Water monitoring in Water Fund priority watersheds
Develop Water Fund business case as part of the strategy
Strategy and plan to increase membership of the Water Fund developed (GT)
Develop strategy to increase membership for the Water Fund, including business case
Business case developed (GT)
Potential new members identified (GT)
Water Fund business case presented to potential and existing members and stakeholders (GT)
Awareness raising and education
New and existing members and stakeholders are aware and support Water Fund (GT)
New and existing members participate actively and commit funds to the Water Fund (GT)
Implement strategies to increase buy-in and contributions from Water Fund users and stakeholders
One public-private mechanism (Water Fund) for integrated watershed management is strengthened (GT)
OUTPUT 2.2.1
Sustainable use of agrochemicals and soils in agriculture and aquaculture
Mesoamerican Reef System Targets
Watersheds
Coastal and marine ecosystems
Voluntary certification standards (Bonsucro and RSPO) support IWRM
Sugar and oil palm producers identified and prioritized (GT and HN)
Prioritized producers aware of certification standards and their benefits (GT and HN)
Raise awareness on the benefits of certification standards
Prioritized producers are willing to participate in training (GT and HN)
Producers are trained on voluntary standards and on BMPs to comply with them (GT and HN)
OUTPUT 2.3.4
Training on BMPs and steps for compliance with standards
Develop a BMP manual for compliance with certification standards
Producers requiring technical assistance for certification are identified (GT and HN)
Technical assistance for progress towards compliance with voluntary standards provided (GT and HN)
Gap analysis completed on standard compliance for each key stakeholder
Voluntary standards compliance action plans developed (GT and HN)
Producers increase their capacity for compliance with standards through technical assistance and training (GT and HN)
Technical assistance provided to producers on standards and related BMPs
Voluntary standards in commodity agriculture implemented as demonstration projects of private sector engagement on watershed management (BONSUCRO and RSPO). (GT, HN)
OUTPUT 2.3.1
Certified companies approached to review certification audit to identify areas for improvement
Technical assistance for areas for improvement towards maintaining compliance with voluntary standards provided
Voluntary standards compliance action plans developed
Certified producers' capacity for compliance with standards increased through technical assistance
Certified producers implement action plan to maintain compliance with BONSUCRO or RSPO standards
Stakeholders engaged in IWRM in priority watersheds
OUTCOME 2.3
BMPs promoted to protect freshwater aquifers and critical habitats
BMPs for freshwater aquifers and critical habitat protection in the tourism and development sectors identified and systematized.
Tourism and development sectors' leaders, key players and other relevant stakeholders identified
Stakeholder analysis and BMP guide developed
BMPs and their importance presented to tourism and development sectors' stakeholders
Awareness raising on value of BMPs for protection of aquifers and critical habitats
Tourism and development sectors' stakeholders convinced on BMPs and their importance
Training and technical assistance on BMPs provided
OUTPUT 2.3.4
Technical assistance on BMPs
Tourism and development sectors' stakeholders have capacity to implement BMPs
Tourism and development sectors' stakeholders implement BMPs to protect freshwater aquifers and critical habitats (BZ, GT, HN and MX)
OUTPUT 2.3.2
Reduced land clearing for tourism infrastructure
Local communities in priority areas defined by developed IWRM plans (related to output 2.1.1) are identified
Identify communities in priority areas
IWRM plans presented to the identified local communities
Local communities engaged in IWRM plans
Local communities trained on IWRM and BMPs
OUTPUT 2.3.4
Training on IWRM
Technical assistance provided to identified local communities to implement IWRM plan activities
Technical assistance on IWRM
Local communities with capacities to implement IWRM activities
Increase in the number of local communities implementing IWRM activities (linked to Output 2.1.1) (BZ GT HN MX).
OUTPUT 2.3.3
Key
Project component
Intermediate result
Result from threat reduction
Conservation target
Project scope

Component 3


Identify champion in government to lobby on project behalf
Government agencies and stakeholders have common understanding of ICM and benefits (HN and MX)
Raise awareness of ICM issues
Government agencies and other stakeholders capacitated on ICM (HN and MX)
OUTPUT 3.1.4
Training ministries in ICM
Government agencies and other stakeholders support ICM and collaborate for its institutionalization (HN and MX)
Existing policies for ICM identified and analyzed and potential policy instrument(s) for their formal establishment proposed (HN and MX)
Study identifies policy and institutional gaps for effective ICM and proposes policy instruments for improvement
ISNC, government agencies and other stakeholders aware of the analysis completed and selects proposed instrument to develop (HN and MX)
Identified policy instruments presented to ISNC and other
Draft selected policy instrument(s)
At least one policy instrument prepared to strengthen ICM planning (HN MX)
OUTPUT 3.1.1
ISNC endorses the developed policy instrument (HN and MX)
ISNC submits the developed policy instrument for approval (HN and MX)
Support implementation of the ICM Caribbean Strategic Plan
Planning capacities on ICM are strengthened
CMWG and other stakeholders are capacitated on ICM (GT)
OUTPUT 3.1.4
Carry out trainings on ICM
Strategic Plan for ICM-Caribbean developed
Support the development of ICM-Caribbean Strategic Plan
Developed Strategic Plan for ICM-Caribbean validated among relevant stakeholders
Validate ICM-Caribbean Strategic Plan
Strategic Plan for ICM-Caribbean is endorsed by Ministry of Environment
Caribbean Coastal Marine Strategy in Guatemala Implemented
OUTCOME 3.1
ICM strengthened through capacity building and strategic planning
OUTCOME 3.1
Reduced land clearing for tourism infrastructure
Mesoamerican Reef System Targets
Watersheds
Coastal and marine ecosystems
Belize Integrated Coastal Zone Management Plan is legally enacted by the House of Representatives (BZ)
CZMAI capacities on ICM strengthened (BZ)
OUTPUT 3.1.4
Carry out trainings on ICM
ICM planning lessons learned and experience shared by CZMAI with municipalities and other countries (BZ)
OUTPUT 3.1.4
Carry out experience exchanges on ICM with Belizean stakeholders as well as other countries of the MAR region
Municipalities engaged on ICM by CZMAI (BZ)
Municipalities' capacities on ICM and the Belize Integrated Coastal Zone Management Plan strengthened (BZ)
OUTPUT 3.1.4
Municipalities streamline ICM into their planning and management instruments guided by the BICZM Plan (BZ)
Streamline ICM frameworks in key municipalities
CZMAI implements the Belize ICZM plan, Caribbean Coastal Marine Policy Strategy in Guatemala developed, Honduras and Mexico ICMM policy strengthened
OUTCOME 3.1
BICZM Plan under implementation (BZ)
BMPs support ICM
Tourism-related issues related to ICM and partners identified
Carry out analysis of coastal tourism issues related to coastal and marine habitats, and identify potential partners
Develop tourism sector relevant BMP guide for protection and conservation of coastal and marine habitats
Identified tourism sector partners made aware of importance and benefits of mangroves, corals and BMPs
Raise awareness on the impacts the tourism sector has on coastal and marine habitats
Tourism sector willing to implement BMPs in operations and plans
Tourism sector has capacity to implement BMPs
OUTPUT 3.2.4
Train tourism sector on how to comply with BMPs related to coastal and marine habitats
Provide technical assistance to implement BMPs
Increased number tourism sector stakeholders implementing BMPs to protect critical habitats, aquifers, coastal and marine ecosystems
Priority areas, communities and stakeholders for mangroves/corals restoration identified
Identify priority areas and stakeholders for mangrove and coral restoration
Identified communities and stakeholders aware of benefits of mangroves/corals
Communities and stakeholders capacitated on mangroves/corals
OUTPUT 3.2.4
Train communities on coral and mangrove restoration
Local communities implement IWRM and ICM activities.
Sustainable mass tourism
Sustainable use of agrochemicals and soils in agriculture and aquaculture
Voluntary certification standards (MSC and ASC) support ICM
Fisheries stakeholders identified
OUTPUT
Identify fisheries
Identified fisheries stakeholders engage and participate in pre-assessment
Carry out pre-assessment of identified fisheries
Gaps for MSC compliance identified through preassessment
Identified fisheries stakeholders aware of preassessment results and in agreement
Present results of preassessment to key stakeholders
FIP action plan developed based on pre-assessment results
Draft FIP action plans with engaged stakeholders
FIP action plan validated by fisheries stakeholders
Fisheries stakeholders willing to undertake the FIP action plan
Technical assistance provided to implement FIP action plan
Provide technical assistance on FIP action plans and how to implement
Fisheries implement FIP action plan to meet MSC voluntary standards to demonstrate private sector engagement
Stakeholders engaged in ICM in coastal marine prioritized areas
OUTCOME 3.2
Sustainable fisheries
ASC certified shrimp farms approached to review certification audit to identify areas for improvement
Technical assistance for areas for improvement towards maintaining compliance with ASC standards provided
OUTPUT 3.2.4
Provide technical assistance on ASC standards
ASC standards compliance action plans developed
Number of shrimp farms actively adhering to ASC voluntary standards to demonstrate private sector engagement
Improved management of lionfish invasion
Key
Project component
Intermediate result
Result from threat reduction
Conservation target
Project scope

Component 4


Monitoring, Evaluation and Knowledge sharing
Indicators and M&E protocols defined
Progress towards achieving project outputs monitored periodically
Project results sistematized and lessons learned internalized
Mid term and final evaluations carried out and IT Tracking Tool completed
OUTPUTS 4.1.2 & 4.1.3
Project participants, beneficiaries and other resource users are aware of the lessons learned
Monitoring results inform adaptive management
OUTPUT 4.1.1
Lessons learned are applied by the project executioners, beneficiaries and other resource users
Demonstration projects are replicated within the MAR ecoregion
OUTPUT 4.2.1
Knowledge products on lessons learned and project best practices are developed and disseminated nationally, regionally, and to the international IW community
OUTPUT 4.2.2 & 4.2.3
Key
Project component
Intermediate result
Result from threat reduction
Conservation target
Project scope

Appendix 6: Logical Framework Matrix

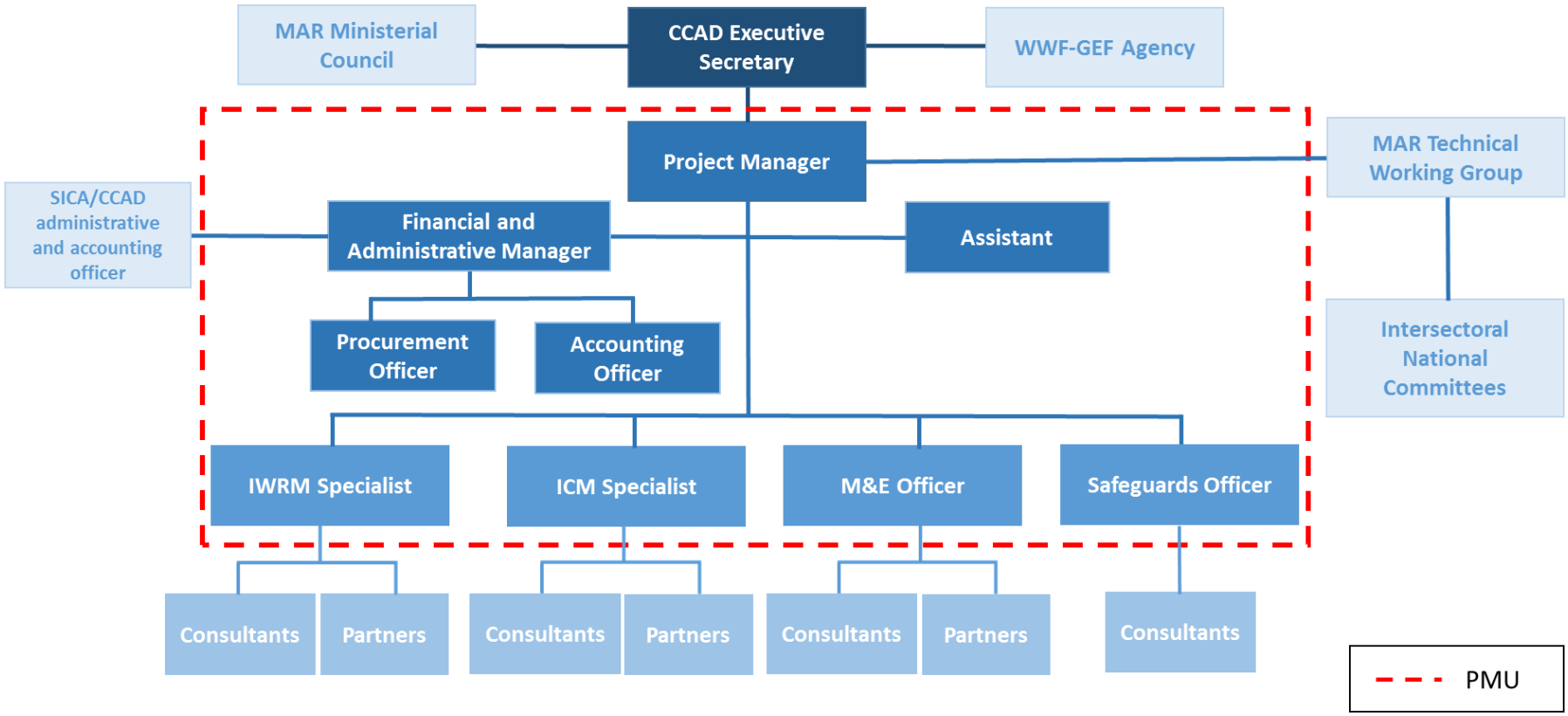
Component	Outcomes	Outputs	Activities
Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR	**1.1. The countries have the enabling conditions for MAR R2R management.**	**1.1.1 At least two regional protocols, standards and other instruments for ridge to reef (R2R) approach developed in the MAR (IWRM and ICM) (BZ GT HN MX).**	1.1.1.1. Establish exchange and discussion spaces to strengthen regional collaboration
			1.1.1.2. Establish regional participation mechanisms
			1.1.1.3. Train national and regional key actors on R2R IWRM and ICM
			1.1.1.4. Analyze regional policies to incorporate the R2R approach
			1.1.1.5. Draft regional policies or instruments
			1.1.1.6. Support establishment of proposed regional policies or instruments
		1.1.2 At least one regional demonstration project for regional collaboration implemented in the MAR (BZ GT HN MX)	1.1.2.1. Identify and prioritize possible regional demonstration projects
			1.1.2.2. Design regional demonstration projects
			1.1.2.3. Prepare demonstration project workplan
			1.1.2.4. Implement regional demonstration projects
	1.2. MAR national R2R policy (IWRM and ICM) frameworks are strengthened [linking Components 2 and 3].	**1.2.1. At least two national policy instruments that support R2R in the MAR developed (BZ, GT, HN, MX).**	1.2.1.1. Analyze national policies to incorporate the R2R approach
			1.2.1.2. Draft national policy instruments
			1.2.1.3. Support estabishment of proposed national policies or instruments
	1.3. MAR has a TDA and a SAP that will guide the ecoregional R2R management.	**1.3.1. One Transboundary Diagnostic Analysis (TDA) developed for the MAR and approved by Ministers of Environment (BZ GT HN MX).**	1.3.1.1. Develop Transboundary Diagnostic Analysis (TDA)
			1.3.1.2 Sign TDA endorsement letter indicating that Minister of Environment has revised and approved its contents
		1.3.2. One Strategic Action Plan (SAP) for the MAR developed based on TDA and submitted for approval by Ministers of Environment (BZ GT HN MX).	1.3.2.1. Develop Strategic Action Program (SAP)
			1.3.2.2 Sign SAP endorsement letter indicating that Minister of Environment has revised and approved its contents
			1.3.2.3 Develop PIF for SAP Implementation
	1.4. MAR strategic planning, policy making, management and monitoring supported with updated reliable information accessed via REO.	**1.4.1. Four national processes for the collection, systematization, analysis and sharing of MAR information harmonized and improved (BZ GT HN MX)**	1.4.1.1. Analyze REO including information gaps and propose improvements
			1.4.1.2. Design/develop protocols for harmonized data and methods for data collection
			1.4.1.3. Train countries on how to submit data to REO
		1.4.2. CCAD's REO is acting as the information hub with increased updated, accessible and user friendly MAR data (BZ GT HN MX).	1.4.2.1. Share national information with REO through defined protocols and harmonized methodologies.
			1.4.2.2. Access and analyze REO data at regional and national level for decision making

Component	Outcomes	Outputs	Activities
Component 2: Integrated ridge to reef management of watersheds and freshwater resources	**2.1. IWRM in priority watersheds increased**	**2.1.1 At least five demonstration projects implemented to increase area of priority MAR watersheds under IWRM (BZ GT HN MX).**	2.1.1.1. Analysis (geographical and institutional) of IWRM opportunities
			2.1.1.2. Select demonstration projects on IWRM
			2.1.1.3. Develop or update IWRM plans including climate change vulnerability assessment
			2.1.1.4. Validate, reach agreements for IWRM plans
			2.1.1.5. Carry out trainings on IWRM and management plans
			2.1.1.6. Implement IWRM demonstration projects activities
		2.1.2 At least two water reserves established within MAR watersheds offer regional experience in the use of this instrument for water conservation (GT, HN) [Linked to Outputs 1.2.1 and 2.1.1].	2.1.2.1. Analysis of institutional framework and geography of water recharge areas to identify water reserves (per country)
			2.1.2.2. Present results of analysis to ISNC and other relevant stakeholders
			2.1.2.3. Define selection criteria to prioritize water reserves to support as demonstration projects
			2.1.2.4. Develop management plans for priority water reserves including climate change vulnerability assessment
			2.1.2.5. Carry out training on IWRM and Water Reserves
			2.1.2.6. Implement Water Reserve management plan activities
			2.1.2.7. Awareness raising and buy in meetings on Water Reserves Network (per country)
			2.1.2.8. Development of selected policy instrument (per country)
			2.1.2.9. Validate proposed water reserve network in each country
		2.1.3. At least 350 stakeholders with increased capacities to implement IWRM management plans (BZ GT HN MX).	2.1.3. Carry out trainings on IWRM, management plans, and Water Reserves
	2.2. Public-private mechanisms for integrated watershed management are consolidated and supported by stakeholders.	**2.2.1 One public-private mechanism (Water Fund) for integrated watershed management is strengthened (GT).**	2.2.1.1. Develop strategy to increase membership for the Water Fund including business case
			2.2.1.2. Water monitoring in Water Fund watersheds
			2.2.1.3. Develop Water Fund business case as part of the strategy
			2.2.1.4. Awareness raising and education
			2.2.1.5. Implement strategy to increase membership and buy in for the Water Fund
		2.2.2 Two new public-private mechanisms for integrated watershed management are designed and created (BZ HN).	2.2.2.1 Analysis of ongoing mechanisms for IWRM, stakeholders, feasibility and structure for a new mechanisms
			2.2.2.2. Design public-private mechanisms
			2.2.2.3. Validate mechanisms with key stakeholders
			2.2.2.4 Develop action plan for mechanisms
			2.2.2.5. Operate one public-private mechanism per country
	2.3. Stakeholders engaged in IWRM in priority watersheds	**2.3.1 At least 14 cases of voluntary standards in commodity agriculture implemented as demonstration projects of private sector engagement on watershed management (BONSUCRO and RSPO) (GT HN).**	2.3.1.1. Raise awareness on the benefits of certification standards.
			2.3.1.2. Develop a manual for better management practices for compliance with certification standards
			2.3.1.3. Training on BMPs and steps for compliance with standards
			2.3.1.4. Gap analysis completed on standard compliance for each key stakeholder
			2.3.1.5. Technical assistance provided to producers on standards and related BMPs
		2.3.2 At least 32 tourism and tourism development sector actors adopting better management practices to protect aquifers and critical habitats (BZ GT HN MX).	2.3.2.1. Stakeholder analysis and BMP guide developed
			2.3.2.2. Awareness raising on value of BMPs for protection of aquifers and critical habitats
			2.3.2.3. Provide technical assistance on BMPs
		2.3.3 At least 20 local communities implementing IWRM activities (linked to Output 2.1.1) (BZ GT HN MX).	2.3.3.1. Identify communities in priority areas (linked to Output 2.1.1)
			2.3.3.2. Training on IWRM
			2.3.3.3. Technical assistance on IWRM
		2.3.4 At least 350 local stakeholders with increased capacities to implement BMPs and IWRM activities.	2.3.4.1. Carry out trainings on BMPs for BONSUCRO, RSPO, critical habitats and aquifers and IWRM

Component 3: Integrated ridge to reef management of coastal and marine resources	**3.1. ICMM strengthened through capacity building and strategic planning**	**3.1.1. At least one policy instrument prepared to strengthen ICMM planning (HN MX).**	3.1.1.1. Raise awareness on ICMM issues
			3.1.1.2. Train ministries in ICMM including marine spatial planning
			3.1.1.3. Identify champion in government to lobby on project behalf
			3.1.1.4. Carry out a study to identify policy and institutional gaps for effective ICMM and proposes policy instruments for improvement
			3.1.1.5. Present identified policy instruments to ISNC and other stakeholders
			3.1.1.6. Draft selected policy instruments
		3.1.2. The Coastal Zoning and Management Authority and Institute (CZMAI) in Belize is supported with capacity building and streamlined frameworks to implement the Belize Integrated Coastal Zone Management Plan (BZ).	3.1.2.1. Carry out traininings on ICMM including marine spatial planning
			3.1.2.2. Streamline frameworks in key municipalities
			3.1.2.3. Carry out experience exchanges on ICMM with Belizean stakeholders as well as other countries of the MAR region
		3.1.3. Implementation of the Caribbean Coastal Marine Strategy in Guatemala supported (GT).	3.1.3.1. Carry out trainings on ICMM including marine spatial planning
			3.1.3.2. Support the development of the ICMM-Caribbean Strategic Plan
			3.1.3.3. Validate the ICMM-Caribbean Strategic Plan
			3.1.3.4. Support implementation of the ICMM Caribbean Strategic Plan
		3.1.4. At least 350 stakeholders with increased capacities representing national and local government agencies, municipalities and other stakeholders on ICMM (BZ GT HN MX).	3.1.4.1. Carry out trainings on ICMM including marine spatial planning including exchange visits with Belize CZMAI
	3.2. Stakeholders engaged in ICMM in coastal marine prioritized areas	**3.2.1 At least 13 cases of voluntary standards in fisheries and aquaculture implemented as demonstration projects of private sector engagement on coastal and marine management (MSC ad ASC) (BZ GT HN MX).**	3.2.1.1. Identify fisheries ready to develop FIPs
			3.2.1.2. Carry out preassessment of identified fisheries
			3.2.1.3. Present results of FIP preassessment to key stakeholders
			3.2.1.4. Draft FIP action plans with engaged stakeholders in selected fisheries.
			3.2.1.5. Provide technical assistance on FIP action plans and how to implement
			3.2.1.6. Provide technical assistance on ASC certification standards for\ shrimp farms (BZ).
		3.2.2 At least 32 tourism sector stakeholders implementing BMPs related to coastal and marine habitats (BZ GT HN MX) [linked to activities of Outcome 2.3.2].	3.2.2.1. Carry out analysis of coastal tourism issues related to coastal and marine habitats, and identify potential partners
			3.2.2.2. Develop tourism sector relevant BMP guide for protection and conservation of coastal marine habitats
			3.2.2.3. Raise awareness on the impacts the tourism sector has on coastal and marine habitats
			3.2.2.4. Train tourism sector on how to comply with BMPs related to coastal and marine habitats.
			3.2.2.5. Provide technical assistance to tourism sector to implement BMPs
		3.2.3 At least 24 local communities and stakeholders participating in the implementation of mangrove and coral restoration activities (MX GT BZ HN).	3.2.3.1. Identify priority areas and stakeholders for mangrove and coral restoration
			3.2.3.2. Train communities on coral reef and mangrove restoration
			3.2.3.3. Implement coral and mangrove restoration activities with communities and other stakeholders.
		3.2.4 At least 350 stakeholders with increased capacities on FIPs, ASC, coastal and marine habitat BMPs, and mangrove and coral restoration (BZ GT HN MX).	3.2.4.1. Carry out trainings on FIPs, ASC, coastal and marine habitat BMPs and on coral and mangrove restoration

Component	Outcomes	Outputs	Activities
Component 4: Project monitoring and evaluation, and knowledge sharing	**4.1. The project's monitoring and evaluation system employs participatory methods throughout project lifetime.**	**4.1.1. Project monitoring system provides systematic information on project progress to reach the specified outputs and outcomes.**	4.1.1.1. Design M&E system
			4.1.1.2. Implementation of M&E system
			4.1.1.3. Report project progress
		4.1.2. Mid-term and final evaluations developed and shared in a timely manner.	4.1.2.1. Development of Mid and final term evaluation
		4.1.3. GEF IW tracking tool completed reports on project progress	4.1.3.1. Report Project progress using IW GEF tracking tool
	4.2. Advantages of the ridge-to-reef approach shared with local and international audiences, including the GEF IW:LEARN community.	**4.2.1 At least three project results from demonstration projects and other activities disseminated in neighboring countries for replication and upscaling**	4.2.1.1. Develop a communication strategy for replication and upscaling
			4.2.1.2. Implement replication and scaling up communication strategy
		4.2.2 Participation in at least 36 national workshops and two international conferences, including the International Waters Conference, to share approaches and lessons learned from MAR2R project.	4.2.2.1. Participate in at least two regional and two international conferences including International Waters Conference.
		4.2.3 At least 21 knowledge products (website, social media accounts, publications including IW:LEARN experience notes, videos/animations, etc.) on lessons learned and project best practices developed and disseminated nationally, regionally, and to international IW community.	4.2.3.1. Development of knowledge products on lessons learned and better management practices of demonstration and engagement projects
			4.2.3.2. Dissemination of knowledge products nationally, regionally, and to international IW community

Appendix 7: Organizational Chart



Appendix 8: Work Plan and Schedule

Component	Activities	Year 1												Year 2												Year 3												Year 4												Year 5											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR	1.1.1.1. Establish exchange and discussion spaces to strengthen regional collaboration																																																												
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Component	Activities	Year 1												Year 2												Year 3												Year 4												Year 5											
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Component 2: Integrated ridge to reef management of watersheds and freshwater resources	2.1.1.1. Analysis (geographical and institutional) of IWRM opportunities																																																												
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Component	Activities	Year 1												Year 2												Year 3												Year 4												Year 5											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Component 3: Integrated ridge to reef management of coastal and marine resources	3.1.1.1. Raise awareness on ICM issues																																																										
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	3.1.1.3. Identify champion in government to lobby on project behalf																																																										
	3.1.1.4. Carry out a study to identify policy and institutional gaps for effective ICM and proposes policy instruments for improvement																																																										
	3.1.1.5. Present identified policy instruments to ISNC and other stakeholders																																																										
	3.1.1.6. Draft selected policy instruments																																																										
	3.1.2.1. Carry out traininings on ICM																																																										
	3.1.2.2. Streamline frameworks in key municipalities																																																										
	3.1.2.3. Carry out experience exchanges on ICM with Belizean stakeholders as well as other countries of the MAR region																																																										
	3.1.3.1. Carry out trainings on ICM																																																										
	3.1.3.2. Support the development of the ICM-Caribbean Strategic Plan																																																										
	3.1.3.3. Validate the ICM-Caribbean Strategic Plan																																																										
	3.1.3.4. Support implementation of the ICM Caribbean Strategic Plan																																																										
	3.1.4.1. Carry out trainings on ICM including exchange visits with Belize CZMAI																																																										
	3.2.1.1. Identify fisheries ready to develop FIPs																																																										
	3.2.1.2. Carry out preassessment of identified fisheries																																																										
	3.2.1.3. Present results of FIP preassessment to key stakeholders																																																										
	3.2.1.4. Draft FIP action plans with engaged stakeholders in selected fisheries.																																																										
	3.2.1.5. Provide technical assistance on FIP action plans and how to implement																																																										
	3.2.1.6. Provide technical assistance on ASC certification standards for\ shrimp farms (BZ).																																																										
	3.2.2.1. Carry out analysis of coastal tourism issues related to coastal and marine habitats, and identify potential partners																																																										
	3.2.2.2. Develop tourism sector relevant BMP guide for protection and conservation of coastal marine habitats																																																										
	3.2.2.3. Raise awareness on the impacts the tourism sector has on coastal and marine habitats																																																										
	3.2.2.4. Train tourism sector on how to comply with BMPs related to coastal and marine habitats.																																																										
	3.2.2.5. Provide technical assistance to tourism sector to implement BMPs																																																										
	3.2.3.1. Identify priority areas and stakeholders for mangrove and coral restoration																																																										
	3.2.3.2. Train communities on coral reef and mangrove restoration																																																										
	3.2.3.3. Implement coral and mangrove restoration activities with communities and other stakeholders.																																																										
	3.2.4.1. Carry out trainings on FIPs, ASC, coastal and marine habitat BMPs and on coral and mangrove restoration																																																										

Component	Activities	Year 1												Year 2												Year 3												Year 4												Year 5											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Component 4: Project monitoring and evaluation, and knowledge sharing	4.1.1.1. Design M&E system																																																										
	4.1.1.2. Implementation of M&E system																																																										
	4.1.1.3. Report project progress																																																										
	4.1.2.1. Development of Mid and final term evaluation																																																										
	4.1.3.1. Report Project progress using IW GEF tracking tool																																																										
	4.2.1.1. Develop a communication strategy for replication and scaling up																																																										
	4.2.1.2. Implement replication and scaling up communication strategy																																																										
	4.2.2.1. Participate in at least two regional and two international conferences including International Waters Conference.																																																										
	4.2.3.1. Development of knowledge products on lessons learned and better management practices of demonstration and engagement projects																																																										
	4.2.3.2. Dissemination of knowledge products nationally, regionally, and to international IW community																																																										

Appendix 9: Terminal Evaluation TOR

GEF FUNDED PROJECTS

PROJECT DATA	
Project/Program Title	**Integrated Ridge to Reef Management of the Mesoamerican Reef (MAR2R)**
GEF Project ID	5765
WWF (Agency) Project ID	G0003
GEF Agency(s)	WWF GEF Project Agency
Implementing Office	
Partner(s)	Central American Commission on Environment and Development (CCAD)
Countries	Guatemala, Honduras, Belize and México
RELEVANT DATES	
CEO Endorsement/Approval	
Agency Approval Date	
Implementation Start	
Midterm Evaluation (if applicable)	
Project Completion	

Terminal Evaluation Completion		
Project Closing		
PRIMARY CONTACT INFORMATION		
Office	**Name (Last, First)**	**Email / Phone**
Executing Agency	Morrison, John	John.Morrison@wwfus.org
Implementing Agency		
GEF Project Agency (WWF)		
Government Contact		
Partner Contact		
Other		

INTRODUCTION AND PROJECT OVERVIEW

World Wildlife Fund, Inc. (WWF) policies and procedures for all GEF financed full and medium-sized projects require a terminal evaluation (TE) upon completion of project implementation. The following terms of reference (TOR) set out the expectations for the TE for the project **"Integrated Ridge to Reef Management of the Mesoamerican Reef (MAR2R)"**, hereafter referred to as the "Project". The technical consultant selected to conduct this evaluation will be referred to as "evaluator(s)" throughout this TOR.

The Project seeks to support regional collaboration for the integrated ridge-to-reef management of the Mesoamerican Reef, by demonstrating its advantages and improving regional, national and local capacities for the integrated management and governance of its freshwater, coastal, and marine resources. The project was designed to enable countries to enhance regional collaboration for the ecological integrity of the Mesoamerican reef and scale up the ridge to reef approach to its management as outlined in the Tulum+8 Regional Action Plan. The

project activities aim to create the enabling conditions necessary to bring the unique actors along the ridge to reef continuum for the first time. In doing so, demonstration projects and existing frameworks, strategies, and plans/policies where Integrated Water Resources Management (IWRM) and Integrated Coastal Management (ICMM) communities can be most effective have been identified. The TE for this project will only cover the GEF financed components outlined here. The Project was organized into the following components:

- Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR
- Component 2: Integrated ridge to reef management of watersheds and freshwater resources
- Component 3: Integrated ridge to reef management of coastal and marine resources
- Component 4: Project Monitoring and Evaluation, and knowledge sharing

The TE will be conducted according to the guidance, rules and procedures established by the GEF and in the WWF Evaluation Guidelines. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of WWF programs.

OBJECTIVE AND SCOPE FOR THE EVALUATION

The TE will cover the GEF financed components and project co-financing. The TE will comply with the guidance, rules and procedures established by WWF[17] and the GEF Terminal Evaluation Guidance.[18] The objectives of the evaluation are to assess the achievement of project performance, project designs and implementation, achievements of objectives and integration of approved changes during implementation, as well as any other results.

The TE will include:

- Project achievements and results;
- Key findings and rationale for each evaluation criteria provided, including identification of key strengths, challenges and shortcomings;
- Risks to the sustainability of project outcomes;

[17] For additional information on evaluation methods adopted by WWF, see the WWF Evaluation Guidelines , published on our WWF Program Standards public website.
[18] For additional information on the GEF Terminal Evaluation Guidelines, see the GEF Policies and Procedures , published on the GEF Evaluation Office website.

- Review of Monitoring and Evaluation systems;
- Relevance and catalytic role of the project;
- Assessment of any environmental and social impacts unforeseen during project development;
- Lessons learned regarding: project design (theory of change), objectives, and technical approach; use of adaptive management; administration and governance arrangements; relevance; implementation of the work plan; achievement of impact; and replicability of the project nationally and globally;
- Recommendations that include: practical and short-term corrective actions per evaluation criteria to address issues and findings; recommendations on best practices towards achieving project outcomes and replication for other projects of similar scope.

The GEF Monitoring and Evaluation Policy requires that terminal evaluation reports provide information on when the evaluation took place, sites visited, participants, key questions, and methodology. This required summary will be included in the evaluator(s)'s final report.

EVALUATION APPROACH AND METHOD

The WWF methodology for conducting programmatic evaluations is a key element of our adaptive management approach that reflects on conservation interventions to enhance our efficiency, progress, and impact. The evaluator(s) is expected to frame the evaluation effort using the six (6) core criteria of relevance, effectiveness, efficiency, results/impact, sustainability and adaptive capacity.

A set of questions covering each of the above listed areas have been drafted and are included with this TOR (Annex A). The evaluator(s) is expected to amend, complete and submit this matrix and include it as an annex to the final report. The review and acceptance of the final evaluation report, including a summary of results, are required as a contract deliverable.

The evaluation must provide evidence-based information that is useful, independent, participatory, respectful, credible, transparent, and ethical. The evaluator(s) is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the GEF operational focal point, the implementing office, project team(s), and appointed WWF GEF Technical Advisers based in the region and key stakeholders.

The evaluator(s) will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm reviews, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator(s) considers

useful for this evidence-based assessment. A list of core documents that the project team will provide to the evaluator(s) is attached as part of the TOR. (Annex B)

The evaluator(s) is expected to conduct a field site visit, including the following: [list project sites]. The site visit should occur on or before [MM/DD/YYYY] and be completed before [MM/DD/YYYY]. The final report with supporting documentation is due MM/DD/YYYY].

Key external partners to be consulted are as follows: (insert list)

Evaluator(s) will carry out the TE to ensure quality and basic principles are maintained throughout the process. Evaluations should be useful, maintain independence and impartiality, be inclusive through participatory methods, be completed in a timely manner, respectful and credible, with an emphasis on transparency and ethical conduct that is respectful of human rights, differences in culture, customs, and the practices of all stakeholders in involved.

EVALUATION CRITERIA & RATINGS

The evaluator(s) will rate the all required performance criteria. A completed ratings table must be included in the evaluation executive summary. An Evaluation Ratings Summary template has been provided (Annex C) including the approved obligatory rating scales. All areas covered in the evaluation scope will also be assessed against the six core criteria list above, with ratings assigned to specific components.

A full assessment of project performance will be conducted, based on the expectations set out in the Project Monitoring and Evaluation Plan Matrix (Annex D), which provides performance and impact indicators for project implementation along with the approved means of verification. The three criteria required for assessing the level of achievement for the Project outcomes and objectives are as follows: relevance, effectiveness, and efficiency.

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. The evaluator(s) will assess the appropriateness of and compliance with financial controls. Financial planning and reported should have supported informed and timely decision making for effective program management. Cash flows should have been timely and sufficient to support on-going project activities. Co-financing actuals should be reviewed against commitments. Evidence and verification of due diligence and complaint management of funds, including any financial audits should also be assessed.

Project cost and financial source data will be required, including annual expenditure reports. Variances between planned and actual expenditures will need to be assessed and explained in the evaluation report. Results from

recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the executing office to obtain financial data in order to complete the co-financing table below, which must be included in the terminal evaluation report.

CO-FINANCING DATA							
Co-Financing Source	**Type**	**Project Preparation**		**Project Implementation**		**Total**	
		Expected	**Actual**	Expected	**Actual**	**Expected**	**Actual**
GEF Agency							
Host Government							
Other Donors							
Internal Funds							
Total co-financing							
Total Project Cost							

CATALYTIC ROLE

The evaluator(s) will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[19]

MAINSTREAMING

WWF supported GEF financed projects are key components in WWF country programming, as well as regional and global strategies. The evaluation will assess the extent to which the project was successfully integrated with other WWF priorities including improved governance of natural resources, climate change adaptation, and gender.

[19] An acceptable tool for gauging progress to impact is the Review of Outcomes to Impacts (ROTI) method developed by the GEF Evaluation Office. A link is provided here for reference ROTI Handbook 2009.

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the WWF's Conservation Strategies & Measures (CSM) department. The CSM will select evaluator(s) and ensure the timely reimbursement, approve travel arrangements, and responding to questions concerning the scope and requirements for the evaluation. The Project team will be responsible for liaising with the Evaluator(s) to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be [XX] days according to the following plan:

Activity	Timing	Completion Date
Preparation	*XX* days *(recommended: 2-4)*	*date*
Evaluation Mission	*XX* days (*~5-15)*	*date*
Draft Evaluation Report	*XX* days (*~5-10*)	*date*
Final Report	*XX* days *(~1-2*)	*date*

EVALUATION DELIVERABLES

In addition to the deliverables outlined below, the evaluator(s) is required also to provide an 'audit trail', detailing how feedback and comments have been addressed in the final evaluation report.

The evaluator(s) is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator(s) provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator(s) submits to WWF CSM
Presentation	Initial Findings	End of evaluation mission	To project management, and WWF CSM

Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CSM, reviewed by Agreement Services, WWF GEF Project Agency Core Team, and GEF OFPs
Final Report*	Revised report	Within 1 week of receiving WWF's comments on draft	Sent to CSM

EVALUATION TEAM COMPOSITION

The evaluation team will be composed of [insert final detail]. The consultant(s) shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. (*If the team has more than 1 evaluator), one will be designated as the team leader and will be responsible for finalizing the report).*The evaluator(s) selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum *XX* years of relevant professional experience;
- Technical knowledge in the targeted GEF Operational Focal Area(s)
- Knowledge of GEF Monitoring and Evaluation Policy is an asset;
- Recent experience conducting Evaluations or Mid-term Reviews for GEF projects is an asset;
- Previous experience with results-based monitoring and evaluation methodologies;
- Experience with WWF Project and Program Management Standards or Open Standards for the Practice of Conservation (www.cmp-openstandards.org) is preferred;
- Experience with social assessments, participatory project design and management, and community-based resource management preferred;
- Knowledge and experience in implementing or reviewing application of social and environmental safeguards policies in GEF (or similar) projects preferred;
- Regional experience an asset; and
- (*additional skills based on project particulars*)

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards. Evaluations are conducted in accordance with WWF principles[20] and the terms and conditions of the consulting agreement.

PAYMENT MODALITIES AND SPECIFICATIONS

Payment, expense reimbursement, and other contractual terms and conditions are outlined in the consultant agreement made between WWF and the evaluator(s).

APPLICATION PROCESS

Applicants are requested to apply online (insert site link) by (date). Individual consultants are invited to submit applications together with their CV for these positions. Applications should contain a current and complete C.V. in English, and (insert other language requirements) with contact information. The selection of candidates and contractual agreements will be in compliance with WWF procurement policies[21] and subject to GEF requirements.

WWF applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Women and members of social minorities are encouraged to apply.

[20] WWF maintains principles for ethical conduct and conflicts of interest that have been articulated into policies for employees. These principles for conduct and professionalism are applied to external consultants conducting evaluations.

[21] WWF Procurement Policy

ANNEX A: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and WWF GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
	•	•	•	•
	•	•	•	•

Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
	•	•	•	•
	•	•	•	•
Results/Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
	•	•	•	•
	•	•	•	•

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATOR(S)

The following project documents will be reviewed:

1. Project Document including all Annexes and CEO Endorsement Letter;
2. Project Implementation Supervision Mission Reports;
3. Relevant safeguards documents, including safeguards Categorization Memo, Social Assessment, Beneficiaries Selection Criteria Document, etc.;
4. Annual work plans (AWP) and budgets;
5. Progress Project Reports with Results Frameworks and AWP tracking documents;
6. Annual Monitoring Reviews (AMR) and Project Implementation Reports (PIR);
7. Tracking Tools;
8. Meeting minutes (Project Steering Committee and others);
9. Relevant financial documents, including financial reports, co-financing letters,
10. Source documentation for performance measures;
11. Consultation documentation and stakeholder feedback;
12. Workshop and training documents; and
13. *Other documents TBD*

ANNEX C: EVALUATION RATINGS SAMPLE SUMMARY TABLES

1. Assessment of Project Results & Outcomes*	***Rating***
Were project outcomes ***Relevant*** when compared to focal area strategies, country priorities, and WWF strategies?	
How do you rate the ***Effectiveness*** of project outcomes when compared to the original and modified project objectives? *If expected results are outputs/inputs only, then evaluator (s)are to assess if there were any measureable outcomes and were they realistic for the project type and scale?*	
How do you rate project cost **Efficiency?** • Did the project use the least cost options? If not, did they chose the most efficient cost options available? • Did any delays in implementation affect cost effectiveness? • Evaluators should compare costs incurred and the time taken to achieve the outcomes.	
2. Assessment of M&E Systems	***Rating***
M&E Design – the M&E plans included baseline considerations, data sources, collection methodologies, SMART indicators, data collection and analysis systems, results based management cycles incorporated into plans.	
M&E Plan Implementation – verify that an M&E system and processes were in place to facilitate the implementation of the plan. Assess and rate the quality of implementation and the role monitoring played in the adaptation and implementation of project activities.	
Budgeting and Funding for M&E Activities – verify and rate the adequacy of the budget for M&E at the planning stage and the timeliness and efficiency of funding for monitoring during implementation.	

*Evaluations should consider the following issues when providing assessing performance and results: preparation and readiness, country ownership/driveness, stakeholder involvement, financial planning, GEF Agency supervision and backstopping, co-financing, delays and affects on outcomes and sustainability. Ratings are not required for these additional considerations.

RATINGS:

- Highly satisfactory (HS) - The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- Satisfactory (S) - The project had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- Moderately satisfactory (MS) - The project had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- Moderately unsatisfactory (MU) - The project had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- Unsatisfactory (U) - The project had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- Highly unsatisfactory (HU) - The project had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

ANNEX C: EVALUATION RATINGS SAMPLE SUMMARY TABLES

3. Monitoring of Long-term Changes	***Responses***
Did this project contribute to the establishment of a long-term monitoring system?	
If it did not, should the project have included such a component?	
What were the accomplishments and shortcomings in establishment of this system?	

Is the system sustainable – that is, is it embedded in a proper institutional structure and does it have financing?	
Is the information generated by this system being used as originally intended?	

4. Assessment of Outcomes and their Sustainability	Rating
Financial Risks	
Sociopolitical Risks	
Institutional Framework and Governance Risks	
Environmental Risks	

RATINGS:

Likely (L) - There are no or negligible risks that affect this dimension of sustainability.

Moderately likely (ML) - There are moderate risks that affect this dimension of sustainability.

Moderately unlikely (MU) - There are significant risks that affect this dimension of sustainability.

Unlikely (U) - There are severe risks that affect this dimension of sustainability.

Additional guidance regarding the evaluation criteria and ratings for each dimension can be found in in the GEF Terminal Evaluation Guidelines.

ANNEX D: PROJECT MONITORING & EVALUTAION PLAN MATRIX

Objective/ Component/ Outcome	**Indicator / Unit**	**Definition**	**Disag-gregation** (gender? site?)	**Method / Source**	**Who?**	**Frequency**	**Baseline**	**Target** Mid-term/ Final	**Cost**	**Assumptions**

ANNEX E: EVALUATION REPORT OUTLINE[22]

i. Opening page:

- Title of WWF supported GEF financed project
- WWF and GEF project summary table (page 1 TOR)
- Evaluation team members
- Acknowledgements

ii. Executive Summary

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

1. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

[22]The Report length should not exceed *50* pages in total (not including annexes).

2. Project description and development context

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings

(All criteria marked with (*) must be rated[23])

3.1 Project Design / Formulation

- Analysis of Results Framework (Project logic /strategies/Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- WWF comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements
- Country ownership

3.2 Project Implementation

[23] Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see Annex C for summary format sample.

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Monitoring and evaluation: design at entry and implementation (*)
- WWF and Implementing Partner implementation / execution (*) coordination, and operational issues
- Mainstreaming

3.3 Project Assessment

- Relevance(*)
- Effectiveness
- Efficiency (*)
- Overall results (attainment of objectives) (*) / Impact
- Sustainability (*)
- Adaptive capacity

3.4 Safeguards Review

- Assess project activities for any adverse or unforeseen environmental impacts with particular attention to the forestry and agriculture components as they include mixed crop rotations, forest restoration, and construction of small infrastructure for the purposes for water conservation and containment of farm animals;
- Assess implementation of the beneficiary criteria developed during project preparation for site selection and community grants;
- Assess any indirect or direct project impacts related to access restriction to natural resources; and

- Assess gender inclusion as per WWF's gender policy.

3.5 Finance and Co-finance review

- Extent of co-finance realized to date. Take into account: sources of co-financing, name of co-financer, type of co-financing, amount confirmed at CEO endorsement, approval, actual amount materialized at midterm and actual amount materialized at closing;
- Financial management of the project, with specific reference to the cost-effectiveness of interventions; and
- Utilization of grant funds to date distributed to project partners, including [insert partners].

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success.

5. Annexes

- TOR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results

Evaluation Consultant Agreement Form

EVALUATION REPORT ACCEPTANCE FORM

Evaluation Report Reviewed and Accepted by:

WWF US (GEF Project Agency)

Name: John Morrison, Director for Conservation Strategies & Measures

Signature: _____ Date: _____

Name:

Signature: _____ Date: _____

Appendix 10: Draft Procurement Plan

Component	Activities	DESCRIPTION	TYPE *(consultant or equipment)*	Consultant Daily Rate	Consultant # of Days by year					Total Consultant # of Days	Total Amount
					1	2	3	4	5		
Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR	1.1.1.3. Train national and regional key actors on R2R IWRM and ICM	Expert to carry out regional trainings on R2R IWRM and ICM	Consultant	400	20	0	0	0	0	20	USD 8,000.00
	1.1.1.4. Analyze regional policies to incorporate the R2R approach	Expert to carry out analysis	Consultant	400	20	0	0	0	0	20	USD 8,000.00
	1.1.1.5. Draft regional policies or instruments	Expert to draft regional policies or instruments	Consultant	400	0	20	30	30	20	100	USD 40,000.00
	1.1.1.6. Support establishment of proposed regional policies or instruments	Expert to support the establishment of proposed regional policies or instruments	Consultant	400	0	0	0	30	30	60	USD 24,000.00
	1.2.1.1. Analyze national policies to incorporate the R2R approach	Expert to analyze national policies	Consultant	400	40	0	0	0	0	40	USD 16,000.00
	1.2.1.2. Draft national policy instruments	Expert to draft national policy instruments	Consultant	400	0	32	60	60	32	184	USD 73,600.00
	1.2.1.3. Support estabishment of proposed national policies or instruments	Expert to support the establishment of proposed national policies or instruments	Consultant	400	0	0	0	72	72	144	USD 57,600.00
	1.3.1.1. Develop Transboundary Diagnostic Analysis (TDA)	Experts to develop TDA	Consultant	400	56	56	56	0	0	168	USD 67,200.00
	1.3.2.1. Develop Strategic Action Program (SAP)	Experts to develop SAP	Consultant	400	0	0	0	101	0	101	USD 40,400.00
	1.4.1.2. Design/develop protocols for harmonized data and methods for data collection	Expert to design/develop protocols for harmonized data and methods for data collection	Consultant	400	20	20	0	0	0	40	USD 16,000.00
	1.4.2.1. Share national information with REO through defined protocols and harmonized methodologies.	Expert to develop and mantain platform to share information	Consultant	400	12	12	12	12	12	60	USD 24,000.00
	Computer and software for Project Manager	1 computer with software	Equipment								USD 3,000.00
Component 2: Integrated ridge to reef management of watersheds and freshwater resources	Pick up	Pick up to travel to MAR countries	Equipment								USD 25,000.00
	Water quantity/quality equipment (2.2.1.2)	Equipment to monitor water quantity/quality in GT Water Fund priority sub-watersheds	Equipment								USD 20,000.00
	Computer and software for IWRM Specialist and Safeguards Officer	1 computer with software each	Equipment								USD 6,000.00
Component 3: Integrated ridge to reef management of coastal and marine resources	Computer and software for ICM Specialist and Assitant	1 computer with software each	Equipment								USD 6,000.00
Component 4: Project monitoring and evaluation, and knowledge sharing	4.1.2.1. Development of Mid and final term evaluation	Expert to carry out mid and final term evaluation	Consultant	400	0	0	100	0	110	210	USD 84,000.00
	4.2.1.1. Develop a communication strategy for replication and scaling up	Expert to develop communication strategy	Consultant	400	60	0	0	0	0	60	USD 24,000.00
	4.2.1.2. Implement replication and scaling up communication strategy	Experts to support implementation of communication strategy	Consultant	400	35	35	35	35	35	175	USD 70,000.00
	4.2.3.1. Development of knowledge products on lessons learned and better management practices of demonstration and engagement projects	Expert to develop knowledge products	Consultant	400	12	20	20	20	20	92	USD 36,800.00
	Computer and software for M&E Officer	1 computer with software	Equipment								USD 3,000.00

Appendix 11: ESIA Decision (Final Decision Disclosure)

Upon completion of the Environmental and Social Impact Assessment (ESIA) process, a final decision was issued by the WWF GEF Project Agency.

Appendix 12: Monitoring & Evaluation Plan (GEF Results Framework)

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
Objective Level Indicators											
Project Objective: To support regional collaboration for the integrated ridge to reef management of the transboundary MAR ecoregion by demonstrating its advantages and improving regional, national and local capacities for the integrated management and governance of its freshwater, coastal and marine resources											
	Number of regional policy instruments that promote ridge to reef management of the MAR ecoregion approved due to project activities	Policy instrument = protocols, standards, agreements. Regional = 2 or more countries Approved = Approved at Minister level or other relevant body	N/A	Policy instrument documents	CCAD, PMU	[24]0	N/A	N/A	N/A	N/A	2 approved
	Area (ha) of watersheds under IWRM project activities	IWRM project activities = management plans, water reserves, tree planting, soil conservation agroforestry systems, etc.	N/A	GIS analysis, grantee reports, Project records	IWRM Specialist	761,400[25]	1,069,358[26]	1,089,391[27]	1,102,012[28]	1,699,512[29]	1,699,512
	Area (ha) of coastal and marine ecosystems	ICMM project activities = Management plans, strategies, mangrove	N/A	GIS analysis, grantee reports, Project records	ICMM Specialist	0	N/A	115,800[30]	115,800	115,800	157,800[31]

[24] Tulum +8 is a regional ecoregional agreement, however it does not have a Ridge to Reef approach and therefore it is not taken into account as baseline.
[25] Baseline hectares correspond to the portion of the Hondo River which already has an IWRM plan, according to Programa de Gestión de la Cuenca del Río Hondo, SEMARNAT 2009. The PMU will verify this figure.
[26] Hectares correspond to the watersheds of Rio Hondo (MX & BZ = 1,059,200) and Pasabien (10,158 GT). The PMU will verify.
[27] Hectares correspond to the watersheds of Rio Hondo (MX & BZ = 1,059,200), Pasabien (10,158 GT) and Teculutan (20,033 GT). The PMU will verify.
[28] Hectares correspond to the watersheds of Rio Hondo, Pasabien, Teculutan, and Manchaguala (12,621 HN). The PMU will verify.
[29] Hectares correspond to the watersheds of Rio Hondo, Pasabien, Teculutan, Manchaguala and Belize River (597,500 BZ)). The PMU will verify.
[30] Hectares correspond to Belize's coast (386 km * 3 km of ICZM Plan mandate).
[31] Hectares correspond to Belize's coast and the Guatemalan coast according to the area under jurisdiction of the Caribbean Coastal Marine Strategy management, which is to be defined through project activities. At the moment, the value was calculated by the length of the Caribbean Guatemalan coast (148 km*3km), the PMU will confirm the figure.

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
	under ICMM project activities	and coral protection and restoration.									
Outcome Level Indicators											
Component 1: *Strengthen resource governance and regional collaboration for integrated ridge to reef management in the MAR*											
Outcome 1.1: The countries have the enabling conditions for MAR R2R management	Number of regional policy instruments developed	Policy instrument = protocols, standards, agreements. Regional = 2 or more MAR countries Established = Prepared by PMU and validated by focal points	N/A	Policy instrument documents	CCAD, PMU	0	N/A	N/A	2	N/A	N/A
Outcome 1.2: MAR national R2R policy (IWRM and ICMM) frameworks are strengthened [linking Components 2 and 3].	Number of national policy instruments developed	Policy instrument = protocols, standards, other Developed = Prepared by PMU and validated by ISNC (Intersectoral National Committees)	Country	Policy instrument documents	PMU, ISNC, IWRM and ICMM Specialists	1 in GT (Coastal Marine Policy) 1 in BZ (ICZM Plan)	N/A	N/A	2	N/A	N/A
Outcome 1.3 The MAR has a TDA and a SAP that will guide the ecoregional R2R management.	Number of countries in the MAR endorsing TDA and SAP	TDA = Transboundary Diagnostic Analysis SAP = Strategic Action Plan Endorsed = TDA is approved by Ministers of Environment Submission for approval= Final version of SAP is presented by CCAD to the Ministers of Environment for approval	Country	Endorsement letters from Ministry of Environment approving TDA	PMU	0	N/A	N/A	4	N/A	N/A
				Letters of Submission for SAP approval to Ministry of Environment	PMU	0	N/A	N/A	N/A	N/A	4
Outcome 1.4: MAR strategic	Number of unique visitors consulting	Unique users = distinct individuals requesting pages from	N/A	REO website reports	REO specialist	0	N/A	25	50	75	100

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
planning, policy making, management and monitoring supported with updated reliable information accessed via REO.	REO (Regional Environmental Observatory) in one full year	REO website regardless of how often they visit.									
Component 2: *Integrated ridge to reef management of watersheds and freshwater resources*											
Outcome 2.1: IWRM in priority watersheds increased.	Number of stakeholders trained in IWRM through project activities	IWRM project activities = management plans, water reserves, tree planting, soil conservation agroforestry systems, etc. Stakeholders = community, local authority, government, NGOs, private sector and beneficiaries.	Trained in IWRM - men	Attendance lists to workshops (including at least name, , gender, organization, title, email, country.)	IWRM Specialist	0	50	125	200	300	350
			Trained in IWRM - women		IWRM Specialist	0	50	125	200	300	350
Outcome 2.2. Public-private mechanisms for integrated watershed management are strengthened and supported by stakeholders.	Increase (USD) in funding available for public private mechanisms in BZ, GT and HN	Funding = Voluntary contributions paid or pledged to public private mechanisms (including Sierra de las Minas Water Fund) for IWRM.	N/A	Letters of pledged contributions or receipts for paid contributions	IWRM Specialist	50,000	50,000	100,000	125,000	150,000	175,000
Outcome 2.3. Stakeholders	Per cent of sugar and oil		Sugar producers	BONSUCRO certificates,		0	0	1	1	N/A	N/A

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
engaged in IWRM in priority watersheds.	palm producers in project area that are reaching and/or maintaining compliance with Voluntary Standards	Voluntary Standards = BONSUCRO for sugar and RSPO for oil palm Reaching compliance = Industries that have not previously reached certification meet certification criteria. The target is that they become certified. Maintaining compliance = Industries that have already been certified and remain certified after yearly audit.	Reach compliance for certification[32]	BONSUCRO webpage listing certified producers	Producers, IWRM Specialist						
			Sugar producers Maintain certification			1	1	1	2	3	3
			Oil palm producers reach compliance for certification[33]	RSPO certificates, RSPO webpage listing certified producers	Producers, IWRM Specialist	0	2	2	2	1	N/A
			Oil palm producers maintain certification			4	4	6	8	10	11
	Number of tourism and tourism development sector actors adopting better management practices (BMP) to protect aquifers and freshwater critical habitats under project activities	BMP = protection or restoration activities[34] to protect aquifers or critical habitats Tourism sector = hotel and other tourism related businesses and tour operators, Tourism development sector = construction businesses associated with tourism sector	N/A	Baseline developed by grantee or consultant prior to technical assistance, Grantees or consultant's progress reports after technical assistance	Grantees, IWRM Specialist	0	N/A	20	24	28	32
Component 3: Integrated ridge to reef management of coastal and marine resources											
Outcome 3.1. ICMM strengthened through	Number of stakeholders trained in ICMM through	Stakeholder = Government, local authorities, NGOs, fishers, shrimp farmers,	Trained in ICMM - men	Attendance lists to workshops (including at least name, gender,	ICMM Specialist	0	50	125	200	300	350
			Trained in ICMM - women		ICMM Specialist	0	50	125	200	300	350

[32] Values for 'compliance" are NOT CUMULATIVE because once producers reach compliance they are accounted for in the 'maintain certification' category.

[33] Values for 'compliance" are NOT CUMULATIVE because once producers reach compliance they are accounted for in the 'maintain certification' category.

[34] BMPs for aquifers and critical habitats may include protecting remnant vegetation (fire prevention, cattle exclusion etc.) or more active interventions to accelerate natural regeneration, as well as tree planting and/or sowing seeds (direct seeding) of species characteristic of the target ecosystem, according to project developed guidance.

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
capacity building and strategic planning.	project activities	tourism sector, tourism development sector, private sector, civil society, communities ICMM project activities = Management plans, strategies, and ICMM BMPs[35]		organization, title, email, country.)							
Outcome 3.2. Stakeholders engaged in ICMM in coastal marine prioritized areas.	Number of shrimp farms and fisheries in project area that are reaching and/or maintaining compliance with Voluntary Standards (Marine Stewardship Council –MSC- and Aquaculture Stewardship Council -ASC)	Reaching compliance = Shrimp farms and fisheries that have not been previously certified that are implementing improvement projects (AIPs and FIPs) and meet the standard's certification criteria. The target is that they become certified. Maintaining compliance = Shrimp farms and fisheries that have already been certified (ASC and MSC) and remain certified after yearly audit.	Shrimp farm ASC certified	Voluntary Standards certificates, Records of ASC webpage listing certified producers FIP Action Plan and Benchmarking and Tracking Tool	Shrimp farms, fisheries, ICMM Specialist	9 ASC	9 ASC	10 ASC	11 ASC	11 ASC	11 ASC
			Shrimp farm ASC AIPs[36]			2 AIPs	2 AIPs	1 AIP	N/A	N/A	N/A
			Fisheries MSC certified			1 MSC	1 MSC	1 MSC	1 MSC	1 MSC	2 MSC
			Fisheries MSC FIPs[37]			1 FIPs	1 FIP	2 FIPs	3 FIPs	3 FIPs	2 FIPs
	Number of tourism and tourism development sector actors, and communities	BMP = protection or restoration activities[38] to protect coastal and marine habitats. Tourism sector = hotel and other tourism	Number of tourism sector actors	Baseline developed by grantee or consultant prior to technical assistance, Grantees or	Grantees, consultants and ICMM Specialist	0	N/A	20	24	28	32
			Number of communities			8	8	12	16	20	24

[35] BMPs for coastal and marine systems may include protecting ecosystem's (mangroves and corals) from further destruction or restoration (mangrove and coral planting), reduced impacts from productive activities via improved production and harvesting techniques, improved protocols for tourism activities when visiting coral reefs, according to project developed guide, and others including those promoted by FIP's (Fisheries Improvement Plans), AIPs (Aquaculture Improvement Plans), MSC (Marine Stewardship Council) and ASC (Aquaculture Stewardship Council).

[36] Values for 'AIPs" are NOT CUMULATIVE because once producers reach compliance with ASC standard they are accounted for in the 'ASC certified' category.

[37] Values for 'FIPs" are CUMULATIVE because reaching compliance with MSC standard might take more than five years. The overall goal for fisheries is to have 3 FIPs from which at least will be able to achieve MSC certification. The goal at year 5 of the project is to have 2 MSC certified fisheries.

[38] Same as BMPs defined in footnote 10.

Description	Indicator	Definition	Disaggregation	Method & Source	Responsible	Baseline (Year 0)	Annual Target (cumulative)				
							Year 1	Year 2	Year 3	Year 4	Year 5
	implementing better management practices (BMP) to protect coastal and marine habitats under project activities.	related businesses and tour operators, Tourism development sector = construction businesses associated with tourism sector		consultant's progress reports after technical assistance							
Component 4: Project monitoring and evaluation and knowledge sharing											
Outcome 4.1. The project's monitoring and evaluation system employs participatory methods throughout project lifetime.	Number of MAR2R progress reports completed (including mid term and final evaluations and GEF IW Tracking Tool)		Progress reports	Report-evaluation documents	PMU M&E	0	2	4	6	8	10
			Mid term evaluation			0	N/A	N/A	1	N/A	N/A
			Final evaluation			0	N/A	N/A	N/A	N/A	1
			GEF IW Tracking tool			0	1	N/A	1	N/A	1
Outcome 4.2. Advantages of the ridge to reef approach shared with local and international audiences, including the GEF IW:LEARN community (funded by at least 1% of project budget).	Number of communication and knowledge management products disseminated	Communication and KM products include: WP = Webpage SM = Social media accounts Pubs = Publications V/A = Video/Animation WB = Webinars NW = National Workshops IW = IW Conference	WP	Webpage statistics	M&E	0	1	1	1	1	1
			SM	Social media statistics		0	2	2	2	2	2
			Pubs	Publications produced		0	0	1	3	6	10
			V/A	Videos/animations produced		0	0	1	2	3	4
			WB	Webinars hosted		0	0	1	2	3	4
			NW	Attendance lists to workshops hosted		0	0	0	12	24	36
			IW	Presentations made in IW conference		0	0	N/A	1	N/A	2

Appendix 13: GEF Focal Area Tracking Tool(s)

See Excel File.

Appendix 14: Summary Budget

CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	PROJECT TOTAL
COMPONENT 1	$ 177,012	$ 162,866	$ 162,137	$ 210,352	$ 146,523	$ 858,890
COMPONENT 2	$ 431,661	$ 951,272	$ 1,182,062	$ 1,144,909	$ 584,548	$ 4,294,452
COMPONENT 3	$ 337,121	$ 595,797	$ 624,665	$ 602,033	$ 417,055	$ 2,576,671
COMPONENT 4	$ 170,910	$ 125,715	$ 201,722	$ 151,143	$ 209,400	$ 858,890
PMC	$ 88,800	$ 74,056	$ 81,898	$ 76,626	$ 108,065	$ 429,446
TOTAL PROJECT COSTS	$ 1,205,504	$ 1,909,706	$ 2,252,485	$ 2,185,062	$ 1,465,592	$ 9,018,349

Appendix 15: Co-Financing by Source (GEF Table C)

Name of Co-financier	Type of Co-financing	Stat.	Component 1	Component 2	Component 3	Component 4	Project Management	Total
CCAD	Cash	OK	1,700,000	5,400,000	300,000	1,900,000	0	9,300,000
	In-kind	OK	0	0	0	0	1,365,000	1,365,000
Ministry of Forestry, Fisheries and Sustainable Development of Belize	Cash	OK	0	0	0	0	0	0
	In-kind	OK	1,922,813	1,922,813	1,922,813	1,922,813	0	7,691,250
Coastal Zone Management Authority and Institute of Belize (CZMAI)	Cash	OK	0	0	0	0	0	0
	In-kind	OK	0	0	310,000	0	0	310,000
National Commission for Natural Protected Areas of Mexico (CONANP)	Cash	OK	0	0	0	0	0	0
	In-kind	OK	933,671	933,671	933,671	933,672	0	3,734,685
Ministry of the Environment and Natural Resources of Guatemala	Cash	OK	513,539	513,539	513,539	513,539	0	2,054,155
	In-kind	OK	486,548	486,548	486,548	486,548	0	1,946,192
Secretary of Energy, Natural Resources, Environment and Mines of Honduras	Cash	OK	0	1,500,000	1,700,000	0	0	3,200,000
	In-kind	OK	1,475,000	1,475,000	1,475,000	1,475,000	0	5,900,000
Healthy Reefs Initiative	Cash	OK	0	0	0	0	0	0
	In-kind	OK	740,000	0	0	0	0	740,000
MAR Fund	Cash	OK	0	0	0	0	0	0
	In-kind	OK	0	879,292	885,000	0	0	1,764,292
Wetlands International	Cash	OK	5,000	3,000	3,000	2,000	0	13,000
	In-kind	OK	40,000	45,000	30,000	7,500	25,000	147,500
WWF-MAR	Cash	OK	100,000	900,000	650,000	100,000	0	1,750,000
	In-kind	OK	62,500	62,500	62,500	62,500	0	250,000
WWF-US	Cash	OK	103,754	518,770	311,262	103,754	100,000	1,137,540
	In-kind	OK	0	0	0	0	0	0
Fundación Defensores de la Naturaleza	Cash	OK	0	1,375,000	0	0	0	1,375,000
	In-kind	OK	0	779,294	0	0	0	779,294
FUNDAECO	Cash	OK	0	3,500,000	0	0	0	3,500,000
	In-kind	OK	70,000	2,000,000	70,000	30,000	0	2,170,000
The Coca-Cola Company	Cash	OK	135,715	1,750,000	0	0	0	1,885,715
	In-kind	OK	132,145	132,140	0	0	0	264,285
	TOTAL por componente		8,420,685	24,176,566	9,653,332	7,537,325	1,490,000	51,277,908

Appendix 16: Co-Financing Commitment Letters

COMISIÓN CENTROAMERICANA DE AMBIENTE Y DESARROLLO

Ref.: CCAD-262-15
El Salvador, October 27th, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **Integrated Ridge – to Reef Management of the Mesoamerican Reef (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform you that **Central American Commission on Environment and Development (CCAD)** will provide **US$ $10,665,000.00** in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **2016-2020.** This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1: Resource governance is strengthened and regional collaboration promoted	Cash	$ 1,700,000
Component 1: Resource governance is strengthened and regional collaboration promoted	in kind	00,00
Component 2: Integrated ridge to reef management of watershed	Cash	$ 5,400,000
Component 2: Integrated ridge to reef management of watershed	in kind	00,00
Component 3: Integrated ridge to reef management of coastal and marine resources	Cash	$ 300,000
Component 3: Integrated ridge to reef management of coastal and marine resources	in kind	00,00
Component 4: Project Monitoring and Evaluation, and knowledge sharing	Cash	$ 1,900,000
Component 4: Project Monitoring and Evaluation, and knowledge sharing	in kind	00,00
Project Management Cost (PMC)	Cash	00,00
Project Management Cost (PMC)	in kind	$ 1,365,000
	TOTAL VALUE	**$ 10,665,000**

I would like to highlight, that these amounts are indicatives of the investment in shared actions with other projects that are executed within the framework of the CCAD.

Sincerely,

Christa Castro Varela
Executive Secretary
Central American Commission on Environment and Development

CCAD

Secretaría General del SICA
Final Bulevar Cancillería, Distrito El Espino; Ciudad Merliot, Antiguo Cuscatlán, La Libertad
El Salvador, Centroamérica
Teléfono (503) 2248 8800 / Fax (503) 2248 8899
Email: seccad@sica.int
www.sica.int/CCAD

Ministry of Forestry, Fisheries & Sustainable Development
Second Floor, West Block Building, Belmopan City
Phone: (501) 822-0810/0401; **Fax:** 822-2396
Email: ceo@ffsd.gov.bz and minister@ffsd.gov.bz

REF: FD/GEN/9/01/15(17)

October 13, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

REF: Co-financing Support for WWF GEF Project: **"Integrated Transboundary Ridges-to-Reef Management of the MesoAmerican Reef"**

Dear Mr. Lefeuvre,

I am pleased to inform you that **the Government of Belize** will provide **seven million, six hundred ninety-one thousand and two hundred and fifty US Dollars ($7,691,250.00)** in in-kind co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **January 2016 – December 2020**. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1,2,3 and 4	In-kind	$7,691,250.00
	TOTAL VALUE	

Sincerely,

Adele Catzim-Sanchez
Chief Executive Officer

COASTAL ZONE MANAGEMENT AUTHORITY AND INSTITUTE

Princess Margaret Drive, P.O. Box 1884, Belize City, Belize, Central America
Tel: 501-223-5739/223-0719 – Fax: 501-223-5738 – E-mail: ceo@coastalzonebelize.org
Web site: www.coastalzonebelize.org

October 13, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **"Integrated Transboundary Ridges-to-Reef Management of the MesoAmerican Reef"**

Dear Mr. Lefeuvre;

I am pleased to inform you that **the Coastal Zone Management Authority/Institute** will provide **three hundred and ten thousand US Dollars ($310,000)** in in-kind co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **January 2016 – December 2020**. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 3	In-kind	$310,000.00
	TOTAL VALUE	$310,000

Sincerely,

Chantalle Clarke-Samuels
Chief Executive Officer

SEMARNAT
SECRETARÍA DE MEDIO AMBIENTE Y RECURSOS NATURALES

CONANP
COMISIÓN NACIONAL DE ÁREAS NATURALES PROTEGIDAS

COMISIÓN NACIONAL DE ÁREAS NATURALES PROTEGIDAS

DIRECCIÓN GENERAL DE DESARROLLO INSTITUCIONAL Y PROMOCIÓN

OFICIO NO. DGDIP/318 /16

Ciudad de México, a 09 de junio de 2016

Asunto: Manifestación de interés por participar en el desarrollo e implementación del Proyecto

HERVE LEFEUVRE
DIRECTOR GENERAL Y COORDINADOR DE PROYECTOS GEF
FONDO MUNDIAL PARA LA NATURALEZA
P R E S E N T E

En alcance al oficio DGDIP/014/16, enviado a la Sra. Christa Castro Varela, Secretaria Ejecutiva de la Comisión Centroamericana de Ambiente y Desarrollo (CCAD), el 13 de enero del presente, la Comisión Nacional de Áreas Naturales Protegidas (CONANP) manifiesta su interés por participar activamente en el desarrollo e implementación del proyecto "*Integrated Transboundary Ridge to Reef Management of the Mesoamerican Reef (MAR2R)*" aprobado como parte de los proyectos del área focal de Aguas Internacionales de la quinta reposición del Fondo para el Medio Ambiente Mundial (GEF).

Asimismo, ratificamos el compromiso por contribuir con un cofinanciamiento en especie por $3,734,685.00 USD que serán asignados durante los cinco años que contempla el Proyecto. No obstante, es necesario mencionar que dicho monto quedará condicionado a la suficiencia presupuestal asignada anualmente a la CONANP por el Gobierno Federal Mexicano.

ATENTAMENTE
EL DIRECTOR GENERAL

ANDREW JOHN RHODES ESPINOZA

IFS

"Por un uso responsable de papel, las copias de conocimiento se envían por correo electrónico"

C.c.e.p.- Francisco Ricardo Gómez Lozano, Director Regional Península de Yucatán y Caribe Mexicano. Para su conocimiento.
Ivana Fernández Stohanzlova. Directora Encargada de Cooperación Internacional. CONANP. Mismo fin.
María del Carmen García Rivas, Directora Parque Nacional Isla Contoy Parque Nacional Arrecifes de Puerto Morelos. Mismo fin.

IGUALDAD LABORAL

MINISTERIO DE AMBIENTE Y RECURSOS NATURALES
GUATEMALA, C.A.

Ministro

Guatemala, December 22 2,015
Oficio MI-1492-2015/ACLT-gpvg

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24 Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: Integrated Transboundary Ridge-to-Reef Management of th Mesoamerican Reef (MARN2R)

Dear Mr. Lefeuvre,

I am pleased to inform you that The Ministry of Environment and Natural Resources of Guatemala will provide four million and three hundred forty seven United States Dollars (4,000,347 USD) in co-financing to the World Wildlife Fund, Inc. for the above-referenced Project during the period 2016-2020. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1,2,3,4	cash	2,054,155
Component 1,2,3,4	in kind	1,946,192
TOTAL EVALUE		**4,000,347**

Sincerely.

Andreas Cord Lehnhoff Temme
Ministro de Ambiente y Recursos Naturales

MINISTERIO DE AMBIENTE Y RECURSOS NATURALES
MINISTRO

C.c. Licenciado Edwing Pérez, Viceministro Administrativo Financiero
Ing. Igor de la Roca-Viceministro de Recursos Naturales y Cambio Climático
Lic. Juan Carlos Díaz-Cooperación Internacional
Licenciado Mario Abel Díaz Anzueto, Jefe del Departamento de Ecosistemas

20 Calle 28-58 Zona 10 Edificio MARN
PBX: 2423-0500
www.marn.gob.gt

GOBIERNO DE LA
REPÚBLICA DE HONDURAS

SECRETARÍA DE ENERGÍA,
RECURSOS NATURALES,
AMBIENTE Y MINAS

Tegucigalpa, M.D.C., February 26, 2016 **UCEMR-DMA-0301-2016**

Mr. **Herve Lefeuvre**
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **"Integrated Transboundary Ridges to Reef Management of the Mesoamerican Reef".**

Dear Mr. Lefeuvre,

I am pleased to inform you that the Government of Honduras will provide nine million one hundred thousand US dollars in co-financing to the World Wildlife Fund, Inc. for the above referenced project during the period January 2016 to December 2020. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component, 1,2,3 and 4	in kind	US$ 5,900,000.00
ONG's and Projects	cash	US$ 3,200,000.00
	TOTAL VALUE	US$ 9,100,000.00

Sincerely,

SECRETARÍA DE ENERGÍA RECURSOS NATURALES AMBIENTE Y MINAS MiAMBIENTE
SECRETARIO DE ESTADO

ING. JOSE ANTONIO GALDAMES FUENTES
SECRETARY OF STATE

Cc: Ing. Christa Castro/Secretaria Ejecutiva CCAD
Cc: Abg. Rafael A. García/Director de Biodiversidad MiAmbiente

EDIFICIO PRINCIPAL DESPACHO DE ENERGÍA, RECURSOS NATURALES Y AMBIENTE, 200 METROS AL SUR DEL ESTADIO NACIONAL
TEL. PLANTA: (504) 2232-2011, TEL. DESPACHO (504) 2235-7833 / 2239-4296, FAX: (504) 2232-6230, APDO. POSTAL 1389, 4710, WWW.SERNA.GOB.HN
TEGUCIGALPA, HONDURAS, CENTRO AMERICA

Healthy Reefs
for healthy people

December 4th 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: Integrated Transboundary Ridge-to-Reef Management of the Mesoamerican Reef (MAR2R).

Dear Mr. Lefeuvre,

I am pleased to inform you that **the Healthy Reefs for Healthy People Initiative** will provide **$148,000 per annum** in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period 2016 - 2020. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1- Coral reef monitoring, Report Card on the Health of the Mesoamerican Reef.	In kind	110,000
Component 1- Coral reef monitoring training.	In kind	38,000
	TOTAL VALUE	148,000

This is based on secured annual funding for 2015. More than double this secured amount is expected, based on the last 4 years budget figures but it not yet confirmed as co-funding.

Sincerely,

Melanie McField

Melanie McField, PhD
Director of the Healthy Reefs for Healthy People Initiative, Smithsonian Institution

March 8, 2016

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **Integrated Ridge – to Reef Management of the Mesoamerican Reef (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform that the Mesoamerican Reef Fund (**MAR FUND)** will provide **US$1,764,292** in co-financing for the above-referenced project during the period **2016-2020.** This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 2: Integrated ridge to reef management of watershed	Cash/in kind	$ 879,292
Component 3: Integrated ridge to reef management of coastal and marine resources	Cash/in kind	$ 885,000
TOTAL VALUE		$ 1,764,292

Sincerely,

María José González
Executive Director

Mesoamerican Reef Fund

22 Avenida 0-59, Zona 15 Vista Hermosa II, Guatemala, Guatemala, 01015
Tel/ Fax (502) 2369-3188 / 2369-1978
www.marfund.org www.fondosam.org

Wetlands International
Latinoamérica y el Caribe
Fundación Wetlands International
Edificio 225, Planta Baja, Local C
Ciudad del Saber, Clayton
Apartado Postal 0819-03717
Ciudad de Panamá, Panamá
+507 317 1674
panama@wetlands.org
www.wetlands.org/lac

October 13, 2015
N/N 10-016-15

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **INTEGRATED TRANS-BOUNDARY RIDGE-TO-REEF MANAGEMENT OF THE MESOAMERICAN REEF (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform you that **FUNDACIÓN WETLANDS INTERNATIONAL** will provide **ONE HUNDRED AND SIXTY THOUSAND AND FIVE-HUNDRED 00/100 USD** in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **2016-2021**. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1	Cash	$5,000
	In-kind	$40,000
Component 2	Cash	$3,000
	In-kind	$45,000
Component 3	Cash	$3,000
	In-kind	$30,000
Component 4	Cash	$2,000
	In-kind	$7,500
Project management	In-kind	$25,000
	TOTAL VALUE	$160,500.00

Sincerely,

WETLANDS INTERNATIONAL
Fundación Wetlands International Panamá
RUC: 1856612-1-83190

Julio Montes de Oca L.
Head of Office
Fundación Wetlands International
Wetlands International Latin America & Caribbean
Regional Office in Panama

WWF-Guatemala / Mesoamérica
15 Ave. 13-45 zona 10, Colonia Oakland
Guatemala, Guatemala

PBX: +(502) 2366-5856
alehnhoff@wwfca.org
www.wwfca.org

Guatemala, January 15, 2016

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **Integrated Transboundary Ridge-to-Reef Management of the Mesoamerican Reef (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform you that WWF-Guatemala/Mesoamerica will provide USD 2,000,000 in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period January 2016 - December 2020. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1: Strengthen resource governance and regional collaboration for integrated ridge to reef management of the MAR	In-kind	USD 50,000
Component 2: Integrated ridge to reef management of watersheds and freshwater resources	Cash	USD 875,000
	In-kind	USD 100,000
Component 3: Integrated ridge to reef management of coastal and marine resources	Cash	USD 875,000
	In-kind	USD 100,000
TOTAL VALUE		USD 2,000,000

Sincerely,

Andreas Lehnhoff
Regional Director
WWF-Guatemala/Mesoamerica

World Wildlife Fund
1250 24th St. NW
Washington, DC 20037-1193

Main Phone: 202-293-4800
Fax: 202-778-9747

worldwildlife.org

June 8, 2016

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: Integrated Ridge to Reef Management of the Mesoamerican Reef Ecoregion (MAR2R)

Dear Mr. Lefeuvre,

I am pleased to inform you that **WWF-US** will provide **$1,137,540** co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period of the project. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1	Cash	$103,754
Component 2	Cash	$518,770
Component 3	Cash	$311,262
Component 4	Cash	$103,754
Project Management	Cash	$100,000
	TOTAL VALUE	$1,137,540

Sincerely,

Kristine B. Vega,
Vice President
Program Operations

POR AMOR Y RESPETO A LA VIDA

4a. Av. 23-01 Zona 14, 01014
Ciudad de Guatemala,
Guatemala, Centroamérica
PBX (502) 2310-2929
info@defensores.org.gt
www.defensores.org.gt

DEFENSORES
DE LA NATURALEZA

Guatemala, October 6, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **Integrated Transboundary Ridge-to-Reef Management of the Mesoamerican Reef (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform you that **Fundación Defensores de la Naturaleza** will provide **US$2,154,294** in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **January 2016 thru December 2020**. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 2	cash	1,375,000
Component 2	in kind	779,294
	TOTAL VALUE	2,154,294

Sincerely,

Ing. Oscar Manuel Nuñez
Director Ejecutivo
Fundación Defensores de la Naturaleza

FUNDACIÓN DEFENSORES DE LA NATURALEZA
DIRECTOR EJECUTIVO

September 23rd, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: Integrated Transboundary Ridge-to-Reef Management of the Mesoamerican Reef (MAR2R)

Dear Mr. Lefeuvre,

I am pleased to inform you that the Foundation for Ecodevelopment and Conservation - FUNDAECO will provide $ 5,670,000 in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period 2016 - 2020. This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1: Resource Governance	In - kind	$70,000
Component 2: Integrated ridge to reef management of watersheds	In - kind	$ 2,000,000
Component 2: Integrated ridge to reef management of watersheds	Cash	$ 3,500,000
Component 3: Integrated ridge to reef management of coastal and marine resources	In - kind	$ 70,000
Component 4: Project Monitoring and Evaluation	In - kind	$ 30,000
	TOTAL VALUE	$ 5,670,000

We consider FUNDAECO can play a strategic role as implementing partner for the Guatemalan portion of the Mesoamerican Reef System.

Sincerely,

Marco Vinicio Cerezo Blandon
General Director
FUNDAECO

The Coca-Cola Company

P. O. BOX 1734
ATLANTA, GA 30301-1734 U.S.A.

November 17, 2015

Mr. Herve Lefeuvre
Senior Director & GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC, 20037

Re: Co-financing Support for WWF GEF Project: **Integrated Ridge – to Reef Management of the Mesoamerican Reef (MAR2R)**

Dear Mr. Lefeuvre,

I am pleased to inform you that **The Coca-Cola Company** will provide **$2,150,000 in USD** in co-financing to the World Wildlife Fund, Inc. for the above-referenced project during the period **January 2016-December 2020.** This contribution will consist of the following:

ACTIVITY	TYPE	VALUE
Component 1. Governance and Transboundary Resources	CASH	$135,715
Component 1. Governance and Transboundary Resources	IN-KIND	$132,145
Component 2. Integrated Management of Watershed and Freshwater Resources	CASH	$1,750,000
Component 2. Integrated Management of Watershed and Freshwater Resources	IN-KIND	$132,140
	TOTAL VALUE	$2,150,000

Sincerely,

Gregory J Koch
Senior Director, Global Water Stewardship
The Coca-Cola Company
gkoch@coca-cola.com
+1-404-676-7698

Appendix 17: Endorsement Letters of GEF Operational Focal Points

Ministry of Forestry, Fisheries & Sustainable Development
Second Floor, West Block Building, Belmopan City
Phone: 822-0810 or 822-0401; Fax: 822-2396
Email: minister@ffsd.gov.bz and ceo@ffsd.gov.bz

Ref: ED/GEN/1/01/14 (29)

6th March, 2014

Mr. Herve Lefeuvre
WWF GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street, NW,
Washington, D.C. 20037

Endorsement for "Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef"

In my capacity as Chief Executive Officer, Ministry of Forestry, Fisheries and Sustainable Development, I confirm that the above project proposal (a) is in accordance with national priorities and (b) was discussed with relevant stakeholders.

I am pleased to endorse the preparation of the above project proposal with the support of World Wildlife Fund, Inc as GEF Agency. I request World Wildlife Fund, Inc. to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from GEF International Waters focal area of the GEF Trust Fund, being requested for this project is US $10,000,000 inclusive of Project Preparation Grant (PPG), Agency Fee, and project cycle management services associated with the total GEF grant.

Sincerely,

(Wendel Parham Ph.D)
Chief Executive Officer
Ministry of Forestry, Fisheries and Sustainable Development of Belize

Cc: Martin Alegria, GEF Operational Focal Point

DEPARTMENT OF THE ENVIRONMENT

Market Square
Belmopan, Belize
Tel: 501-802-2542/ 2816 | Fax: 501-802-2862
Email: envirodept@btl.net or envirodept@ffsd.gov.bz | Website: www.doe.gov.bz

Please Ouote : DOC/C/131/14(74)

5th March, 2014.

Mr. Herve Lefeure
WWF GEF Coordinator
WWF INC
1250. 24th Street, NW
Washington DC, USA

Re: Endorsement for Integrated Transboundary Ridge to Reef Management of the Meso-American Barrier Reef

In my capacity as GEF Operational Focal Point for Belize, I confirm that the above project proposal (a) is in accordance with my government's national priorities and the country's commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency(ies) listed below. If approved, the proposal will be prepared and implemented by the Department of the Environment, in the Ministry of Forestry, Fisheries and Sustainable Development. I request the WWF to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from GEF International Waters (GEFTF) being requested for this project is approximately US$ 9,018,000inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF grant.

Sincerely,

Martin Alegria
Chief Environmental Officer and
GEF OFP

cc. Chief Executive Officer, MFFSD
Political Focal Point, GEF

MINISTERIO DE AMBIENTE Y RECURSOS NATURALES
GUATEMALA, C.A.

Ministra

6th March, 2014
Oficio No MI-186-2014 /MMMK-jt

To: **Mr. Herve Lefeuvre**
WWF GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street, NW,
Washington, D.C. 20037

Subject: Endorsement for *"Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef"*

In my capacity as Minister of Natural Resources and Environment of Guatemala, I confirm that the above project proposal is in accordance with national priorities and was discussed and build in accordance of the Central American Commission on Environment and Development (CCAD) guidelines.

I am pleased to endorse the preparation of the above project proposal with the support of World Wildlife Fund, Inc as GEF Agency. I request World Wildlife Fund, Inc. to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from GEF International Waters focal area of the GEF Trust Fund, being requested for this project is US$10,000,000 inclusive of Project Preparation Grant (PPG), Agency Fee, and project cycle management services associated with the total GEF grant.

Sincerely,

MINISTERIO DE AMBIENTE Y RECURSOS NATURALES — MINISTRA

Michelle Melisa Martínez Kelly
Minister of Natural Resources and Environment
GEF operational Focal Point of Guatemala

República de Honduras

SERNA
SECRETARIA DE RECURSOS NATURALES Y AMBIENTE

Secretaría de Energía, Recursos Naturales, Ambiente y Minas

March 6,2014

To: Mr. Herve Lefeuvre
WWF GEF Coordinator
World Wildlife Fund, Inc.
1250 24th Street, NW,
Washington, D.C. 20037

Subject: Endorsement for *"Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef"*

In my capacity as GEF Operational Focal Point for Honduras I confirm that the above project proposal (a) is in accordance with my government's national priorities and (b) was discussed with relevant stakeholders.

I am pleased to endorse the preparation of the above project proposal with the support of World Wildlife Fund, Inc as GEF Agency. I request World Wildlife Fund, Inc. to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from GEF International Waters focal area of the GEF Trust Fund, being requested for this project is US$10,000,000 inclusive of Project Preparation Grant (PPG), Agency Fee, and project cycle management services associated with the total GEF grant.

Sincerely,

Secretaría de Estado en los Despachos de Recursos Naturales y Ambiente
DIRECCION DE COOPERACION EXTERNA Y MOVILIZACION DE RECURSOS
Honduras, C.A.

Graciela Arias Velay
Interim Director of External Cooperation

Edificio Principal: Despacho de recursos Naturales y Ambiente 100 mts. al Sur del Estadio Nacional
Tels.: 2232-2011, 2239-4298, Fax: 2232-6250, Apto. Postal 1389,4710.
Tegucigalpa, M.D.C., Honduras, C.A.

SHCP
SECRETARÍA DE HACIENDA Y CRÉDITO PÚBLICO

Subsecretaría de Hacienda y Crédito Público
Unidad de Asuntos Internacionales de Hacienda

347-A-013/14

Mexico City, March 7th, 2014

To: Dr. David McCauley
Vice President, Multilateral Affairs
World Wildlife Fund, Inc. (WWF-US)
1250 24th, St, NW, Washington DC 20037-1193

Subject: Endorsement for the regional project "Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef".

In my capacity as GEF Political and Operational Focal Point for Mexico, I confirm that the above project proposal (a) is in accordance with my government's national priorities and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency listed below. If approved, the proposal will be coordinated by the Central American Commission on Environment and Development (CCAD) and implemented in Mexico by the *Comisión Nacional para Áreas Naturales Protegidas*. I request the GEF Agency to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing being requested for this project is US$10,000,000.00, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Belize, Guatemala, Honduras and Mexico is detailed in the table below.

Source of Funds	GEF Agency	Focal Area	Amount (in US$)			
			Project Preparation	Project	Fee	Total
GEFTF	WWF-US	IW	155,963	9,018,349	825,688	10,000,000
Total GEF Resources			155,963	9,018,349	825,688	10,000,000

Sincerely,

Mexico's Political and Operational Focal Point to the GEF

Mr. Jorge Muhlia Almazán

C.c. Mr. Bosco Martí Ascencio. Head of the International Affairs Unit. Ministry of Finance and Public Credit of Mexico.

Insurgentes Sur No. 1971, Torre III piso 3, Col. Guadalupe Inn, Del. Álvaro Obregón, CP. 01020, México, D.F.
Tel.: (55) 3688 1293 www.hacienda.gob.mx

Appendix 18: Stakeholder Consultations Lists

Name	Position/ Institution	Country
Aldo Cansino	Department of the Environment	Belize
Andres Aldana	Fisheries Department	Belize
Angie Tucker	Spanish Creek	Belize
Arlene Maheia Young	Coastal Management Zone	Belize
Beverly Wade	Fisheries Department	Belize
Catherine Cumberbatch	Hydro-meteorology	Belize
Conway Young	Community Baboon Sanctuary	Belize
Daniel Chi	Forestry Department	Belize
Derick Hendy	Belize Audubon Society	Belize
Ed Boles	Monkey Bay Sibun Watershed Association	Belize
Edgar Ek	Department of the Environment	Belize
Efrain Perez	Monkey Bay Wildlife Sanctuary	Belize
Eric Wade	Fisheries Department	Belize
Hugo Castillo	SACD	Belize
Hugo Zenteno	BWSL	Belize
Hyacinth Ysaguirre	SWAG	Belize
Ines Garcia	Fisheries Department	Belize
Isaías Majil	Fisheries Department	Belize
James Azueta	Fisheries Department	Belize
Leighton Hoban	FYFFES Intl	Belize
Marilyn Lopez	Spanish Creek	Belize
Mathew Miller	Monkey Bay Sibun Watershed Association	Belize
Mauro Gongora	Fisheries Department	Belize
Michael Zuniga	SWAG	Belize
Minerva Gonzalez	Forestry Department	Belize
Misael Icanto	BTB	Belize

Name	Position/ Institution	Country
Nadia Bood	WWF	Belize
Rafael Manzanero	FCD	Belize
Rashida Garcia	Forestry Department	Belize
Rhona Lopez	Hydrology Unit	Belize
Roberto Harrison	Ministry of Natural Resources and Agriculture	Belize
Rosalinda Joseph	Spanish Creek	Belize
Ruth Staine Dawson	NAVCO -National Association of Village Councils	Belize
Samir Rosado	Coastal Management Zone	Belize
Sebastian Cayetano	National Garifuna Council	Belize
Steven Lillet	Belize Audubon Society	Belize
Tennielle Williams	Hydrology Unit	Belize
Wilhelm Gillitte	Belize Audubon Society	Belize
Zoe Walker	Wildtracks	Belize
Alfonso Agustin Bollat	Environmental Supervisor EMPORNAC	Guatemala
Ana Beatriz Rivas	MAR FUND/ Project Officer	Guatemala
Andres Caaal Chalib	Director Rio Dulce National Park	Guatemala
Armando Martinez	MAGA/Agriculture Ministry	Guatemala
B. Geovanni Lemus	Environmental Technical Unit Puerto Barrios Municipality	Guatemala
Blanca Rosa García	Fisheries supervisor/DIPESCA–MAGA	Guatemala
Byron Estrada	Segeplan – Planning government agency	Guatemala
Carlos Marín	DIPESCA-MAGA	Guatemala
Cesar García	MARN	Guatemala
Darwin Tax	Instructor/RMI	Guatemala
Eduardo A. Carmona	Caribbean Naval Command	Guatemala
Eloisa Espinoza	SAG/ DIGEPESCA-Agriculture, Livestock and Fisheries-	Guatemala
Erick Aldana	ASOCAR	Guatemala
Erick Berreondo	Supervisor/SPM	Guatemala
Erick F. Coc	Technical Officer MARN-AMASURLI	Guatemala
Estuardo Herrera	FUNDARY-TRIGOH	Guatemala
Estuardo Noack	Water and Environment Alliance	Guatemala
Eustaquio Ochoa	Traditional Fishers' Network	Guatemala

Name	Position/ Institution	Country
Giovanni Zamora	Local teacher	Guatemala
Guillermo Galvez	FUNDAECO	Guatemala
Hugo Hidalgo	Coastal Marine Regional Advisor /MARN	Guatemala
Ingrid Arias	FUNDAECO/ Development	Guatemala
Ingrid Lisseth Veliz	Izabal Department Government	Guatemala
Jeanette de Noack	Water and Environment Alliance	Guatemala
Jorge Mario Samayoa	INGUAT/ Natural Heritage	Guatemala
José Domingo Caal	ECOLOGIC	Guatemala
José Fernando de Paz Soto	MAGA-OCRET	Guatemala
José Robledo	MARN	Guatemala
Justo Rodríguez	FUNDAECO	Guatemala
Luisa Fernández L.	MARN/Ecosystems	Guatemala
Manuel Ixquiac	FUNDAECO/Sharks	Guatemala
Mario Díaz	MARN	Guatemala
Mario Raul Leiva	Forests Institute/ Subregional Director	Guatemala
Maritza Aguirre	Director AMASURLI	Guatemala
Max Baldetty	INGUAT/RIOS Guatemala	Guatemala
Melissa de la Cruz	Environmental Advisor/MARN Izabal	Guatemala
Miguel Hernandez	Livingston Port	Guatemala
Mynor E. Rivas	EMPORNAC National Port Enterprise Santo Tomas	Guatemala
Nancy Fabiola Chacón	Izabal Department Government	Guatemala
Olga Centeno	Consultant	Guatemala
Oscar Santos Gutierrez	CECON-USAC Biotopo Chocón-Machacas	Guatemala
Raquel Leiva	Laru Beya Garifuna community based tourism association	Guatemala
Samuel Coloma	MARN/Ecosystems	Guatemala
Sandino A. Guzman	Livingston Municipality Planning	Guatemala
Sergio Hernandez	CONAP Technical Unit Manabique	Guatemala
Sergio Izquierdo	Rescue the Planet/Rescue the Planet	Guatemala
Sergio R. Rodas R.	Santo Tomas Port	Guatemala
Silja Ramírez Yela	FUNDAECO/Coordinator Coasts	Guatemala
Sonia M. Vasquez S	MARN Judiciary Advisor Region III	Guatemala
Victor Bernal C	Education Ministry	Guatemala

Name	Position/ Institution	Country
Ana Patricia Martínez	MI AMBIENTE/ Climate Change	Honduras
Ana Rosario Velásquez	ICF/DAP – Forest Institute -Protected Areas	Honduras
Belkis Carolina Montalván	MI AMBIENTE/ DIBIO –Biodiversity	Honduras
Belkis Paz	SANAA –Sewage and Aqueducts	Honduras
Bella Sosa	PROFOREST	Honduras
Byron Reyes	BIA	Honduras
Carlos García	DGRH –Water Resources	Honduras
Carlos Hernán García	MI AMBIENTE/Water Resources	Honduras
Carlos Muñoz	MI AMBIENTE	Honduras
César Leonel Cáceres	DGRH –Water Resources	Honduras
David Jaén	MI AMBIENTE/ DIBIO –Biodiversity	Honduras
David Mijangos	Hondupalma	Honduras
Delmy Flores	MI AMBIENTE/ DGRH –Water Resources	Honduras
Ernesto Castro	COINSU	Honduras
Gladys Almendarez	Regional director SANAA	Honduras
Gladys Díaz Paguada	MI AMBIENTE/ DGRH-Water Resources	Honduras
Héctor Ferreria	Campo Agas	Honduras
Ian Drysdale	Healthy Reefs for Healthy People Initiative	Honduras
Ileana Cardona	MI AMBIENTE/ DIBIO -Biodiversity	Honduras
José Alfonso	FHIA	Honduras
Juan José Gómez	Producer	Honduras
Kessell Rosales	MI AMBIENTE/ DGRH- Water Resources	Honduras
Lenin Oconnor Cano	MI AMBIENTE/ International Cooperation	Honduras
Luigi Loddo	Regional Coordinator GOAL	Honduras
Luis Suazo	MI AMBIENTE/ International Cooperation	Honduras
Mariela Saucedo	IHT	Honduras
Marle Aguilar Ponce	MI AMBIENTE/ DIBIO –Biodiversity	Honduras
Marnie Portillo	MI AMBIENTE/ DIBIO -Biodiversity	Honduras
Mercedes E. Rodríguez	MI AMBIENTE/ DIBIO –Biodiversity	Honduras
Milka Castro	Cervecería Hondureña	Honduras
Milton Vásquez	CAHSA	Honduras
Natán García	Protected Areas regional coordinator	Honduras

Name	Position/ Institution	Country
Nielsen Ávila Rovelo	Merchant Navy	Honduras
Oscar Iván Fajardo	Producer -	Honduras
Oscar Raudales	ICF/DCHA –Forest Institute, Watersheds and Environment	Honduras
Oscar Torres	MI AMBIENTE/ DIBIO –Biodiversity	Honduras
Roger Flores	Director CCO	Honduras
Roger Mondragon	CAHSA	Honduras
Rosibel Martínez Arriaga	MI AMBIENTE/ International Cooperation	Honduras
Sayri Molina	Senior coordinator GOAL	Honduras
Scarleth Julissa Inestroza	MI AMBIENTE/ DGRH-Water Resources	Honduras
Sofía González	MI AMBIENTE/ DGRH – Water Resources	Honduras
Suyapa Díaz	Grupo Jaremar	Honduras
Víctor Cuellar	SANAA - Sewage and Aqueducts	Honduras
Víctor Manuel Pineda	CESCCO -Contaminants Study and Control Center	Honduras
Víctor Manuel Pineda	MI AMBIENTE/ DIBIO -Biodiversity	Honduras
Walter Galindo	MI AMBIENTE/ DIBIO -Biodiversity	Honduras
Adrian Loreto Tun C.	Community representative	Mexico
Adrian Ramos	Razonatura AC	Mexico
Alberto Valentín	CONAGUA	Mexico
Alejandra Serrano	CEMDA	Mexico
Alejandra Vega Zepeda	ECOSUR	Mexico
Alejandro López T.	Amigos de Sian Ka'an	Mexico
Alma Celina Tortaiada Pinto	API	Mexico
Anastazia Banaszak	UNAM	Mexico
Angel Omar Ortiz Moreno	CONANP	Mexico
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Calina Zepeda	TNC	Mexico
Carlos H. Pacheco C.	Community representative	Mexico
Christian Alvo	PNUD CONANP	Mexico
Citlali Garcia Sotero	COBI	Mexico
Claudia Padilla Souza	INAPESCA	Mexico
Eduardo Mariscal	Benito Juarez Municipality	Mexico

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Erik Xicun Mendoza	Lobster fishers of the Caribbean Cooperative S.C de R.L.	Mexico
Heidi Meza	ZOFEMAT	Mexico
Humberto Mex	PROFEPA	Mexico
Ixchel Garcia C	Blue Core AC	Mexico
Jorge A Trujillo Córdova	PRONATURA PPY	Mexico
José Angel Ezeguerra	Asociación de Hoteles de Cancún	Mexico
Jose Arturo Gonzalez G.	CONANP	Mexico
Jose Juan Perez	CONANP	Mexico
Jose Luis Funes	SEMARNAT	Mexico
Judith Morales	WWF	Mexico
Lorenzo Alvarez Filip	UNAM	Mexico
Lucía Ruiz Bustos	CONANP	Mexico
Manuel Mendoza	Vigia Chico Cooperative	Mexico
María Eugenia Arreola	MAR Leadership - FMCN	Mexico
Mariano Pool Estrella	SEMARNAT	Mexico
Maricarmen García	CONANP	Mexico
Martha E Abondes	Amigos Isla Contoy AC	Mexico
Miguel A. García S.	OCEANUS AC	Mexico
Miguel A. Ruiz Z.	ECOSUR	Mexico
Miguel Angel Lozano	CEA	Mexico
Olmo Torres	Razonatura AC	Mexico
Oscar Alvarez Gil	Mesoambiental AC	Mexico
Oscar de la Rosa	Solidaridad Municipality	Mexico
Ricardo Gomez Lozano	CONANP	Mexico
Roberto Iglesias	UNAM	Mexico
Rocío Bravo	CONANP	Mexico
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Sandra Flores Hernandez	CONANP FFBK	Mexico
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