

# Improving Management in the Core Areas of the Chiquibul/Maya Mountains KBA in Belize

## PROJECT COMPLETION REPORT



*Core wilderness area overlooking the Chiquibul National Park (CNP) © FCD photo*

By:

**Rafael Manzanero**

Executive Director &  
CMM Program Director



April 25, 2010

## CEPF FINAL PROJECT COMPLETION REPORT

### I. BASIC DATA

**Organization Legal Name:** Friends for Conservation and Development (FCD)

**Project Title (as stated in the grant agreement):** Improving Management in the Core Areas of the Chiquibul/Maya Mountains Key Biodiversity Area in Belize

**Implementation Partners for this Project:** Forest Department, Protected Areas Conservation Trust, The Nature Conservancy, Bladen Management Consortium and Ya'axche Conservation Trust

**Project Dates (as stated in the grant agreement):** September 1, 2006 – March 31, 2010

**Date of Report (month/year):** April 25, 2010

### II. OPENING REMARKS

*Provide any opening remarks that may assist in the review of this report.*

The project was originally scheduled to terminate December 2008, though it was then extended up to March 2010. Counterpart funding for this project was obtained from various donors throughout the life of the project including the Protected Areas Conservation Trust (PACT), The Nature Conservancy (TNC) and Rare. While CEPF provided funding for this project PACT became the primary donor matching its financial contribution to that of CEPF. Project deliverables for PACT were also similar to that of CEPF.

FCD was honored to have worked with so many professionals. This project marked the first major endeavor for FCD thus the foundations instituted in terms of project management, human resources management, financial management and performance evaluations have set a strong base for further work in the realm of environmental conservation. We are grateful to CEPF's field staff for the technical assistance and confidence provided throughout the project life.

Two protected areas benefitted directly from the CEPF financing. These were the Chiquibul National Park and the Bladen Nature Reserve. By the end of the project the Chiquibul National Park possesses a robust management program while in the Bladen Nature Reserve, management has been boosted. As a result we feel assured that these two core conservation areas are better off in terms of maintaining their ecological systems; however; we also better understand that the efforts need further support. At FCD we are committed in continuing the program, seeking funds as well as partners, and motivating people from different walks of life – from technocrats and decision makers to farmers and children to place their 'Eyes On the Chiquibul Forest'. This Key Biodiversity Area is worth it the sacrifice.

### III. ACHIEVEMENT OF PROJECT PURPOSE

Integrated management of the core areas of the Chiquibul/Maya Mountains KBA.

#### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>PURPOSE LEVEL</b> Integrated management of the core areas of the Chiquibul/Maya Mountains KBA.	
<p>1. Number of organizations actively engaged in information sharing and decision making regarding management of the KBA, by the end of the project.</p> 	<p><b>FULLY ACHIEVED.</b> By the end of the project we had over 30 institutions that somehow invested funds, efforts and energy in the conservation of the CMMKBA. More specifically the primary institutions who invested tremendously in the CMMKBA and more particularly in the Chiquibul Forest are as follows: The Belize Defence Force, The Forest Department, Protected Areas Conservation Trust (PACT), The Nature Conservancy, Las Cuevas Research Station, Mesa Intersectorial de Proteccion, Acceso y Uso de los RN del Sur de Peten, United Nations Development Program, Food and Agriculture Organization, Rare, IUCN, Pine Lumber Company, Channel 7 and Amandala Newspaper. These organizations invested heavily in the CMMKBA and have elevated the status of importance for this area. Likewise, the Bladen Nature Reserve obtained assistance from Flora and Fauna International, Belize Foundation for Research and Environmental Education and PACT.</p>
<p>2. By the end of the project, a 40% point increase of knowledge and support for the CMMKBA from the 18 buffer communities is generated.</p>	<p><b>FULLY ACHIEVED.</b> Our environmental education program was vibrant and constant throughout the project period. Using the Pride methodology, each year a systematic project plan was developed and implemented. To assess awareness and understanding of the importance of the CMMKBA a questionnaire survey was held in more than 1,080 inhabitants across the Maya Mountain massif in early 2007. After the campaign the results demonstrated that the majority of people [74%] knew that their water source in their community is under threat and are also conscious of the importance of the Maya Mountains. 93% of</p>



those interviewed said that it is very important to protect the water resources of the CMM. 75% understand that everyone is responsible for protecting the water resources. 86% of those responding said they are willing to participate in the protection of the water resources in their community. In addition, 79% already knew of methods to protect the water resources. 33% were willing to report illegal activities and 71% would support the development of a water fund. These responses demonstrated not only an increase in knowledge but also the interest of people to get engaged in tangible efforts to protect the KBA.

3. By the end of the project, national and international donors have committed at least US\$250,000 for the management of the CMMKBA.

**FULLY ACHIEVED.** By the end of the project the support list had expanded and in total over US\$570,880.00 was committed. This figure merely consists of the funds in cash fundraised by FCD for management of the Chiquibul National Park. The Nature Conservancy separately subsidized the Maya Mountain Massif Technical Assessment at a cost of US\$89,000.00 and the Bladen Nature Reserve received funds from PACT separately totaling US\$39,500.00.



Apart from this it is vital to note that many institutions also invested effort and provided in kind support for the management of this massif. Lighthawk, Trekforce Worldwide, Las Cuevas, the Forest Department, the Belize Defence Force, British Army Training Support Unit Belize, Pine Lumber Limited and the Institute of Archaeology are primary players in the area and provided substantial support totaling more than US\$177,000.



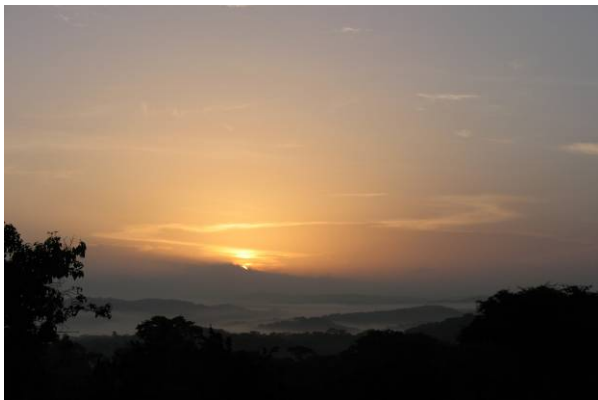
4. By the end of the project 60% of all illegal camps are reduced in the Chiquibul National Park and Bladen Nature Reserve.



**FULLY ACHIEVED.** It is rather difficult to define clearly the output of this objective. This is due to the reason that we did not have a sound database to compare results over time. Anecdotal information at the beginning of the project calculated some 1,000 xateros operating in the Chiquibul. On the other hand Bladen was not being impacted by xateros in 2006. Our analysis demonstrated that from January 2007 to December 2009, 170 camps were located while 102 were destroyed.

By the end of the project we believe that xatero numbers have been reduced substantially, but it is never known when resurgences can occur. Xateros are highly unpredictable. Xateros are now considered armed and dangerous. Xatero activities have been impacted considerably due to our patrolling, thus they have become more tactical - travel at night, use children labor, travel in smaller numbers and no longer build permanent camps. By early 2010 we observed that numbers declined further, possibly since xate harvesting is more regulated in Guatemala. It must be noted, however, that Guatemalan support and constant enforcement will be highly important since as the stock of xate reduces and other interventions are being placed to control xate extraction, there is no doubt that Guatemalans will recur to other illegal activities. By the end of the project, for example, we have seen an increase on illegal logging in the Chiquibul Forest.

5. By the end of the project over 400,000 acres of land are under improved management.



**FULLY ACHIEVED.** An improved management of more than 400,000 acres is now a reality. The Chiquibul National Park (CNP) Management Plan is based on the premise that the management of the CNP must be rationalized with the management needs of the Chiquibul Forest Reserve (CFR) and the Caracol Archaeological Reserve (CAR). Although the CNP is a distinct management unit, it is now widely recognized that efforts must be taken to work towards a management regime that considers the Chiquibul Forest area as an ecological unit, with the CAR and the CFR playing an integral role.

	<p>The three protected areas known as the Chiquibul Forest cover 437,375 acres or 7.7% of the entire country of Belize. Ecologically, the Chiquibul Forest clearly forms a single entity and all boundaries in there are artificial.</p> <p>Not only has the management plan recommended the consolidation of efforts but FCD is far ahead on this management endeavor. Integrated management activities ranging from education, monitoring and surveillance to planning, communication and enforcement is well underway. The Chiquibul National Park Advisory Council is responsible for guiding management in this region. The key players on this endeavor include the Institute of Archaeology, the Forest Department, Bull-Ridge Company and FCD.</p> <p>The Bladen Nature Reserve with an extension of 99,673.80 acres is also under an improved management program. At the beginning of the project there was skepticism as to who would lead the way in management of the BNR. But as management activities took place, the enchantment and importance of this protected area grew. YCT is now co-managing the area and a new management plan is just being finalized.</p>
--	--

6. By the end of the project ten communities adjacent to the CMMKBA will benefit from CEPF supported activities.



**FULLY ACHIEVED.** Empowerment of communities is created through public awareness. Thus our environmental education program has enabled for communities to be more cognizant of their resources and their ability to participate in environmental conservation. This sort of benefit that has been accrued by the 22 communities is rather intangible but one that over time is expected to render positive results. The environmental educator visited communities instilling on them the importance of the Maya Mountains as a dynamic natural system that enables the provision of water among other environmental services.

Several communities including San Jose Succotz, Black Man Eddy, San Ignacio, Santa Elena, Bullet Tree and Santa Familia have also benefitted from the CEPF Project through the hiring of personnel from these buffering communities. One of the key objectives of FCD, as part of its mission is to build the human resources, thus not only has FCD hired persons from these villages but is developing leadership capabilities among them. Presently FCD has 14 persons employed. In the area of the Bladen Nature Reserve, 4 rangers were hired from the communities of Trio, Bladen and Golden Stream for a period of 2 years.

Our pilot sustainable livelihood program also assisted 6 target communities. The program was comprised of training key community leaders through in house training sessions, cross exchanges and exchange activities. The villages identified included: Seven Miles, San Antonio, Medina Bank, Trio, Monte los Olivos and Brisas de Chiquibul of Guatemala.

***Describe the success of the project in terms of achieving its intended impact objective and performance indicators.***

The six purpose outputs had the primary aim of promoting an integrated management of two core conservation areas. As noted above all Purpose Outputs were met with desirable results. The most challenging Output was #4 which related to the illegal camps. At the outset of the program we were not even clear of the magnitude of the problem. As we advanced into the project we realized that we were dealing with a prominent danger. Apart from just gathering information and intelligence it became obvious that to combat this major threat we had to add new elements of training, man-

power, strategic alliances and enforcement. To combat this FCD has had to employ an adaptive management system. By the end of the project we know of the notable advances we have made but we still need to remain on guard and bolster the efforts. Like the other Outputs, the challenge is to continue what we have developed as a strong management foundation in the CMMKBA.

***Were there any unexpected impacts (positive or negative)?***

Even though a technical assessment of the Maya Mountain Massif confirmed the need for integration of efforts, we realized a year later into the project the implications of promoting consolidation of conservation efforts in the Massif. Furthermore, with the breakdown of the Bladen Management Consortium, the project was impacted since the concept of collaborative efforts started to dwindle. With a new management regime in the Bladen Nature Reserve, the effort of working together in areas of training, planning, coordination and project implementation had serious implications. The situation was not conducive to an integrated management program in the two core areas. New roads were charted and experiences were gained, but we could have built a stronger team in the massif.



**IV. PROJECT OUTPUTS**

**Planned vs. Actual Performance**

INDICATOR	ACTUAL AT COMPLETION
<b>Output 1</b> Integrated Management Strategy for the CMMKBA developed and adopted by stakeholders.	
<p><b>1.1</b> By the end of year 2, a Management Strategy for the CMMKBA is developed with the participation of stakeholders (PACT, BFREE, BAS, Forest Department, Belize Tourism Board, TNC, and others).</p> 	<p>In 2008, the Technical Assessment of the Maya Mountain Massif was finished through the efforts of The Nature Conservancy. Using a Conservation Action Planning (CAP) process, the technical assessment identified the threats faced among the 14 protected areas, developed conservation targets, and defined activities.</p> <p>A CAP Technical Committee was created where TNC, The Forest Department, FCD, Belize Audubon Society and CAP specialists planned, organized and did oversight of a series of consultations throughout the massif and with all possible stakeholders.</p> <p>The technical assessment has been endorsed by the Forest Department, and local efforts are underway with the objective of managing the Massif under a spirit of integrated efforts. In this regard, FCD has initiated an integrated management program in the Chiquibul Forest, recognizing that the three protected areas (Chiquibul National Park, Chiquibul Forest Reserve and the Caracol</p>



	Archaeological Reserve) are part of an ecological unit.
<p><b>1.2</b> By the end of the project, a coordination mechanism with key stakeholders (governmental and NGO) will have been implemented and key decisions for the management of the CMMKBA will have been taken.</p> 	<p>A Project Steering Committee was developed during the 2nd quarter of the project. The PSC was chaired by the Chief Forest Officer. The PSC included the Forest Department, Institute of Archaeology, Belize Audubon Society, The Belize Defense Force, Galen University, Las Cuevas Research Station, Lands Department, BECOL and the Belize Tourism Industry Association. Ex-Oficio members included: PACT, Bladen Management Consortium, FCD and CNPAC. The role of the PSC were as follows:</p> <ul style="list-style-type: none"> <li>▪ Provide management oversight, and policy and technical guidance to project implementation.</li> <li>▪ Ensure rigor and integrity of the project monitoring and evaluation framework.</li> <li>▪ Provide technical advice on the design, coordination and implementation of particular project activities specified by the project work-plans</li> <li>▪ Participate in selection of project consultancies as necessary</li> <li>▪ Provide advice and approval of financial systems and processes</li> <li>▪ Monitor and evaluate progress of consultancies, and review and approve deliverables</li> <li>▪ Facilitate synergies with other relevant protected area management initiatives</li> <li>▪ Review and endorse technical and financial reports.</li> </ul> <p>The first reunion was held on the 21<sup>st</sup> March 2007, while the last reunion of the PSC was held in December 2009. At this last session it was recommended for the oversight role be transferred to the Chiquibul National Park Advisory Council (CNPAC).</p>

<p><b>1.3</b> By the end of the project, a financial sustainability strategy for the CMMKBA is developed.</p> 	<p>A Business Plan and a Fundraising Action Plan and Strategy was developed for the Chiquibul National Park, while a Financial Sustainability Strategy was initiated for the CMMKBA. Funds for the CMMKBA financial strategy came from outside the project scope. The National Protected Areas Commission (NPAC) was responsible for this activity though with the restructuring of the NPAC this activity remained on hold. A consultant was hired in March 2007 to meet the following deliverables:</p> <p>a) One (1) report on the <b>economic activities and community uses</b> of the Maya Mountains massif which includes:</p> <ul style="list-style-type: none"> <li>- A list and description of unsustainable activities and their associated threats.</li> <li>- A list and description of sustainable activities.</li> <li>- A list and description of potentially viable activities.</li> <li>- A list of target community stakeholders.</li> <li>- A map of these activities identifying the relevant communities and users.</li> <li>- Strategy recommendations based on economic activities (ongoing and potential) and on community uses of the Maya Mountains resources.</li> </ul>
<p><b>1.4</b> By the end of the project, a minimum of five project proposals are developed and presented to potential donors.</p> 	<p>Several proposals were developed during the life of the project. Proposals were submitted to Rare, Rolex, TNC, IUCN, European Commission (EC), Global Environmental Fund, United Nations Development Program, FAO and PACT. Successful submissions were made to Rare, TNC, IUCN, FAO and PACT. Proposals to GEF and UNDP are on the pipeline.</p> <p>All proposals were prepared by FCD's Executive Director with the exception of the EC Concept Paper prepared by Osmany Salas. Funds for these were made available by The Nature Conservancy.</p>
<p><b>Output 2.</b> Management of the Chiquibul National Park activated and improved.</p>	
<p><b>2.1</b> By the end of Year 1, one reserve manager and five</p>	<p>In 2006 a management presence was instituted for the Chiquibul National Park</p>

rangers are hired and equipped; training conducted throughout the life of project for the Chiquibul National Park staff.



for the first time. This meant the hiring of park rangers, development of infrastructure (housing, office upgrade), and training. A park manager was hired since 2006 and a cohort of rangers was contracted. Three rangers were hired from the 1st of November 2006, while the other two started to work on the 15th of November. The five rangers hired were: John Tun, Glenn Manzanero, Nicolas Uck, Carlos Rosas and Emilio Salam. The Chiquibul Park Manager, Derric Chan, officially started to work on the 1st of November. Salaries for the rangers were partially subsidized with funding from PACT and TNC.

By the end of the project seven rangers are employed. These are fully equipped with the necessary gear, equipment, uniforms and transportation. Training programs occurred throughout the project life and included the following areas: Police Constable, Law Enforcement, Patrolling, Building Character, Project Management, Financial Management, Incident Command System, Leadership, Case file and Prosecution, Smart Goal Development, GIS, Intelligence Gathering, First Aid and Snake Bite.

## 2.2

By the end of the project, a management plan is developed and consulted for the Chiquibul National Park and approved by the Forest Department.



The contract for the consultancy to develop the Chiquibul National Park Management Plan was signed on the 1<sup>st</sup> of June, 2007. The Management Plan was approved by the Forest Department by November 2008. The management goal is as follows: The CNP functions as a core area of protection of biological diversity within the Chiquibul forest and is recognized within the Greater Chiquibul-Maya Mountains region for its intrinsic natural and cultural values, whilst contributing to national development, regional security and cooperation, and enhancing and maintaining its ecological integrity.

Nine management programs are identified in the plan. This plan was formulated to guide the management and conservation of the CNP for a five year period. This plan sets the stage for the integration of the CNP within the larger Maya Mountains Massif and for the coordination of management efforts among the CMM stakeholders.

<p><b>2.3</b> By the end of the project, a program for the measurement of Management Effectiveness has been applied and instituted by FCD and the Forest Department.</p> 	<p>Since the beginning of the CEPF project a management effectiveness evaluation system for the Chiquibul National Park was instituted based on a methodology endorsed by the Forest Department. The methodology is recommended by the Forest Department to be conducted every two years. For us at FCD, however, it has been important to evaluate performance annually. Wildtracks has been identified as the institution to assess our performance. For 2009, a working session to evaluate management performance was held by the Forest Department with co-managers to develop the first set of data sets. This data was subsequently used by Wildtracks to analyze and develop our management effectiveness report. The report reads as follows: “An initial comparison between the baseline assessment in 2006, the assessments in August, 2007 and 2008, and the current 2009 assessment shows a steady and significant increase in the overall management effectiveness score, from 1.58 out of a possible score of 4, in 2006 to 3.04 in 2009, indicating the overall success of this co-management partnership to date.”</p> <p>FCD is assessed as being particularly strong in the areas of Resource Information, Governance, Management Planning and Human Resources. The report indicates that control of the highest critical threat - Guatemalan incursions, is still the most critical activity, and without increasing support from the Government and international agencies, it will be hard for Chiquibul National Park to reach its potential as one of the most effectively managed protected areas in Belize, despite the efforts of Friends for Conservation and Development.</p>
<p><b>2.4</b> By the end of year 2, two ranger bases are upgraded.</p>	<p>The first base upgraded became the main quarters for the ranger staff. The cost of the refurbishing totaled US\$15,306.25. Upgrading included: installation of wooden doors, build floor deck, build interior walls, build latrine, paint building and build</p>





shelves. The building was handed over to FCD on the 9<sup>th</sup> of March 2007. The 2<sup>nd</sup> base was proposed for construction in the Vaca Forest Reserve in order to serve as a monitoring hub on the northern section of the Chiquibul National Park. However, due to the heavy illegal farming in the southern section of the park, eventually the 2<sup>nd</sup> base was erected in Rio Blanco. Since construction in March 2008, this post is manned by 8 soldiers of the Belize Defence Force and an occasional ranger.

**2.5**

By the end of the project, a minimum of eight quarterly meetings have been organized between Chiquibul National Park Management Body and Bladen Management Consortium.



The first meeting between the Bladen Management Consortium [BMC] members and the Chiquibul National Park Advisory Council [CNPAC] was held on the 15<sup>th</sup> and 16<sup>th</sup> of May at the Belize Foundation for Research and Environmental Education [BFREE]. Thereon two other meetings were held with BMC. However, due to internal problems at BMC this organization eventually became defunct in June 2008. Management powers were removed from them by the Forest Department. Eventually as an interim manager the Ya' axche Conservation Trust took over responsibilities. As a result an agreement was then signed between FCD and YCT for a period of six months.

**2.6**

By the end of Year 2, the Chiquibul National Park Management Body will have been established and quarterly meetings will be organized throughout the project.




The creation of the Chiquibul National Park Advisory Council (CNPAC) took place in early 2007. The participating institutions are: The Forest Department, Institute of Archaeology, Mines and Petroleum, Belize Defence Force, Police Department, Cayo Tour Guide Association, The Nature Conservancy, BECOL, Blancaneaux Lodge and Las Cuevas Research Station. By the end of the project 11 working sessions were conducted. The ToR for this management body includes:

1. Guiding and supporting FCD with park management decisions.
2. Identifying sources of financing for the sustainability of the park
3. Monitoring and evaluating management effectiveness
4. Lobbying and assisting in securing park



	<p>integrity</p> <p>5. Generating public support for the park.</p>
<p><b>2.7</b> A minimum of 25 patrols implemented during project implementation.</p> 	<p>One of the most important tasks of the field staff in the Chiquibul National Park is to conduct surveillance and monitoring. Every week a planner of tasks is developed and implemented by rangers. The park is divided into zones and over time the hot spots have been identified. Patrols near the border are always conducted with Belize Defence Force personnel. Over the years FCD has managed to develop important data sets that help to combat the multiple threats in a more effective manner. Threats range from illegal logging, illegal farming, poaching, looting, extraction of non-timber forest products and illegal pet trade. From January 2007 to September 2009 our ranger team in the Chiquibul Forest spent 2,270 hours on patrols, covered 1,975 kilometers by foot, 17,642 km on vehicle, and placed an effort of 2,080 man days. This does not take into consideration the Incisive Gallop operations conducted every three months where up to 90-100 soldiers conduct operations in the park. Over this time period some 8 operations of this type were conducted. FCD rangers join efforts with the BDF from the planning to the execution phase.</p>
<p><b>2.8</b> By the end of the project a Fundraising program is instituted for the Chiquibul National Park.</p> 	<p>A Fundraising Strategy and Action Plan (FRSP) was developed by Mr. Noel Jacobs. This plan comes about from a key recommendation of the CNP Management Plan. The FRSP focuses on five strategic objectives: (1) to institutionalize fundraising as a key function within FCD; (2) to establish a team-approach to the fundraising culture in FCD; (3) to identify new and untapped sources of funding for FCD; (4) to establish a funding base for FCD that meets the current needs of the organization and build a solid foundation for growth; and (5) to establish the governance structures that will ensure the sustainability of FCD. The Fundraising Strategy and Plan for the period 2010-2014 was developed in response to the natural growth and evolution of the organization.</p> <p>Over twenty-five strategic actions have been identified to deliver the objectives described above, in addition to a Fundraising</p>

	<p>Marketing Plan, Case for Support and Prospectus. The FRSP also provides the specifics for institutionalizing fundraising in FCD, including key governance tools such as a Development Office Checklist, Terms of Reference for a Development Director, Gift Acceptance Policies, and Volunteer Guidelines for FCD.</p>
<p><b>2.9</b> By the end of the project an information management database and standardized protocols is developed with the participation of key stakeholders [BFREE, La Cuevas, UB]</p> 	<p>FCD has identified the need for the development of a monitoring framework. Mr. Jan Meerman and the park manager have worked to develop what is now named the CHIQUIBUL MAYA MOUNTAINS FRAMEWORK FOR RESEARCH INVENTORY &amp; MONITORING (RIM) Program. The intention of this document is to layout the stage for research and inventory for the Chiquibul; however, for practical reasons it makes recommendations for a plan whereby the rangers could adapt a monitoring program for those most practical targets for example the jaguar, the macaws, xate, mahogany, and agricultural incursions. Training will be required for monitoring and for building the database. Once this first step is anchored properly this will form the main foundations of a database and a RIM for FCD's managed protected areas.</p> <p>Even without a RIM framework FCD currently has a data base system but it will now need to be paralleled to the framework once it is finalized. Our capability to do management decisions based on data sets have been made by FCD though there is no doubt that as we systematize more this data sets we will be able to make more core decisions and be more effective in our management.</p>
<p><b>2.10</b> By the end of the project one enforcement plan is developed in collaboration with national security agencies for the Chiquibul National Park.</p>	<p>This Conservation Enforcement Action Plan has been developed for FCD with the purpose of serving as a guideline with specific recommendations to arrest more effectively and efficiently the main threats in the Chiquibul Forest. The Chiquibul National Park Management Plan identifies the development of such an action plan in order to upgrade our system of enforcement, surveillance and protection. The plan is dedicated to the past and present Chiquibul National Park Rangers who have</p>



done an exemplary work in protecting the Chiquibul Forest and its wildlife via their surveillance and patrols conducted on land, air and water. Two strategies and objectives are outlined in the Conservation Enforcement Action Plan:

1. Emergency Response Planning & Implementation

Objective: To be prepared to respond to any illegal activity inside the Chiquibul National Park and adjacent areas.

2. Expanding Enforcement Efforts

Objective: To promote resource protection through an increase in human and financial resources.

**Output 3.**  
Improved management of the Bladen Nature Reserve.

**3.1**

By the end of Year 1, one reserve manager and four rangers are hired and equipped; training conducted throughout the life of project for the Bladen Nature Reserve staff.



The Occupational Information for the field staff was finalized on the 9th of October, 2006 by the Bladen Management Consortium. On October 16th, interviews were held. The panel for interviews consisted of BMC's Chair and representatives from The Forest Department, Ya'axche Conservation Trust and the Toledo Institute for Development and the Environment. Seven skill areas were ranked from a 1-5 and a point system was used to rank the candidates. The four rangers hired were: Sipriano Canti, Alejandro Coy, Clemente Pop and Oscar Hernandez. The reserve manager became Jacob Marlin. These rangers came from communities buffering the Bladen Nature Reserve [BNR]. Two of them had been employed over the last 12 months at Bladen under a different grant provided to BNR by CEPF.



Field equipment for the Bladen Nature Reserve was primarily purchased in the United States. Duty exemption for the imported objects was granted by the Ministry of Finance.

**3.2**

By the end of the project, one ranger base will have been upgraded in the Bladen Nature Reserve.

Work to upgrade the Bladen Nature Reserve Ranger base started in early March, 2007. The first task consisted of the purchase of materials and supplies including lumber,



	<p>mattresses, paint, electrical supplies, and office chair. Construction on site evolved in three stages:</p> <p>Stage 1 involved the construction of bunk beds, placement of mattresses, painting of wooded floor, installation of power inverter, installation of ceiling lights, painting the exterior of the base, installation of gate, installation of shelves, installation of water vat and installation of a rechargeable power beam.</p> <p>Stage 2 consisted of setting in place the footings for the wooden posts, construction of porch and nailing of flooring. Doors were installed and the windows were screened.</p> <p>Stage 3 involved finishing the porch and placing the railings.</p>
<p><b>3.3</b> By the end of the project, a program for the measurement of Management Effectiveness has been applied and instituted by BMC and the Forest Department.</p> 	<p>Like in the Chiquibul National Park, a management effectiveness methodology for the Bladen Nature Reserve was instituted by co-managers of the Bladen Nature Reserve (BNR). A report was made by Ya'axche Conservation Trust in 2008 pertaining to the level of performance that the reserve was obtaining. In 2009, however, no report was conducted. Management effectiveness reports are expected to be made every two years thus it is expected that another report may well be made by the Ya' axche Conservation Trust for the Bladen Nature Reserve in 2010.</p>
<p><b>3.4</b> A MOU between FCD and BMC is signed during the first 4 months of the project.</p>	<p>A MOU for the collaboration between FCD and BMC was drafted in October 2006. This MOU governed the delivery of a program of collaboration leading to a successful CMMKBA program. After a thorough review by both FCD and BMC Boards the agreement was finally signed on the 28th of December. Signing on behalf of FCD was Mr. Abel Flores, President of FCD and for the Bladen Management Consortium was Mrs. Lisel Alamilla, Chair for BMC. Under this MOU, the partners would jointly work to promote conservation and sustainable management of the Chiquibul National Park</p>



and the Bladen Nature Reserve. Activities prescribed on this MOU included coordination with relevant authorities and stakeholders, fundraising, educational and media campaigns, research development, patrols and staff training.

Under this agreement both parties also agreed to develop strategies which would enable the proper management of funds and activities, so that their partnership could effectively promote the area's ecological integrity. It also provided an assurance for both parties to embark on a joint project with the Critical Ecosystem Partnership Fund (CEPF) and the Protected Areas Conservation Trust (PACT) to meet the objectives outlined in the work plan, and may as a result of the success of their joint activities seek other sources of joint funding support in the future.

A contract between YCT and FCD was reached during the latter part of 2009. The contract was signed between both organizations merely to enable FCD to transfer funds to YCT so as to develop an assessment of the Central River located in the Bladen Nature Reserve. The assessment would serve as an important instrument to evaluate what impacts a possible dam would have on the ecosystem.

**3.5**

By the end of the project a minimum of 25 patrols will have been implemented.



Funding for the Bladen Nature Reserve provided for a ranger force for the period January 2007 to December 2008. During this time, similar to the FCD rangers, the field staff in Bladen had the primary role of conducting surveillance and monitoring at a weekly basis. Rangers divided the reserve into 12 main hotspots and these were patrolled frequently. The primary objective was to deter villagers from conducting hunting or fishing in the area. Patrols indicated that only a handful of persons were apprehended and controlled from further extraction. Xate extraction was not notable and the threat from Guatemala was not serious. Over the time of the project, the field assessment revealed that community members reduced their impact in the area almost to nil due to the ongoing patrols and public outreach conducted in the nearby



	villages of Medina Bank, Trio and Bladen.
<b>Output 4.</b> Conservation education designed and implemented on targeted populations in the CMMKBA.	
<p><b>4.1</b> By the end of the first year, key steps toward planning and implementing an environmental education program for the CMMKBA will have been achieved.</p> 	<p>To better understand the target condition of the Chiquibul-Maya Mountain block, the first task of the environmental educator was to develop a site diagnosis. This mainly consisted of a literature review and direct communication with key stakeholders. Since the hiring of Wilber Martinez as the environmental educator on the 15th of November 2006, he was trained and mentored on the development of the site diagnosis.</p> <p>The educator presented the final paper on the site diagnosis consisting of 23 pages during the month of December 2006. The document describes the historical background of the CMM, its threats, the physical characteristics, biodiversity and the management regimes. This diagnosis formed a part of the Project Plan.</p>
<p><b>4.2</b> By the end of the second year, environmental education materials (including brochures, TV/radio spots, web site, etc.) will have been designed and produced.</p> 	<p>The first year campaign centered itself in generating knowledge of the Chiquibul-Maya Mountain Massif. To do this the campaign identified the Scarlet Macaw as the symbol of the CMM, and distributed several materials including: posters, badges and factsheets.</p> <p>The campaigns theme for the 2<sup>nd</sup> year education program became <i>Chiquibul Maya Mountains "Blue Gold" - My Right to Protect</i>. This theme focused on instilling among the general public of 22 communities of Cayo, Stann Creek and Toledo a higher conservation ethic towards the water resources of the Chiquibul Maya Mountains. Posters, bumper stickers, brochures, school song, radio spots, costume, and a website among other materials became part of the campaign. These materials carried the slogan of the campaign.</p>
<p><b>4.3</b> By the end of the project, a minimum of 15 environmental education activities will have been implemented in 22 communities.</p>	<p>The Pride methodology employed by FCD uses a diverse set of activities to achieve the smart objectives. Annually some 5-6 smart objectives are developed and activities are devised to remove barriers. Each activity is linked, relevant and realistic. The 2008</p>



community outreach campaign titled *Protecting the Headwaters of the Chiquibul-Maya Mountains through Pride* contained 24 activities ranging from expositions and letter signing to aerial education trips and community leader reunions. The 2009 community outreach campaign titled *Protecting the Chiquibul-Mopan-Macal-River Watershed through Multi-Community Participation and Activism* is comprised of 17 activities ranging from adult presentations and radio spots to exchange visits and presentations to institutions.

#### 4.4

By the end of the project an environmental education follow up phase is maintained targeting 22 communities in the CMMKBA



The post evaluation for the environmental education campaign has been conducted and a new plan of action for 2010 has been devised and already under implementation.

Based on the second year campaign it was notable that an ongoing education campaign was required to strengthen the public's participation in the protection of the CMM. The focus, however, is in promoting action oriented activities directly in connection to the water resources of the Maya Mountains. With the support of both IUCN and Rare the 2<sup>nd</sup> year campaign focuses in promoting participation and community stewardship for the conservation of the watershed derived from the western block of the Maya Mountains. The SMART goals, therefore, focuses on the theme of WATER, consistent with the first year follow up campaign though the primary intention is to organize the communities to actively become involved in conservation activities. It also has a strong bi-national component to strengthen confidence building among the two countries, namely Guatemala and Belize.

The goal of the campaign for this current year is to improve the condition of the Chiquibul-Mopan-Macal Watershed by 2011 through community participation and activism. To do this 6 smart objectives are defined:

- Promote the level of awareness and ownership by 15% more of the Chiquibul Mopan Macal Watershed in 10 communities in Belize and 8

	<p>in Guatemala.</p> <ul style="list-style-type: none"> <li>• Create an alliance and a local working agreement with 10 communities in Belize and 8 in Guatemala by September 2010.</li> <li>• Develop a common plan of action between Belize and Guatemala for the year 2010</li> <li>• Develop and implement at least 2 pilot programs for the conservation of the watershed at a community level</li> <li>• At the end of the program generate \$20,000 for the continuation of the watershed program.</li> <li>• At the end of the program obtain support of 4 institutions in Belize and Guatemala for the continuation of the program.</li> </ul>
--	--

**Output 5.**  
 Cooperation building enhanced between Belize and Guatemala  
 Chiquibul/Maya Mountains stakeholders.

**5.1**  
 By the end of year 2, a joint plan for the protection of the CMMKBA (based on the Tri-national MOU) will have been developed and approved by government and partners of Guatemala and Belize.



On the 31st of May 2007 the official launching of the bi-national workplan for the conservation of the trans-boundary ecosystem Chiquibul-Maya Mountains (Belize-Guatemala) was implemented via an event held at the Organization of American States building located on the adjacency border between Belize and Guatemala. Signing the work plan included the Chief Forest Officer of Belize, Mr. Wilber Sabido; the Regional Director of CONAP in Peten, Guatemala, Mr. Vinicio Montero; the Coordinator of the Natural Resources Roundtable in Guatemala, Mr. Enrique Yurrita and Mr. Rafael Manzanero of Friends for Conservation and Development. The work plan provided for a joint effort and collaboration in the following strategic areas:

- a. Control and patrols
- b. Environmental Education
- c. Sustainable alternative activities
- d. Training
- e. Exchange of information
- f. Fundraising

Each of the strategic areas contained a series of activities as well as a budget and a



	<p>calendar. The total required budget for the 2 year program was US\$280,800.00. Despite, that there were no specific funds for the implementation of the plan through a joint effort several success stories were achieved.</p>
<p><b>5.2</b> By the end of the project, at least four exchange visits involving community members are conducted (two hosted in Belize, two in Petén).</p> 	<p>The first exchange visit was organized for 8 community members from three Belizean communities. The coordination was made through the Ministry of Agriculture of Belize and CONAP in Guatemala. The 2<sup>nd</sup> visit was organized for youth group members from Belize. On this occasion the group visited Poptun where a variety of activities were made related to the protection of the environment.</p> <p>On the 19<sup>th</sup> – 20<sup>th</sup> of November 2008 a third community exchange visit was hosted for Guatemalan leaders and CONAP representatives in Belize. After that two other exchange visits were made with community leaders in Belize.</p> <p>An exchange conducted in Guatemala was held on the 25<sup>th</sup> – 27<sup>th</sup> of June 2008 with 12 youth members from Guatemala. Then on the 3<sup>rd</sup> – 5<sup>th</sup> December 2009 a youth group consisting of 14 members visited the CNP.</p>
<p><b>5.3</b> By the end of the project, a minimum of six bi-national patrols will have been conducted.</p> 	<p>The first joint patrol took place from the 24<sup>th</sup> to the 28<sup>th</sup> of May. The team was comprised of the Chiquibul National Park rangers and five officers from CONAP, Guatemala. This activity is specified in the bi-national workplan under the strategic direction “Control and Patrols”. The specific objectives of the patrol were as follows:</p> <ol style="list-style-type: none"> <li>1. Exchange of experiences between CONAP and FCD staff.</li> <li>2. Familiarize CONAP staff with the area of Chiquibul [Belize] and its threats.</li> <li>3. Provide a series of ideas for the development of a comprehensive bi-national patrol program.</li> </ol> <p>The visiting team traveled to the Chiquibul Field Station, visited the Caracol Archaeological Reserve, Ceibo Chico, Natural Arch and Las Cuevas Research Station.</p> <p>The 2<sup>nd</sup> patrol took place from the 25<sup>th</sup> –</p>

	<p>29<sup>th</sup> of September 2007 with CONAP rangers in Belize.</p> <p>The 3<sup>rd</sup> patrol took place from the 1<sup>st</sup> – 4<sup>th</sup> of September with CONAP rangers in the CNP.</p>
<p><b>5.4</b> By the end of the project, at least two project proposals to promote community economic development will have been presented to potential donors.</p> 	<p>A proposal submitted to TNC was successful in obtaining seed funds for the creation of community development promoters who then would serve as the primary conduits for planning community projects. The project finished in June of 2009.</p> <p>Another proposal was subsequently submitted to The Nature Conservancy on the 28<sup>th</sup> of June seeking funds to continue the training. This training component would enable the community leaders from six pilot villages (4 from Belize and 2 from Guatemala) to learn more about administration of projects, reporting and development of green business concepts.</p> <p>A third proposal was sent on the 26<sup>th</sup> of April, 2009 to CATIE, who serves as the implementer of several projects with a bi-national or tri-national protected area nature. The proposal titled, <i>Improving the Natural Integrity of the Chiquibul National Park</i> likewise is soliciting funds for the training program and to conduct exchange visits among Guatemalan and Belizean rural community members.</p> <p>A fourth proposal was developed together with community members from Seven Miles seeking funds for the development of a tilapia farm. This was submitted to PACT.</p>
<p><b>5.5</b> By the end of the project, a minimum of four presentations and a paper depicting the bi-national cooperation have been made [CCAD, MBC].</p>	<p>From the 21<sup>st</sup> to the 27<sup>th</sup> of May of 2007 a workshop was attended in Morelos, Mexico with the objective of developing an e-case based on the bi-national experience. In addition, the case study was presented during the XI Congress of the Meso-American Society for Biology and Conservation held in Morelos.</p> <p>At a national forum held by the University of Belize on the 11<sup>th</sup> of June 2008, another presentation was made focusing on the improvement of core conservation areas in</p>





the Chiquibul-Maya Mountains.

May of 2009 marked the termination of the two year bi-national effort with Guatemalan counterparts. To commemorate this, a bi-national reunion was held at the office of the Organization of American States (OAS). This forum served to describe the successes obtained and the activities yet pending.

During the XIII Congress of the MesoAmerican Society for Conservation and Biology held in Belize on the 28<sup>th</sup> of October, 2009 a presentation on the bi-national cooperation and results based on the bi-national action plan signed on May 2007 to May 2009 was made. My presentation was for a period of 15 minutes where I exposed the main thematic areas implemented with Guatemalan counterparts and highlighted the main achievements as follows:

- Greater understanding of conditions
- Increased confidence among the two countries
- Promotion of a Peace park
- Reduction of threats
- Establishment of a strategic alliance
- Contribution to the tri-national MOU.

***Describe the success of the project in terms of delivering the intended outputs.***

Based on the narrative descriptions presented above the project had a high success rate in meeting the deliverables. Based on the five outputs it can be summed up that a framework for project oversight and the promotion of interest among other stakeholders was achieved; a management program in the Chiquibul National Park was instituted; management of the Bladen Nature Reserve was improved; a vibrant and ongoing environmental education was put in place; and bi-national cooperation was activated focusing in the protection of the trans-boundary Chiquibul ecosystem.

***Were any outputs unrealized? If so, how has this affected the overall impact of the project?***

Only three bi-national patrols were successfully achieved (See Output 5.3) during the life of the project. Even though several intentions were made to engage CONAP, we were not successful in getting them more active in assisting us. If the situation was safer for us we would have taken our rangers to patrol in the Guatemalan side of the border. But this would not have been possible. We aimed, therefore, to get more patrols in the Chiquibul National Park. CONAP on the other hand was unable to provide us with more man-power due to their limited resources and also due to their reservations to engage with more cooperative projects with Belizeans. Primarily this took place as

Belize and Guatemala furthered their preparations to go into the International Court of Justice as a conduit for settling the border dispute.

The full support from CONAP has had some implications in building confidence and in generating a support system to reduce further degradation and use of the resources inside the park and other boundary protected areas. Several intents have been made from 2008 when a change of administration took place in Guatemala, yet it looks rather dim the possibilities of engaging with CONAP like in the earlier phase of the project.

Concerning Output 2.5, with the closing of the Bladen Management Consortium we were unable to meet successfully as before. This had serious implications in consolidating the two core areas since we were unable to conduct the joint planning and implementation as required.

Pertaining to Output 1.3, it must be noted that the project did not have any funds to implement a financial plan for the greater Chiquibul-Maya Mountains. Nevertheless, this was started with funding implemented. It is expected that as a new Coordinator for the National Protected Areas Commission is hired this work will continue to completion.

## V. SAFEGUARD POLICY ASSESSMENTS

***Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.***

Joining efforts: Due to the complexity, sensitivity and dangers of operating along the border with Guatemala FCD developed a very close relation with the Ministry of National Security. This action taken was more so to safeguard the FCD rangers while conducting monitoring, surveillance and enforcement in hotspots.

Conservation Posts: To deter illegal incursions FCD also launched the construction and operation of a conservation post while another two are on the pipeline. This action was taken in order to have a first line of deterrence to safeguard the natural environment in the Chiquibul Forest.

## VI. LESSONS LEARNED FROM THE PROJECT

***Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.***

Planning in advance is key to a good start: For a large project of the type ran by FCD it was essential to plan and organize the method for implementation some 4-6 weeks in advance. In the period prior to starting the project, time was taken to develop a full project plan with a complete description of the goals, activities, calendar and monitoring system. Without this planning in advance we could have had a team starting on one same track but taking off on all directions.

One cannot lose when the team is focused: Since it was a long term project, there was a particular interest placed in keeping the team focused. To do this a system of monthly reporting, monthly planner and reviews were made to ensure that the Project Purpose Outputs and Project Outputs starting the new month.

Sustainability starts at the beginning of the project: FCD stated to develop new proposals from the very outset of the project, yet as we end the project we are still in need for sustaining the efforts. Multiple efforts are presently underway in fundraising. One of the limitations of FCD, however, was the capacity for maneuvering with other projects at a time when we were as yet being tested in performance. If we were to start off a similar project, we would aim for securing bigger projects though this would mean strengthening our capability with more technical people.

Protecting a KBA is not a one shot investment: As CEPF moves to other KBAs and leaves behind the Northern Meso-American region we at FCD certainly feel that it is yet too early to leave the region. Successes are just starting to occur and as we are ‘building up the house’ this is a time when a more prolonged assistance would have helped to set up the house in an orderly manner. Players such as FCD will continue the task at hand. It would have helped, however, to get some further assistance from CEPF though at a more reduced fashion.

Science Diplomacy brings about a new opportunity in conservation: Belize is embracing a Science Diplomacy methodology to promote confidence building among its neighboring country of Guatemala. This brings a new opportunity for technicians involved in conservation. Particularly for FCD, there is an entire road to open in this regard with an opportunity of improving relations with Guatemalan counterparts and community inhabitants.

Media plays an important role in promoting action: FCD has normally been adamant in making an outcry via the media channels. We learnt, however, that the media does have the power to provoke a reaction from the Government sector. On more than one occasion press releases did have a positive effect in that it led to the Government to take actions for the protection of the KBA. Even though the media can be a ‘double sword’, it can have a positive result once the timing is right and the information is well investigated.

***Project Design Process: (aspects of the project design that contributed to its success/failure)***

Once the execution of the project started it became evident that all the pieces came together pretty well. The project was well designed. Objectives were practical and goals were not overly ambitious. The assumptions did not waver much and the risks were also well defined. Though there could have been implications in matching the deliverables both under the CEPF and PACT, pretty much both projects well complimented each other. The main aspect that contributed to its success was more due to the professionalism and experience of the person that assisted FCD in developing the project proposal. In addition, FCD possessed a lot of knowledge about the area and a rigorous consultation with key stakeholders during the planning stage enabled us to understand the actual conditions and aspirations.

***Project Execution: (aspects of the project execution that contributed to its success/failure)***

I believe that the level of achievement on this project boils down to one important principle – being focused. To do this the Program Director devised a clear planner of tasks that were implemented on a weekly, monthly and quarterly basis thus achieving the results in an efficient manner. Of course some tasks were not met successfully but this was more due to external factors.

For example Outputs 1.3, 2.5 and 5.3 were out of FCD’s control once the actual situation changed. Various strategies were employed to address these as described on our monthly planners yet it never came out to be with the desired results. Concerning Output 2.5 FCD even went ahead to formalize a new agreement with YCT but yet their participation in planning and joint execution dwindled.

Output 5.3 likewise was addressed through several forums including at a Tri-National working session where high level officials from CONAP were present, but yet the support was shadowed more so by a governmental directive. The case was presented to Belizean Ambassadors and up till the end of the project CONAP does not seem to be avail to discuss collaborative efforts.

## VII. ADDITIONAL FUNDING

*Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.*

Donor	Type of Funding*	Amount in USD	Notes
Protected Areas Conservation Trust (PACT)	A	\$384,380.00	Title of Project: <i>A Sustainable Management Program for the Core Conservation Areas of the Chiquibul/Maya Mountain Key Biodiversity Area in Belize Central America</i>
The Nature Conservancy	A	\$37,649.60	Chiquibul protection program
The Nature Conservancy	C	\$34,189.76	Chiquibul Cave System management
The Nature Conservancy	A	\$18,063.59	System Level interventions
United Nations Development Program	C	\$14,100.00	Subsidized for one ranger for 2 years
Food and Agriculture Organization	C	\$15,000.00	Promotion of community participation in the Maya Mountain Massif
International Union for the Conservation of Nature (IUCN)	A	\$25,000.00	Water Conservation and bi-national confidence building
Rare	A	\$20,000.00	Environmental Education across the CMM
David, Ray and Jacqui Langham	C	\$22,500.00	Scarlet macaw research and monitoring
The Nature Conservancy	B	\$89,000.00	CMM Technical Assessment
Protected Areas Conservation Trust	B	\$39,500.00	Management of the Bladen Nature Reserve. Funds provided to YCT.
<b>Total</b>		<b>US\$699,382.95</b>	

*\*Additional funding should be reported using the following categories:*

- A Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B Complementary funding (Other donors contribute to partner organizations that are working on a project linked with this CEPF funded project)*



- C Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF funded project.)*
- D Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

***Provide details of whether this project will continue in the future and if so, how any additional funding already secured or fundraising plans will help ensure its sustainability.***

FCD is highly committed in continuing the project. As the project ends we are determined in solidifying this endeavor as a program and not as a short lived project. By the end of the project we better understand our limitations, threats, opportunities and risks. By now we have a clear roadmap on what needs to be done based on our conservation enforcement plan, park management plan, cave management plan, fundraising plan, and score-boarding exercise. The Financial Plan notes that to conduct an effective management program in the Chiquibul National Park an approximate US\$666,660 is required annually. To manage the Chiquibul Cave System a budget of US\$65,000 is additionally required annually to start a management program.

Our work is continuous in identifying new partners and nurturing our present donors. FCD has now developed its business arm with the aim of generating unrestricted funds; has improved as a service provider on areas of research; and has developed innovative mechanisms to raise interest among key champions for the Chiquibul. We expect that through these and other initiatives such as proposal writing and strategic alliances we will be able to continue the effort. Several proposals are on the pipeline while we seek to stabilize our financial needs. The next few months will be challenging but yet we feel optimistic.

## VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

FCD is honored to have worked closely with the CEPF team. Today as a result of the funding assistance we are certain that there is a better chance of keeping the KBA with a higher level of integrity.

Perhaps one of the best learning experiences for me even though I have been immersed in the field of environmentalism over the last 22 years, is that keeping an area as immense and rich like the Chiquibul Forest and the Greater Maya Mountain Massif does require ongoing support. This is not a single shot investment. I would reckon that there should be consideration of follow up given the investment made by CEPF. Assistance in this regard can come in several ways:

1. Bridging Fund: Providing a bridging fund to continue efforts is desirable. This sort of funding can be substantially reduced with (50% of the original investment). By doing this the partners start to walk on their own and provide opportunities for leveraging other funds.
2. Technical assistance: Given the expertise of CEPF staff, the organization should consider providing guidance in how best to maintain the KBA's. CEPF has gathered so much experience and there should be a systematic manner for guiding global partners who may have similar threats. The eco-index is a tool, however, I consider that given the importance

of KBAs there should be a more organized manner for conducting mentorship and technical assistance.

3. Fundraising: It is on CEPF's interest to see that the KBA is properly maintained. To do this fundraising initiatives are always desirable. I would encourage CEPF to consider how best to assist its ground partners to continue the challenge of getting the fund base in order to keep the efforts alive. Even guiding partners to potential donors can make a difference.

## VIII. INFORMATION SHARING

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. One way we do this is by making programmatic project documents available on our Web site, [www.cepf.net](http://www.cepf.net), and by marketing these in our newsletter and other communications.

These documents are accessed frequently by other CEPF grantees, potential partners, and the wider conservation community.

**Please include your full contact details below:**

Name: Rafael Manzanero

Organization name: Friends for Conservation and Development

Mailing address: San Jose Succotz, Cayo District, Belize Central America

Tel: 00501-823-2657

Fax: 00501-823-2657

E-mail: [rmanzanero@fcdbelize.org](mailto:rmanzanero@fcdbelize.org), [fcd@btl.net](mailto:fcd@btl.net)