

Darwin Initiative – Final Report

Darwin project information

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| Project Reference | 17-017 |
| Project Title | Innovative Governance Models for Marine Protected Area Management in Ecuador |
| Host country | Ecuador |
| UK Contract Holder Institution | Fauna & Flora International (FFI) |
| UK Partner Institution | - |
| Host Country Partner Institution | Fundación Futuro Latinoamericano (FFLA) |
| Darwin Grant Value | £ XXX |
| Start/End dates of Project | April 2009-March 2012 |
| Project Leader Name | Robert Bensted-Smith |
| Project Website | - |
| Report Authors and date | Robert Bensted-Smith, Vincent Gravez (FFLA), Cristina Rivadeneira (FFLA), Volker Frank (FFLA), Julio Bernal (FFI), Priscilla Martinez (Nazca Institute for Marine Research) 30 June 2012 |

1 Project Background

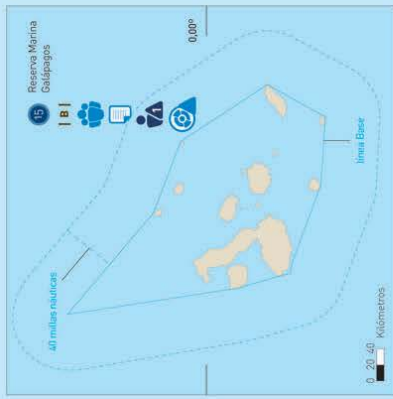
Marine conservation in mainland Ecuador has suffered from ineffective management, with minimal participation by coastal communities. The project purpose was to build capacity for participatory governance systems, that could improve management and sustainable use of marine biodiversity, with lessons learned at 3 pilot sites. Outputs were improved participatory governance systems, local plans for resource management, national capacity building and advice, and dissemination of results. The best achievements were at Galera San Francisco Marine Reserve, where the project worked with communities and local authorities to pioneer new approaches to governance, zoning and access to resources, for both biodiversity and sustainable livelihoods.

2 Project support to the Convention on Biological Diversity (CBD)

By supporting Ecuador's establishment of a MPA network, the project has helped to build Ecuador's capacity to meet its commitments under CBD Article 8 (in-situ conservation) and also, since all the protected areas concerned permit some extractive use, Article 10 (sustainable use of components of biodiversity). The training and communications components of the project have contributed to CBD Articles 13 (public education & awareness) and 17 (exchange of information). Within the CBD Programme of Work for Protected Areas, the project has pioneered advances on Element 2, which is directed at governance, equity and participation. These achievements stand Ecuador in good stead for achievement of the revised targets of the Aichi COP. The Ecuador government's aim of coordinating a group of South American countries striving to achieve the 2012 CBD targets on MPA networks lost momentum. On the other hand, the networking with Central American countries, especially Nicaragua, Costa Rica and Honduras, has been an unforeseen benefit of the project for Ecuador.

Áreas Protegidas Marinas y Costeras del Ecuador

[Tipo de Gobernanza y Condiciones de Manejo]



LEYENDA DE LOS TIPO DE GOBERNANZA Y CONDICIONES DE MANEJO
 Fuente: Datos actualizados durante el taller de coordinación para la definición de la Red de Áreas Protegidas Marinas Costeras (Punto Lúpez, 10 de marzo 2010).

Tipo de Gobernanza

- IAI** Gobernanza por parte del gobierno
- IBI** Gobernanza compartida
- ICI** Gobernanza privada (no existe en la parte marítima)
- D** Gobernanza por parte de pueblos indígenas y comunidades locales

Plataformas de Participación

- Estas plataformas de estructura de participación se refieren al Comité de Gestión, Junta de Manejo Participativa o Asambleas Locales y Distritales.
- Una estructura de participación está en proceso de conformación o existe pero no está funcionando.
- No existe estructura de participación.

Existencia de un Plan de Manejo

- Existe un Plan de manejo para el área.
- Un plan de manejo está en proceso de elaboración o de aprobación.
- No existe un plan de manejo para el área.

Personal

- Número de personal del Ministerio del Ambiente asignado al manejo del área.

Nivel de implementación del Control y Vigilancia en el Área

- Control y Vigilancia implementado como actividad de rutina en el área (sea por las Autoridades o por organización comunitaria).
- Se realiza por medio de operaciones de Control y Vigilancia (operamiento en la parte terrestre del área).
- No se realizan operaciones de Control y Vigilancia en el área.

Océano Pacífico



| Nombre del Área | Fecha de creación | Número de instrumento de gestión | Regimen oficial (km² terrestres) | Superficie Área (km² marítima) | Superficie Área (km² total) | Superficie total (km² total) |
|--|-------------------|----------------------------------|----------------------------------|--------------------------------|-----------------------------|------------------------------|
| Reserva Ecológica Manglares Cajas Mañá | 26-09-95 | 06-952 | 653 115 111 702 | 1 100 000 | 1 753 100 | 1 753 100 |
| Relugio de Vida Silvestre Estuario del Río Esmeraldas | 15-04-98 | A-995 | 385 112 044 981 | 242 000 | 627 100 | 627 100 |
| Reserva Marina Galera - San Francisco | 28-02-98 | A-102 | 1 810 105 000 | 54 600 000 | 64 600 000 | 64 600 000 |
| Relugio de Vida Silvestre Manglares Estuario Río Muisne | 28-02-98 | A-102 | 1 810 105 000 | - | 1 810 105 000 | 1 810 105 000 |
| Relugio de Vida Silvestre Isla Coronzo y Fraguatas | 08-11-92 | A-133 | 7 210 012 000 | 3 110 000 | 10 320 000 | 10 320 000 |
| Relugio de Vida Silvestre Machalilla | 25-07-94 | A-133 | 44 105 044 981 | 5 644 000 | 49 749 000 | 49 749 000 |
| Parque Nacional Machalilla | 25-07-94 | A-223 | 47 105 115 701 | 84 184 000 | 131 289 000 | 131 289 000 |
| Reserva de Producción Faunística Puntillo de Santa Elena | 25-07-94 | A-153 | 452 125 295 981 | 17 700 000 | 472 800 000 | 472 800 000 |
| Relugio de Vida Silvestre El Negro | 15-09-97 | A-186 | 1 811 125 295 981 | 9 933 000 | 11 746 000 | 11 746 000 |
| Reserva de Producción Faunística Manglares El Salado | 15-09-97 | A-187 | 1 811 125 295 981 | 5 717 000 | 7 334 000 | 7 334 000 |
| Reserva Ecológica Manglares Chucuma | 26-09-97 | A-232 | 67 205 115 701 | 2 698 000 | 69 903 000 | 69 903 000 |
| Área Nacional de Recreación Isla Sanmay y del Gallo | 26-09-97 | A-201 | 1 111 | 2 698 000 | 2 699 000 | 2 699 000 |
| Relugio de Vida Silvestre Isla Santa Clara | 09-08-99 | A-43 | 2 719 124 065 701 | 5 100 | 2 724 229 000 | 2 724 229 000 |
| Reserva Ecológica Arenillas | 14-05-01 | A-081 | 342 107 045 011 | 17 000 000 | 359 107 000 | 359 107 000 |
| Reserva Marina Galápagos | 11-03-04 | LOREG | 2 281 118 035 981 | - | 2 281 118 035 981 | 2 281 118 035 981 |
| Reserva Páramo Estuario del Río Cosecha (no funcional) | 30-01-09 | A-309 | - | 1 111 | 1 111 | 1 111 |
| Reserva Páramo Estuario del Río Cosecha (no funcional) - Bona Fide | 30-01-09 | A-309 | - | 1 111 | 1 111 | 1 111 |



In the resource management component of the project, we looked for opportunities to target one or more migratory species under CMS. However, as stated in the original proposal, the decision depended primarily on the priorities of the local communities and government, and neither party proposed any CMS species.

In the course of the project, the initial contacts with the CBD focal point were to a large extent replaced by a close collaboration with the Subsecretary of Marine and Coastal Management (SSMCM), which is within the same Ministry of Environment and is responsible for the MPA network. This collaboration at the level of the Subsecretary and his/her senior advisor was sustained throughout the project, despite there being three different individuals in the post of Subsecretary in this period.

3 Project Partnerships

Project roles have been broadly as envisaged in the proposal. FFI provided guidance on diverse aspects of MPA policy, planning and management, expertise on governance and livelihoods, links to worldwide MPA experience, and overall project management and monitoring. FFLA led on-site activities with authorities and stakeholders, led training for good governance, facilitated participation and negotiation, maintained regular contact with the coastal arm of the Ministry of Environment, and implemented in-country communication. In practice there was close cooperation between FFI and FFLA on all aspects of the project, with frequent email and phone communication, face-to-face meetings and collaboration on activities at the project MPA sites.

The collaboration with the Nazca Institute for Marine Research, the national NGO with a leading role in the establishment of the GSFMR, increased during the project. Nazca was leading the Galera San Francisco Marine Reserve (GSFMR) management planning and brought in FFLA and FFI for the governance component, zoning, facilitation and broad technical advice to the planning process. Once FFI had obtained co-financing from its Halcyon Global Marine Fund, it was able to support an expanded role for Nazca in the Darwin Initiative project, especially in relation to resource management at GSFMR (output 2). Thus, FFI, FFLA and Nazca have formed and will maintain a solid alliance for marine conservation at GSFMR and more widely in Ecuador. This has helped to position FFLA as the leading organization working on environmental governance in Ecuador, with this marine work complementing programs on governance of terrestrial protected areas, freshwater and other natural resources.

In terms of transfer of UK expertise, the contribution by FFI's Director of Conservation Livelihoods and Governance (CLG), Dr Helen Schneider, was highly appreciated by project partners, as were the inputs of the project leader on zoning and access rights.

The work in Jambelí enabled FFI and FFLA to start cooperation with the Technical University of Machala but this has yet to develop into a real partnership.

On the governmental side, the partnership with the Subsecretary of Marine and Coastal Management has been consistent, with close cooperation in such activities as the MPA network, the zoning exercise for GSFMR, and the end-of-project workshop on participation mechanisms. However, this collaboration has not always led to the desired results in terms of policy decisions and action by the Ministry of Environment (as will be discussed below). In general, it has been difficult to get national government organisations, other than SSMCM, to engage fully with the local processes and give priority to them. At the local level, partnerships with municipalities and parish councils have flourished. They have involved FFLA and Nazca, more than FFI, because of their day-to-day presence in the project sites.

With further co-financing obtained in Year 2, FFI was able to initiate partnerships of FFI and FFLA with organisations working on MPA governance in Costa Rica, Nicaragua and Honduras: CoopeSoliDar RL (Costa Rican organisation working with fishing communities), FUNDENIC (Nicaraguan environment and development NGO) and RECOTURH (a network of community-based tourism initiatives in Honduras).

An MoU was signed early on in the project between FFI and FFLA, governing activities, financial management, reporting and so on. The FFI-FFLA partnership has gone on to obtain a Civil Society Challenge Fund grant from DFID, for strengthening local community organisations in GSF and, to a lesser extent, the other two sites.

In general, partnerships were demand-driven. The initial project proposal was jointly conceived and developed by FFI and FFLA, with collaboration by Nazca and full endorsement by the Ministry of Environment CBD focal point. Once work started, the demand for increased involvement in GSFMR stemmed primarily from Nazca and the local stakeholders. The involvement in Jambelí was a specific request by the SSMCM and was very favourably received by the mangrove concession holders. All project lines of action were discussed with SSMCM, to make sure they were aligned with the Subsecretary's plans and priorities.

The end-of-project evaluation by Vivienne Solís of CoopeSolidar R.L., based on wide consultation, highlights the effectiveness of the FFI-FFLA-Nazca partnership in consolidating a long-term vision, with wide local ownership and external support, and bringing technical and financial resources to the work of attaining it. The evaluation also points to the success of the partnership in bringing together diverse actors – national as well as local – and identifying win-win solutions to the ecological and institutional challenges they are confronting.

4 Project Achievements

4.1 Impact: achievement of positive impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits

The project's implicit final conservation goal could be stated as follows: to achieve conservation and sustainable local use of the nearshore marine biodiversity of Ecuador. Specifically, it aims to bring about a change from unsustainable to sustainable use of marine protected areas, by introducing innovative systems of participatory governance and adaptive marine management. The sub-goal in the logframe reflects this and also refers to a regional MPA network and to conservation of migratory species. But the principal question is, to what extent has the project helped Ecuador move towards having a network of MPA's under a variety of governance systems, including fully participatory governance systems?

In the case of GSFMR and the Jambelí mangrove concessions, the communities themselves initiated the change in management regime, by calling for the creation of a Marine Reserve and applying for concessions, respectively. The project's impact is being achieved through enabling these local actors to plan and implement new approaches to managing the ecosystem. In GSFMR this has involved negotiating governance systems. The initiative is unique in Ecuador and FFI, FFLA and Nazca will support it through the critical stages of official approval and implementation. Some changes have already started, with a reduction in industrial fishing, a reduction in piracy (armed theft of outboard engines etc) and a pilot scheme (financed by Conservation International) to allow lobster populations to recover in coastal habitat in the south of the Reserve. Ultimately, we aim for the impact at GSFMR to be replicated at many other MPAs along the coast of Ecuador. Though it is hard to measure, it is evident that the project's empowerment and capacity building work have had a positive social impact throughout the GSF communities. They have gone from being marginalised and remote to being the focus of attention as determined pioneers of a locally driven approach to restoring marine resources and livelihoods, albeit with far to go in the long process of ecological recovery. FFI and FFLA are now building on that new status, not only by supporting management of marine resources but also through a Civil Society Challenge Fund project to support the local development association. In Jambelí the mechanism by which the project is having a positive impact on biodiversity and society is similar, but our role has been much less, because we have dedicated less time and resources there than in GSFMR. At Machalilla the situation is different, in that it was a combination of NGO's, Ministry and some local stakeholders who sought to start active management of what had been, in its marine component, a paper park for most of its three decades. The project's work to strengthen the role and capacity of the existing Management Committee started to be effective but ran into a problem of non-cooperation by the new Park director, appointed in mid-project. This has led to a debate with (and within) the Ministry on participatory mechanisms. If the conclusions of the end-of-project workshop on this subject are adopted in the Ministry's regulatory framework – and implemented with support of FFLA, FFI and others – then there is potential for a widespread positive impact in terms of biodiversity and society, as Ecuador moves away from adherence to the one-size-fits-all consultative management committee model. Nationally, the

debate about participatory governance has been raised to a different level of understanding as a result of this project.

Overall, the project has tackled the issues that are central to achieving both marine conservation and holistic development of coastal communities. While results have been mixed and obstacles encountered, the project has had a major impact, driving changes in perceptions, practices and power relations and introducing new approaches to access rights and zoning. The understanding FFI, FFLA, Nazca and other partners will persist with this work, to deepen impact at the pilot sites and replicate to other sites within Ecuador, as well as networking with similar initiatives in other countries. An important recommendation from the evaluation concerns the need to work with a wider array of national and local government bodies, in addition to the Ministry of Environment as key partner. Others include Fisheries but also other institutions able to support local social and economic development. Our new Civil Society Challenge Fund project represents a major move in this direction.

4.2 Outcomes: achievement of the project purpose and outcomes

The purpose of the project is: “Improved capacity at the national and local level to establish participatory governance structures that facilitate the negotiation of actions for the practical management and sustainable use of marine and coastal biodiversity in Ecuador, with lessons learned at 3 pilot sites informing the development of national and regional MPA networks”

The project effectively improved the capacity to establish participatory governance structures for MPA management, through:

- Training courses to government officials, local leaders and civil society partners in governance, conflict management, “Do No Harm” etc.;
- Direct experience of participatory processes (Zoning, Management Plan, Inter-institutional cooperation, Management committee and technical support groups).
- Regular dialogue between project partners, stakeholders and government, locally and nationally.

The direct experience was primarily in relation to GSFMR. At Machalilla surveys show that stakeholders valued the Management Committee, once it had been strengthened by the project, as a forum where all parties could come together to discuss important issues regarding the Park. On the other hand, the Park director’s decision to stop convening the Management Committee not only shows its lack of real power but also suggests that it may be too large and unwieldy a body to participate effectively in Park management decision-making. This is one of the issues that was discussed at the end-of-project workshop on participation mechanisms and one of the many ways in which lessons learned at pilot sites are informing the development of the national MPA network (as in the Purpose).

Other channels by which lessons learned informed national MPA network development were:

- Dialogue with the Subsecretary of Marine and Coastal Management;
- Production and publication by FFLA of an assessment of MPA governance in Ecuador;
- Discussion of the issues at workshops of the MPA network, attended by MPA managers and NGO’s;
- Inputs provided to national delegates for international meetings of CBD and CPPS (South Pacific Permanent Commission).

The project experiences informed MPA development regionally through:

- Three-country site visit (Costa Rica, Nicaragua, Honduras) and workshop in Costa Rica with partners and other actors;
- CPPS workshop about MPA participatory governance;
- Presentations at conferences, published papers and articles and general networking.

This regional cooperation may not have led directly to policy changes but is certainly influencing the development of approaches to participatory governance.

4.3 Outputs (and activities)

Output 1 *At two pilot sites (Galera-San Francisco and Jambelí) a governance system has been designed, and at the Machalilla site the existing governance model has been adapted and strengthened in a way that enables decentralization to the lowest appropriate level with effective inter sectoral cooperation between environment, fisheries, tourism and defence agencies, and that empowers the participation of local coastal communities, and capacity has been built for its implementation*

The project has delivered this output in GSFMR. A final draft of the Management Plan, with a summary of final comments from local stakeholders, was handed by the local “Pre-Management Committee” to the Ministry in September 2011. It includes a section laying out a participatory governance system. The original, locally designed proposal for the governance system had to be modified to make it compatible with the current Ministry regulation describing Management Committees but it was a reasonable compromise, significantly empowering local stakeholders. The internal review process in the Ministry of Environment was interrupted by a change in leadership of the SSMCM and has been very drawn out. Eventually the Management Plan was reviewed and endorsed almost unchanged by the SSMCM, then sent to the central Ministry in Quito. There is still a risk that the central Ministry will push back against ceding power to local communities (see assumption in logframe), but that is a reflection of the ground-breaking nature of this project in Ecuador. We believe that local demand, credibility and sheer momentum will convince the Ministry to approve the Plan and enable this initiative to go ahead. It is already evident that the Ministry considers GSFMR to be an important MPA, as it has appointed a Park director and 4 rangers, and carries out periodic patrols to control industrial fishing. The Park director maintains a dialogue with local stakeholders and with the Subsecretary for Fisheries Resources and the Navy. The inter-institutional coordination is not yet optimal, but should step up a level with the approval of the management plan, as this will lead to both availability of funds and a schedule of specific tasks demanding cooperation. The capacity building part of this output is discussed in Section 4.6 below.

At Machalilla NP the project aimed not to construct a new system but to take the existing governance system, featuring a purely consultative Management Committee with 43 member organisations, and adapt and improve it. The project was doing this successfully for almost two years, with a substantial increase in local participation and big strides in inter-institutional coordination, based on a formal, four-party agreement. However, all this came to an abrupt halt with the appointment of a new Park director, with a go-it-alone approach, neglecting both inter-institutional cooperation and institutionalised participation. This was both disappointing and revealing. First, it showed that the traditional Management Committee system is only as relevant as the incumbent Park director allows it to be. There is no institutionalised recourse in the event that the Park director chooses not to call any meetings. Second, the Ministry itself is in a state of transition, with SSMCM pioneering new approaches but encountering resistance from certain Protected Area managers anxious to deliver results and lacking both patience and confidence in participatory processes. In the fractured structure of the Ministry the SSMCM is responsible for the MPA network but does not line manage the park directors, who report to the Ministry’s Provincial directors. Third, although surveys showed that local stakeholders valued the strengthened, active Management Committee fostered by the project, the response of many of them to being ignored by the new Park director was simply to revert to old ways of ignoring the Park and its rules. Amongst the many possible reasons why the stakeholders of Machalilla NP seem less convinced than their GSF or mangrove concession counterparts that the constitutional right to participation is something worth fighting for are (i) the history of the Park as an imposition on the communities (especially in its terrestrial part), (ii) low expectations with regard to the enforcement of rules and regulations, (iii) challenges of organisation, representation and communication within the numerous fishing population.

At **Jambelí archipelago** the governance system referred to in Output 1 is the addition of a platform for mangrove concession holders of the archipelago to work collectively for their common conservation and development objectives, within an expanding system of concessions or “Agreements for Custody and Sustainable Use”. The project took on this site at the request of the Ministry, to replace El Morro, which we decided (with Darwin approval) to drop, because it had lost the Municipal leadership which had distinguished it. Jambelí was definitely a more valuable alternative, in that the mangrove concessions are generating valuable experience on

issues of resource access rights and local management. However, the geography and lack of prior work by FFLA and FFI in the far south coast caused the project to be over-stretched when trying to take on Jambelí as the third site. In the remaining two years of the project, we were able to build a relationship with the concession-holders and facilitate a process of reflection and identification of common goals, needs and problems, scope for further empowerment, scope for experimental management and challenges presented by expansion from pilot projects to widespread application. We were also able to start collaborating with the association of fisheries cooperatives, UOPPAO, of which all the concession holders are members. However, we did not get as far as an institutionalised forum through which concession holders could collectively influence policy and practice in relation to management of the Province's mangroves. Unlike GSFMR we were not able to raise additional co-financing to reinforce and accelerate our efforts at Jambelí.

Overall, this output has been partially achieved, with GSFMR the outstanding performer. However, the experience and advances in Jambelí proved highly valuable for the overall aim of innovative governance, because they helped us to introduce to GSFMR concepts of preferential or exclusive access and community-managed zones. The challenges encountered at Machalilla NP may ultimately generate some of the most important results of the project, since they have forced onto the agenda the issue of the role of the Management Committee. The conclusions of the workshop in March 2012 on participation mechanisms will, if adopted, represent a major opening of government policy, which is what this project was all about.

Output 2 *In 2 of 3 pilot sites (Galera-San Francisco, Jambelí or Machalilla) local stewardship of the marine ecosystem is strengthened through the negotiation of an agreed, adaptive resource management strategy for one species (preferably migratory or CITES listed) at each site, on the basis of available scientific and traditional knowledge.*

The essence of this output is the strengthening of local stewardship by enabling local people to generate and use various kinds of information for management decisions. Again, the project has achieved this output fully at GSFMR, and has in fact gone well beyond the original aim in terms of the scope of the agreed adaptive management strategies. However, we were not able to achieve the output at a second site.

Demand from the local communities meant that the project responded to local priorities and government requests emerging from ongoing planning processes, rather than insisting on the linear sequence of new, species-specific prioritising and planning activities described in the proposal. We adopted this more demand-driven approach, because it ensured local commitment. However, it did not allow us to select at least one CMS migratory species, and, in the case of *Spondylus*, the local request led us into working on a species, that proved to be important but too depleted to be suitable for adaptive management, as envisaged in the project.

At GSFMR, thanks to Nazca taking an expanded role in this project, with additional co-financing from FFI's Halcyon fund, the project's work on adaptive resource management advanced on three fronts:

- a) Restoration of lobster populations;
- b) Zoning of the Marine Reserve;
- c) Management of inter-tidal and sub-tidal fisheries resources;

Restoration of lobster populations

With funding and technical advice from Conservation International, Nazca is implementing a "conservation agreement", whereby a group of lobster fishermen called ArteLangosta in the southern end of the Reserve receive payments based on "opportunity costs" in order to monitor lobsters rather than catch them, with the aim of restoring severely over-exploited populations (>95% of lobsters caught are under-size). While we have raised some questions and concerns about the concept, as applied in this case, there is no doubting that it is a significant ecological and social experiment, from which all involved should learn as much as possible. FFLA supported the initiative with training to Nazca, CI and ArteLangosta in the "Do no harm" methodology for development interventions and in conflict resolution, to help them manage the conflicts which arose from the incentive agreement. FFI's support has focused on the participatory monitoring of the lobster populations, with the full involvement of the ArteLangosta

fishermen in the design and implementation of the monitoring program. The project also encouraged the compilation of anecdotal information from various sources, to corroborate or question the scientific findings. With the results showing a rapid increase in abundance of juvenile lobsters, the idea of local stewardship based on monitoring and adaptive management (in this case of effort, methods and micro-zoning) is taking hold in the communities, albeit associated with inflated aspirations about payment.

Zoning of the Marine Reserve

In the GSFMR management planning process, the discussion of zoning had been left till the end, apparently because of anxiety that it would be very sensitive - and potentially conflictive – in these fishing communities. Thanks to the project, the final Reserve plan includes a zoning proposal, that is unique for mainland Ecuador, in that it incorporates the communities' own proposals for No Take nursery zones, was selected by the community and enjoys widespread support, includes substantial No Take Zones covering over 4,000 ha and allocates most of the nearshore waters to a special category of zone to be co-managed by the communities through agreements between Ministry and each of three Parish Councils. The activities of FFI, FFLA and Nazca that made this possible included:

- Explanations and facilitated discussions about the purpose and benefits of zoning, drawing on experience from elsewhere, and agreement on criteria to use in designing the zoning plan;
- Bringing to the table the related issue of access to fishing within the Reserve, where the benefits of spatial management should be most evident; as a result, the concept of exclusive or preferential access became accepted as an integral part of the Plan;
- Compilation and display of maps featuring multiple layers of information, from scientific surveys and the communities' own information about fishing grounds and habitat;
- A clear statement by the SSMCM that it saw zoning as an essential management tool to be included in the plan, and that the Reserve should contain a reasonable proportion of No Take Zones, but without dictating anything about where or how;
- A carefully constructed process allowing stakeholders to evaluate and discuss a variety of zoning schemes, before eventually selecting one as a starting point then constructing their own variation on it.
- Open meetings in each village to talk about the scheme that their leaders were proposing.
- Discussions at the level of the pre-Management Committee and government institutions about the need to measure the ecological changes resulting from the zoning scheme, especially because this spatial management regime is without precedent in mainland Ecuador.

Despite the delay in approval of the Management Plan, we are confident that momentum can be restored, as soon as the plan is approved and zones are demarcated. FFI, FFLA and Nazca will be supporting implementation.

Management of inter-tidal fisheries resources

For the zoning process Nazca worked with local communities to map fishing areas within the Reserve. In the inter-tidal and nearshore areas, the community showed detailed knowledge of the sites and the discussion of these led communities to propose several small areas to be set aside as NTZ's. This in turn led to the proposal to designate the inter-tidal and nearshore waters as community-managed zones. A workshop was organised with fishers to discuss how to monitor key species in the inter-tidal areas. It included a field survey of different coves along the coastline of the Reserves, both to learn basic survey techniques and to observe and compare the characteristics of different coves. The exercise stimulated a high degree of interest and enthusiasm, which can be harnessed once the fishers are empowered to co-manage their respective areas through the proposed agreements between Ministry of Environment and the Parish Councils. Based on this work with the communities, and prior work on monitoring methods for the CI-supported lobster conservation incentive agreement, Nazca drafted a protocol for participatory monitoring of lobster, sea cucumber and octopus. Although the initial exercise was limited to recognized fishermen, with few women or young people, there is great potential for the inter-tidal resource monitoring to be inclusive, involving diverse sectors

of the communities, thereby strengthening management of the Reserve and increasing the project's social impact.

Sub-tidal resources are less accessible than inter-tidal resources, and monitoring them requires skills in diving – often in poor visibility – and fish species identification. Diving is not a common practice in GSF, so Nazca first had to train three local people to dive, then how to implement the monitoring protocol. Wider participation in monitoring of the sub-tidal resources will be achieved through monitoring of catches, once the Management Plan has been approved.

With regard to adaptive management of resources at other sites, the project responded to requests from both authorities and stakeholders to work on the Spiny Rock Scallop, *Spondylus*, at Machalilla. The lustrous shell of *Spondylus* has been used in rituals, jewelry and trade for 4000 years, but the 1980's saw a surge in use for jewelry, handicrafts and food and its adoption as a symbol for coastal tourism in Ecuador. Over-harvesting led to a rapid decline of perhaps 90% in catch per unit effort, until the Association of Divers of Salango (ADS), near Machalilla National Park, called for a moratorium on harvesting. In October 2009 the Subsecretary for Fisheries Resources banned harvesting *Spondylus* until a management plan for its restoration and sustainable use was in place. FFI and FFLA organized a workshop, which was very well attended by all the major stakeholders and authorities, to discuss the species status and threats and outline on a strategy. However, the information on status, confirmed by further surveys by the National Fisheries Institute, indicated that populations have declined to such low numbers that recovery will probably take many years and require interventions such as collecting and aggregating the scattered individuals and/or some form of mariculture and restocking, as well as curbing the local and international trade. Furthermore, the majority of the dive fishermen are – not surprisingly - seeking not to manage the resources better but to get support for a change from fishing to tourism or other livelihood. We therefore concluded that this was not a suitable species for the Darwin Initiative project to work on. FFI has nevertheless tried – unsuccessfully - to raise funds elsewhere to follow up on the workshop findings.

With hindsight, an earlier move to work on crab and cockle management in the Jambelí mangrove concessions would have been advisable. The concession holders already operate a form of rotational management of zones within their concessions, so there was scope and capacity for experimenting to assess the productivity and biodiversity changes associated with other patterns of spatial management, such as varying the “fallow” periods and having some permanent No Take Zones. There was strong interest from one concession holder (Los Isleños) and willingness in principle on the part of the Technical University of Machala and the National Fisheries Institute. However, to move ahead we needed additional co-financing and an official decision by the National Fisheries Institute to collaborate on this research. Neither came through in time, so we could not pursue this work within the period of the Darwin project. Instead, we have concentrated additional effort and resources on the suite of adaptive resource management activities in GSFMR.

Output 3: *Capacity built at the national level in the MoE in the facilitation of the participatory process for development of the subsystem of MPAs and guidance provided for adjustments necessary to legal and institutional framework to incorporate governance models as part of the national, regional and international initiatives to meet 2012 CBD target of creating and managing national and regional MPA networks.*

Many aspects of the project have built national capacity to develop the “sub-system” of MPAs. In the first place, the project workshops have enabled the Ministry to debate and decide what they mean by - and want from - the “sub-system”. The Ecuadorian Constitution, which is very detailed, refers to protected area sub-systems defined according to their legal and institutional basis - State PAs, Municipal PAs and communal and private PAs - so an ecologically defined sub-system does not really fit. Furthermore, through the workshops undertaken by this project the Ministry and MPA practitioners, who had originally advocated the sub-system, concluded that what they really wanted was a MPA network. The network would promote coordination, cooperation and learning across sites that are linked ecologically, in social and economic context, in management challenges and in being part of a concerted effort to restore marine ecosystems along the coast. For this reason they have expanded the network to include mangrove concessions and also want to add Fisheries Reserves and municipal protected areas. They also want access to tools, such as conflict resolution techniques, which they can

use to address the management challenges that typically confront MPA's. The project has established such a network, through a series of five workshops, called by the SSMCM and attended by most of the directors of Ecuador's MPA's and certain municipal protected area personnel. Recent workshops have also been attended by the Navy and National Fisheries Institute; their participation adds significant value. The workshops discussed extensively the nature and characteristics of the sub-system/network, and various specific topics, including conflict management and a review of management effectiveness evaluations. Overall, the network has become an established forum for MPA directors, which has enabled the SSMCM to bring the diverse MPA's together into a connected – if not yet wholly cohesive – group and to share experiences, problems and policy ideas. Although still dependent on FFLA, the network can continue to contribute to the coordinated development of Ecuador's MPA management capacity.

The project's training workshops have also contributed directly to Output 4 by training senior Ministry staff from SSMCM and most MPA's in the concept of governance, participatory governance systems, legal rights and responsibilities, and "Do No Harm" methodology. They have also enabled participants to learn about the innovative approaches being pursued at GSFMR and in the mangrove concessions.

Direct involvement in the participatory planning process at GSFMR has strengthened Ministry understanding of participatory processes and capacity to coordinate them, especially in the SSMCM but less so in the Ministry's Quito headquarters, where remoteness from the coast and frequent staff changes have constrained learning processes. Exposure to the GSFMR process and actors has made Ministry staff recognize what can be achieved through a well structured, empowering process and understand why it must address issues such as inter-institutional coordination, fisheries access rights, the use of local knowledge for zoning, and the role of communities in surveillance and monitoring.

Even the unfavourable situation for participation in Machalilla NP has had an effect, in that it has led to debate within the Ministry about the role of management committees. This was followed by the project workshop in March 2012, called by the SSMCM and planned with FFI and FFLA, on participation mechanisms. It addressed such topics as the desired characteristics of an "ideal" participation mechanism and the challenges of representation, definition of roles and relationships, decision-making, transaction costs and so on. One key conclusion was that the standard Management Committee, as defined in Ministry regulations, should not be the only option when designing participation mechanisms for an MPA. Another was that the participation mechanism for an MPA should be expected to evolve, with the stakeholders' role expanding and empowerment increasing, as their organisation, capacities and commitment are demonstrated. It is too early to say how and when these recommendations will be acted on, but they represent huge progress in terms of both knowledge and policy proposals.

The regional component of this output advanced not, as anticipated, through the South Pacific Permanent Commission (CPPS) MPA network, which became rather inactive, but through cooperation with Central American countries. With additional co-financing raised by FFI, the FFI-FFLA team got together with partner NGO's in Costa Rica, Nicaragua and Honduras, to develop a program with the same philosophy and focus on participatory governance, spatial management and access rights. The project proposal, informed by the Ecuador experience and developed through a field visit in April 2011, secured funding from Darwin Initiative and the Arcadia Fund and has just begun implementation. Building on this collaboration, FFI and the regional partners have also discussed working together on the issue of conflicts between artisanal fishing communities and the industrial shrimp trawling sector, with its physical destruction of marine habitat and severe by-catch problems.

Output 4 *Key groups informed about project results and awareness about local stewardship of marine biodiversity raised nationally and internationally.*

Nationally and internationally, including in the three Central American countries to which this initiative is extending, the project has increased awareness of and interest in new systems of governance, in which communities play a strong role. The project has contributed to this trend through the capacity building and exchange activities described under Output 3, plus a suite of dissemination activities, notably:

- A series of You Tube videos and other materials in Ecuador.
- FFLA's publication reviewing the governance systems of Ecuador's MPA's.
- The 2nd National Symposium on Marine and Coastal Biodiversity (also the 1st Symposium on Coastal and Marine Biodiversity of Latin American and the Caribbean), held in Manta, Ecuador, in December 2010, and attended by >400 people. The 4-day symposium included a half-day mini-training-course by FFLA on participatory governance, as well as a presentation and 2 posters about the project.
- Presentation and peer-reviewed chapter in "Proceedings of 2nd International Symposium on Integrated Coastal Zone Management (Arendal, Norway, 3-7 July 2011)"
- Articles on FFI's website and magazine.
- Poster and abstract at CBD SBSTTA meeting in Montreal.
- Case study in presentation and publication at CBD sub-regional workshop on capacity building for implementation of the Programme of Work on Protected Areas, Bogotá March 2012.
- Multilateral expert network on participatory governance (Ecuador, Nicaragua, Honduras, Costa Rica). <https://sites.google.com/a/ffla.net/mpa-america-central/>
- Attendance of partners in international events (IUCN World Congress 2012) will bring further post-project opportunities to communicate the project's results.

Looking ahead, we believe that successful implementation of the Management Plan at GSFMR will be the key factor in deepening understanding of, and confidence in, local stewardship of marine resources. Consolidation and expansion of the mangrove concession system will also help, but mangroves are not treated as marine resources whereas GSFMR is unequivocally marine. The project has achieved a great deal in terms of raising awareness in Ecuador about meaningful participation, and has tackled the crucial associated issues of marine resource access rights and No Take Zones, which other projects have nervously skirted around. Achievement of practical conservation and community development results at GSFMR over the coming three years or so can consolidate this awareness and lead to widespread adoption of the approach.

4.4 Project standard measures and publications

See Annexes 4 and 5

There have been no publications in high profile journals. Nevertheless, we believe that our publications and national and international communication about the comparison of different approaches to participatory governance are having a significant regional impact on understanding of this issue.

4.5 Technical and Scientific achievements and co-operation

Technical and scientific cooperation was focused primarily on the disciplines of governance and marine resource monitoring.

On the subject of participatory governance, the research involved technical staff of FFLA and FFI, as indicated in the list of authors, plus Nelson Zambrano, Director of Marine and Coastal Management and Coordination in the SSMCM, and Taylor Gregoire-Wright, a postgraduate student of Yale University. The methodology adopted the categories of participatory governance devised by Borrini-Feyerabend¹, and used a combination of documented information about institutional responsibilities, direct observation and communication with stakeholders to assign MPAs to particular categories and analyse the underlying reasons. Of the resulting publications, only the Integrated Coastal Zone Management conference paper has peer reviewed. In addition to our own reports and publications, FFLA cooperated with Taylor Gregoire-Wright on his thesis analysing the lobster conservation agreement in the southern part of GSFMR.

¹ Borrini-Feyerabend, G. (2007).- The "IUCN protected area matrix" - A tool towards effective protected area systems. Report: IUCN World Commission on Protected Areas Task Force: IUCN Protected Area Categories. 12 pp.

The resource monitoring protocol development and the lobster monitoring study were led by staff of Nazca Institute for Marine Research, with periodic review and discussion with FFI. Members of the ArteLangosta Association of lobster fishers made important contributions to both the lobster studies and the intertidal monitoring protocol development. The resulting technical reports have not been subject to peer review and the protocols will in all probability be refined in the light of experience during the first year of implementation. FFI is also discussing with Nazca how best to capture and systematize the wider community's observations about the changes in lobster populations, the ecosystem in general and society. These represent a valuable complement to the participatory research using scientific methods. However, they are not yet in any publishable form.

We expect that, once the Management Plan is being implemented, the monitoring results from GSFMR will generate peer-review publications in both governance and marine science literature, because the proposed GSFMR management regime is unique for this part of the South American Pacific coast. FFI will collaborate with FFLA and Nazca on these studies.

The project also made possible studies at GSFMR of other species (sea turtles) and of the threat posed by sediment and other river-borne pollutants. These are important for the management of GSFMR but were not central to the outputs of this Darwin Initiative project. Rather they were added as part of the co-financing project of FFI's Halcyon Fund. Nevertheless, the enabling role of the Darwin Initiative project is acknowledged and the reports are listed in the annex of publications.

4.6 Capacity building

The results of the project's capacity building for national and local government and stakeholder groups have been described under Output 3 above. In total, FFLA implemented 13 training events (1 in Year One, 5 in Year 2 and 7 in Year 3), with a total duration of 4 weeks and a total of 393 participants, comprising 86 different individuals. Thus, most trainees attended multiple courses, thereby acquiring a range of skills and knowledge useful for participatory MPA governance. Systematic end-of-course evaluations, with fifteen questions to be answered on a scale of 1-5, were all positive, with most average scores exceeding 4.0 out of 5. The participants expressed enthusiasm for course methodologies (dynamics, case studies, active engagement of trainee) as well as content, and show strong demand for further courses, to go into more depth on the subjects of governance and, to a lesser extent, conflict management. Interviews with trainees, both at the end of the course and several months later, showed that trainees generally perceived the skills to be directly relevant to their particular role in MPA governance and management, and subsequently confirmed that they had been applying the knowledge and skills acquired.

The principal project partner, FFLA, delivered the training courses and in the course of the project became itself a stronger institution in several ways:

- Through the cooperation with FFI and Nazca, FFLA has complemented its existing strengths in governance with additional technical knowledge and experience of a range of MPA management topics, notably spatial management and access rights, as well as new insights into governance and livelihoods, especially through the advice of FFI's Helen Schneider on strategies and methodologies, as well as the evaluation by Vivienne Solís of CoopeSoliDar R.L. Collaboration on the monitoring manual and the definition of indicators has also helped FFLA to think more rigorously about indicators, and their measurement and meaning.
- Thanks to the project, FFLA has now got a tried and tested, highly regarded MPA Governance training course that has been given 8 times to date, to a total of 185 participants in Ecuador and Nicaragua. Public ranged from local leader to public servant and students. This course is scheduled for Argentina (November 2012) and other Latin American countries (Nicaragua, Honduras, Costa Rica) in 2012/13.
- The project has enabled FFLA to expand its geographical scope, especially by opening the door to Protected Area governance work in Central America, and its network of contacts.
- Evidence of the growing maturity and reputation of FFLA and Nazca is the fact that they have been requested by the Argentinian Centre for Development and Sustainable

Fisheries (CEDEPESCA) to collaborate on a “knowledge café” about accountability of fisheries at the IUCN World Congress in September 2012.

- Collaboration on proposal writing for matching funds has helped build FFLA’s already substantial strength in this area.

Nazca Institute became an increasingly important partner as the project progressed. Though not recorded in the indicators manual as training events, the GSFMR management planning workshops - especially those on zoning, led by Nazca and FFI - expanded the local stakeholders’ and authorities’ knowledge of ecosystem-based management, spatial management, and access rights, providing an important complement to the governance training. The Nazca-led workshops and practical field activities with GSFMR communities on inter-tidal monitoring generated not only new knowledge but also appreciation of how they could use their existing knowledge for management of their fisheries resources. Through the cooperation with FFI and FFLA, Nazca has gained technical knowledge and experience of governance, stakeholder organisation, livelihoods, conflict management, zoning, access rights, and different approaches to monitoring. Like FFLA, Nazca valued highly the inputs of Helen Schneider and Vivienne Solís. In addition, the cooperation with FFI’s Country Program Manager, Juio Bernal, has helped strengthen Nazca’s project management and administration.

FFI itself has benefitted technically, through the collaboration with these capable local partners and the experience of working with the government, both centrally and at each site –including those where difficult challenges were encountered. Through the project FFI was able to expand its network of relationships in Ecuador, including governmental organisations, notably SSMCM, and non-governmental organisations, such as Nazca and Ecolex. In FFI’s other projects in Ecuador and the region, local partner NGO’s have been technically and organisationally weaker than FFLA, and more dependent on FFI. Thus, this project allowed FFI to explore more creative and productive ways of working with partners. Lastly, the project also gave FFI the platform to launch a similar programme in Central America.

4.7 Sustainability and Legacy

The question of sustainability and legacy can be summarised as, “To what extent has the project helped Ecuador to move definitively towards having a network of MPA’s under a variety of governance systems, predominantly participatory, and managed for biodiversity conservation and sustainable use?” In this context the enduring legacies described in this section are:

- The local and national capacities for participatory governance;
- The role of GSFMR as a bold, resilient pioneer of participatory governance, community-managed zones, No Take Zones and access rights;
- The fact that all these issues are under discussion on the national policy agenda;
- The partnerships and alliances for development of the MPA network including the FFI-FFLA-Nazca collaboration.

The project has not progressed as far as intended with regard to having three pilot MPA’s operating under participatory governance. In the case of El Morro, this is because of the decision to switch to the mangrove concessions of Jambelí, which was a sound strategic decision, as discussed in Section 6. But the central reason is that achieving change throughout the Ministry of Environment has been more complex and time-consuming than envisaged. Early success with the SSMCM did not lead smoothly on to change of policies and practices throughout the ministry, for a variety of structural and political reasons. Ministerial approval of the GSFMR Management Plan has been slow and the sidelining of the Management Committee at Machalilla NP has not yet been overcome. On the other hand, there are several other ways in which the project has enabled Ecuador to advance much further than expected down this path and achieve enduring results, notably:

- Awareness and understanding of participatory governance have spread further and deeper than expected. Many people, from government and stakeholder organisations, have attended the training course, participated in drafting the relevant statute and management plan chapter for GSFMR, and/or engaged in the debate about governance structures that can empower communities without undermining the Ministry’s legal

responsibilities. In the final workshop on participation mechanisms the SSMCM advocated diverse systems, not limited to the conventional Management Committee. This represents a milestone in the process of policy change.

- The support of Nazca, FFLA and FFI has been crucial in making the local GSFMR initiative so remarkably resilient and persistent, with the well organised local leadership successfully convincing each incoming Ministry official that their role in the management of the Marine Reserve goes beyond mere consultation and support to the Ministry. Arguably, the experience of pushing back against centralist, controlling tendencies in the Ministry has strengthened local resolve and organisation. Nevertheless, the formal approval of the Management Plan, including the chapter on governance, is essential to confirm and consolidate this achievement. The latest promise by the Ministry, following new requirements for reorganisation of form but not content, is for final approval in September 2012.
- The acceptance in principle of the concept of community-managed zones, with a locally planned fine-scale management regime, is a huge step forward for Ecuador. In effect, it will adapt the mangrove concession approach to the marine environment, by working through Parish Councils rather than fishing associations. This approach is without precedent in the marine context in Ecuador but depends on the final approval of the Management Plan, to ensure implementation and hence enduring impact.
- Similarly, the project has in GSFMR gone beyond its original ambitions in relation to resource management, with local communities opting for a bold zoning scheme, in addition to their existing initiative on lobster management. The project has also succeeded in putting the issue of preferential local access rights to marine resources on the agenda for national policy discussion. These are fundamental issues for marine biodiversity conservation and sustainable coastal livelihoods and the agreements reached are without precedent in mainland Ecuador. Here too, implementation depends on final approval of the Management Plan. Local communities are aware of the significance of these issues for their own livelihoods, so we expect that successful implementation will generate momentum and determination to maintain the new approach.
- The project has helped to promote the expansion of mangrove concessions to become a widespread approach to mangrove conservation and sustainable use, has advised on some of the challenges that such mainstreaming will pose, and has used the mangrove experience to inform and drive the new thinking around MPA governance. However, the project has not been a central player in the consolidation of the mangrove concession approach, so would not claim it as a legacy of the project.

As explained, these legacies of the project have characteristics enabling them to endure, but we are not quite there yet. Several of them still need support through formal approval and the early stages of implementation. FFI, FFLA and Nazca are continuing to collaborate, to make sure that both stakeholders and authorities have the capacities to implement the agreed plans and also to prevent or manage any conflicts that could arise from the application of the new management regime. A Civil Society Challenge Fund grant is enabling FFLA and FFI to continue strengthening local MPA stakeholders, while an Arcadia Fund grant will finance Nazca and FFI support to management Plan Implementation. We are also involved in discussions about the GSF strategy for long-term financial sustainability, including the costs of running the participatory governance system.

The partnership is then intended to continue, as we move towards replication in multiple sites along the coast of Ecuador and, in the case of FFLA, Central America too. FFI, FFLA and Nazca will maintain capacity within Ecuador and also continue the current vigorous technical collaboration with FFI headquarters, especially the Conservation Livelihoods and Governance team, through email, skype and cloud storage of relevant literature and experiences.

5 Lessons learned, dissemination and communication

Lessons Learned

This section describes key lessons learned about participatory governance of MPA's in Ecuador. Lessons relating to the project design and implementation are discussed in the M&E section below.

Responding to a new Constitution and legislation, as well as international commitments, and recognising that marine governance has hitherto been largely ineffective, Ecuador is developing new approaches to MPA governance. However, the majority of MPAs are still governed centrally by the State and their effectiveness is limited by being isolated within the Ministry of Environment, with poor inter-institutional collaboration. Effective MPA management in Ecuador will require greater government commitment to inter-institutional collaboration and coordination. Decentralisation presents both a challenge and an opportunity for cross-scale coordination and local empowerment.

Our study identifies several areas of innovation but also reveals the government's ambivalence about taking definitive legal steps to empower local communities to participate in MPA decision-making. This stems in part from constraints in the Constitution itself and in part from concerns about whether participatory governance can indeed deliver effective conservation of national assets. There is openness, however, to enabling GSFMR – and potentially other sites - to experiment with new approaches involving greater empowerment, provided that they respect the Ministry's ultimate decision-making responsibility.

The mere existence of a participatory body and mechanisms does not guarantee stakeholder empowerment and participation; incentives for participation and self-regulation are also essential. Ecuador is taking steps towards the crucial incentive for local communities of preferential access to the marine resources.

In the face of ambivalence on the part of the authorities, a well organised, well informed group of local stakeholders can advocate effectively for a stronger role in governance and for novel management regimes, as in the case of zoning and resource access at GSFMR. On the other hand, less cohesion, high transaction costs, low expectations of success and low confidence that agreed decisions will be enforced can all dissuade stakeholders from such advocacy, as in the case of Machalilla NP.

The areas pioneering new approaches have a vital role, not only for their innovation but also in terms of building the confidence of government institutions in the commitment and capacity of local communities to conserve their MPAs. The mangrove concessions, in particular, have paved the way for increased community responsibility and self-regulation in return for exclusive access to resources. In the marine realm GSFMR, which has always been a locally driven initiative, stands out as the testing ground for innovation in participatory governance, preferential access and use of local knowledge. It is essential that both government and supporting research and conservation organisations seize the opportunity to learn from these experiments in participatory governance, by monitoring both their implementation and their social and ecological impacts. This will provide evidence on which both government and coastal communities can decide if and how to travel further down the road of empowerment and incentives.

Dissemination

The progress, results and conclusions from the project have been disseminated locally, nationally and internationally through:

- Meetings of local stakeholder associations, general community, Management Committee etc.
- Exchange visits between coastal communities in Ecuador;
- Meetings of the MPA network;
- In-country workshops and symposia, notably the 2011 biodiversity symposium in Manta;
- Workshop with partners and other interested parties for similar actions in Costa Rica, Nicaragua and Honduras;

- Collaboration between Ecuador and Nicaragua programmes on capacity building for participatory governance of marine and terrestrial areas;
- International conference on 2011 Integrated Coastal Zone Management in Norway, and its Proceedings;
- Poster at CBD SBSTTA meeting in Montreal, 2012.
- Input to CBD capacity building meeting in Bogotá in 2012.
- Youtube videos;
- FFLA website;
- Availability of FFLA's governance analysis report for download;
- FFI's magazine and website.

Dissemination is continuing through a presentation at the IUCN World Conservation Congress (Sept 2012) and ongoing activities of follow-up projects of FFI, FFLA and Nazca in Ecuador and Central America. During 2012/13 the MPA governance training course, that draws heavily on the experiences of this project, will be delivered by FFLA in Nicaragua, Costa Rica, Honduras and Argentina.

Target audiences for dissemination are:

- Coastal community leaders and local authorities in the pilot sites and elsewhere in Ecuador;
- Government officials in Environment, Fisheries and other relevant sectors;
- Conservation, fisheries and marine management professionals in Ecuador and the region;
- Artisanal fishers associations in the region;
- Global community of professionals in the field of coastal and marine management.

5.1 Darwin identity

Almost all the project communications products acknowledge Darwin Initiative funding and include the logo, except where this is not practical or would disempower intended beneficiaries of the project. In such cases neither FFI, FFLA nor donor logos appear in the product. Project workshops also acknowledged Darwin Initiative funding.

In general, the Darwin Initiative support was recognised as a distinct project, with its own identity. After we had raised substantial co-financing for the GSFMR component, with Nazca receiving the bulk of that funding, the GSFMR component tended to be seen as a single project funded by both Darwin and Halcyon (Arcadia).

FFLA understands thoroughly the purpose and policies of Darwin Initiative and attended the Regional Workshop in November 2009. Other partners, including Nazca, understand the role of the Darwin Initiative project, but have a less thorough knowledge of it. Many more have been exposed to the fact that Darwin Initiative supports marine conservation in Ecuador.

6 Monitoring and evaluation

At the end of Year One we obtained Darwin Initiative approval to change the third site of our project from El Morro, which lies on the northern side of the Gulf of Guayaquil, to Jambelí on the southern side of the Gulf. El Morro has the legal category of "Refuge" and was intended to be an example of a co-management conservation initiative led by a Municipality. However, changes in the Guayaquil Municipality in 2009 led to a loss of municipal leadership and momentum for the MPA. The area reverted to a centralised governance structure with a consultative management committee, reducing its value as an experimental site for an innovative governance model complementary to Machalilla and Galera San Francisco. The Jambelí archipelago has a cluster of mangrove concession-like agreements for use and protection by fishing associations and communities. We switched the project to Jambelí at the request of the Ministry, for whom the mangrove concessions were top of their agenda as an approach to resource management that involves and empowers local communities. A number of concessions had been set up along the coast in recent years, some successfully and others not, and there are many issues related to access rights, control and inter-community relations, needing further analysis. At Jambelí there are 10 such use agreements within an archipelago of islets and the Ministry wanted to help them build a coordinated, archipelago-wide effort. For FFI

and FFLA this was a very interesting model, strikingly distinct from Machalilla and GSF, and with potential for the experience of local empowerment and exclusive access in a coastal environment to inform the approaches for the MPA's. While strategically a well justified change, the move to Jambelí, stretched FFI and FFLA's human and financial resources. Not only was it far to the south of our other sites, but also it was a new area where we had to establish new relationships and learn the ins and outs of the local context. Unfortunately we were not able to raise additional co-financing to intensify and accelerate efforts at Jambelí, so the project's impact there was positive but modest. Nevertheless, the involvement with mangrove concessions proved highly valuable to the rest of the project and FFI and FFLA are convinced that we should, funds permitting, continue that involvement, in order to highlight and defend the essential principles of empowerment and exclusive or preferential access, which may be jeopardised as the concession system scales up, and to use this to reinforce the establishment of similar principles for participatory governance of MPA's.

A second change approved towards the end of Year One was to concentrate our international dissemination activities in years two and three, rather than use substantial part of the communication funding to present our initial ideas at a major marine conference (International Marine Protected Areas Congress in Washington DC) in May 2009. This change was straightforward and has proved very beneficial, in terms of the content and scope of our outreach.

For project monitoring FFI and FFLA developed a manual, which detailed how each indicator would be measured and recorded the data periodically. An English translation of the manual was provided to Darwin Initiative in 2011 and an updated version will accompany this report. Practical experience of measuring the indicators led to a number of refinements and modifications. The final suite of indicators was useful for tracking the progress of the project and for maintaining the focus on the intended project results in terms of capacities and policies. In discussing the significance of the indicators, it was evident that those measuring participation needed to be complemented by a variety of other sources of information, in order to reflect adequately the complexities of dialogue, empowerment, influence and power relations at each site. Such levels of detail are better assessed through an evaluation than regular monitoring of indicators.

The project had Purpose indicators, which were useful, but did not have indicators at the level of goal or impact on biodiversity and socio-economic well-being. In the case of GSFMR, the project has helped local stakeholders and authorities to design a biological and fisheries resource participatory monitoring programme and to analyse socio-economic survey data. The follow-up projects mentioned above will support the application of these monitoring protocols. Furthermore, the Civil Society Challenge Fund project has enabled the local development association, that is a driving force in the GSFMR initiative, to define their own indicators of social and economic development for the GSF area. Thus, the project has helped the process of information-based, locally led conservation and sustainable development.

Evaluation

In the last month of the project there was an evaluation by Vivienne Solís, a Costa Rican specialist in strengthening artisanal fishing organisations, who reviewed project documentation and talked with many stakeholders and authorities in GSFMR and Machalilla NP. Her full report is in Spanish and FFI will make available a summary in English. The main **conclusions** are paraphrased here:

- i. The project is an important contribution to the national and Latin American dialogue about the priority themes of marine conservation, governance and participation. Its experiences at the pilot learning sites provide valuable inputs for international fora, such as CBD, FAO and IUCN, which debate the topics of marine conservation and fisheries management from a human rights perspective.
- ii. Within Ecuador the project has generated advances in marine conservation, according to principles of participation, access to information and justice. These principles correspond to Principle 10 of Rio and to the current discussions about national commitments to sustainable development.
- iii. The technical staff of the implementing organisations, the Government and the local participatory bodies have a clear appreciation of the objectives of the project and have

been able to use these as the basis for common understanding on a shared goal. From their perspective, the objective regarding the pilot learning sites is the one that has been implemented most successfully.

- iv. The project has allowed the actors involved to work on the basis of a long-term strategy, centred on an integrated process of capacity building. All concerned recognize that achievement of the goals of community-based governance and marine conservation is a long-term process.
- v. An important advance has been the success of FFI and FFLA in establishing win-win alliances between diverse actors - national and local, government and civil society – for the development of activities at both field and strategic levels, to support the development of national policies.
- vi. The project has established and strengthened stable alliances between FFI, FFLA and NAZCA, and between this trio and other NGO's and local community groups in the pilot sites. However, the relationship between the local communities and the State remains weak and does not seem to have been strengthened as had been intended, in order to consolidate the participatory governance systems.
- vii. There is insufficient information and knowledge about the artisanal fishing communities in the pilot sites of Machalilla and Jambelí. This sector is fundamental for the various negotiations about conservation and the establishment of regulations but has been consolidated only in the case of Galera San Francisco.
- viii. In the case of Machalilla NP the State is not currently willing to continue strengthening and working through the scheme of the Management Committee in its present form. However, negotiations have begun to resume participatory process in some alternative form.
- ix. Galera San Francisco Marine Reserve has proved very important for the objectives of the project, thanks in large measure to the strategic alliance between FFI, FFLA and Nazca, which has a long track record in the area. The project has found fertile ground here, achieving important progress in the development of participatory governance and of the technical tools that accompany it (e.g. management plan, zoning plan, monitoring methods).
- x. In the case of the Jambelí mangrove concessions, it has not been possible to advance as much as intended. It is still necessary to agree objectives and strategy, both medium- and long-term, for the consolidation of a system of good governance for this area.

Recommendations from the evaluation include:

- i. The Constitution requires participation of civil society in development and decision-making, and the Government of Ecuador has a strong policies on this, but there is still a process of experimentation with regard to the mechanisms and structures for its implementation at local level. In the sites visited there are varying opinions and degrees of commitment with regard to participation, with government officials showing a clear intention to maintain their hegemony and power in the administration of protected areas, while recognizing the positive advances of GSFMR. Therefore FFI and FFLA should seek to broaden government involvement in the process, from a focus on the Ministry of Environment to wider dialogue between others with relevant management responsibilities, such as fisheries, or simply with roles in social and economic development and capacity to support the local communities in these areas. FFI and FFLA should also seek to strengthen the relationship between communities and State institutions, in order to find themes of common interest through which to advance participatory governance.
- ii. The MPA network should continue to be supported and a relationship developed between the network and the new, high-level Inter-institutional Commission of the Sea.
- iii. At Machalilla NP the project's analysis of local support for, and perceptions of, the Management Committee is very interesting and should be used to guide reflection on the situation and the way forward.
- iv. At Machalilla NP it is crucial to strengthen work with the artisanal fishing sector, including the associations and cooperatives , who fish in the Park. FFLA and FFI need to reflect, together with the governmental institutions, about the best way to achieve participation (*the subsequent March workshop on participation mechanisms was an*

- important step in this regard*). FFI and FFLA also need to promote collaboration between the Ministries of Environment and Agriculture, through their Subsecretaries of Marine and Coastal Management and Fisheries Resources respectively.
- v. The Galera San Francisco process holds great promise. It is important to continue pushing for the approval of the Management Plan, maintain continuity of the activities with local communities, and hold regular meetings with Municipalities and Fisheries and Environment authorities to discuss key issues in the management plan and other instruments.
 - vi. Tourism is a priority theme for the communities. Even though it is considered in the Management Plan, it is advisable to undertake very soon tourism workshops and training sessions.
 - vii. Also urgent are the work in coordination with the Subsecretary for Fisheries Resources to put in order the licensing of artisanal fishermen at GSFMR and the work of advising and influencing a new Fisheries Law for Ecuador.
 - viii. The accompaniment and support for the Galera San Francisco Development Association and for the transition from local organisation to formally constituted Management Committee is fundamental and requires careful, detailed work. In this regard the Civil Society Challenge Fund grant and the FFI Arcadia grant are critical.
 - ix. At Jambelí FFI and FFLA need to analyse seriously and sincerely whether they should pursue the activities envisaged with these communities, bearing in mind the risk that, with insufficient resources, there is a risk of generating amongst the communities expectations that cannot be fulfilled satisfactorily.
 - x. The themes of women and youth should be addressed across the programme, to ensure equity and justice in a horizontal, inclusive system of participation. The two new projects can support this work.
 - xi. Once the participatory governance structures are fully established, it will be necessary to undertake exercises to evaluate “good governance” with emphasis on participation mechanisms. This could accompany the ongoing monitoring using the project indicators manual.
 - xii. FFI and FFLA should advance with their support to the analysis of the lobster conservation agreements, so that there can be an honest, participatory analysis of the benefits of this tool (*referring to our concerns about the way the concept has been applied in southern GSFMR*).

FFI and partners are currently digesting and discussing these valuable recommendations.

6.1 Actions taken in response to annual report reviews

The reviewer requested an English version of the monitoring manual, which was provided.

The reviewer raised a question about over-extending ourselves through involvement with the MPA network, to which we responded.

In regard to the change of site from El Morro to Jambelí, the reviewer asked how much could be accomplished at Jambelí in the shorter time. We did reply to this question but, after discussions with Darwin Initiative, it was decided not to change the log frame. As it has turned out, the reviewer’s question was an astute one and the project has achieved less at Jambelí than we had intended (as explained above).

Lastly, the reviewer suggested participation of government and stakeholders in the scoring of some of the more subjective indicators (in addition to the training effectiveness indicators, which already draw on trainee perceptions). FFI and FFLA discussed this and expressed our intention to carry out surveys to do this. However, by Year 3 it was apparent that we would not have time for this extra work, so instead we concentrated on ensuring that the end-of-project evaluation would draw extensively on the opinions expressed by stakeholders and authorities.

7 Finance and administration

7.1 Project expenditure

The table shows budget and expenditure, including salaries and capital items. Final figures may vary very slightly, after final review and audit.

| | BUDGET | | | | | EXPENDITURE | | | | VARIANCES | | | |
|---|--------|-----|-----|-------------------------------|--------------------------|-------------|-----|-----|------------------------|-----------|-----|-----|-------------------|
| | YR1 | YR2 | YR3 | TOTAL UPDATED BUDGET 3 YRS | TOTAL ORIGINAL BUDGET | YR1 | YR2 | YR3 | TOTAL EXPEDIT 3 YRS | Yr1 | Yr2 | Yr3 | ENTIRE PROJECT |
| Salaries | | | | | | | | | | | | | |
| FFI | | | | | | | | | | | | | |
| FFI Americas & Caribbean Director (based in Quito) | | | | | | | | | | | | | |
| FFI Ecuador Country Manager (based in Quito) | | | | | | | | | | | | | |
| FFI Livelihoods | | | | | | | | | | | | | |
| FFLA | | | | | | | | | | | | | |
| Programme Director | | | | | | | | | | | | | |
| Technical Coordinator | | | | | | | | | | | | | |
| Director Ejecutivo | | | | | | | | | | | | | |
| Asistente Proyecto | | | | | | | | | | | | | |
| Finance and administ team (accountant, bookkeeper, office asistant) | | | | | | | | | | | | | |
| Institutional development team (Director and assitant) | | | | | | | | | | | | | |
| Overhead Costs | | | | | | | | | | | | | |
| Overheads | | | | | | | | | | | | | |
| Office rental, heating etc. | | | | | | | | | | | | | |
| Audit costs (maximum of £1,000) | | | | | | | | | | | | | |
| Travel and subsistence | | | | | | | | | | | | | |
| International travel | | | | | | | | | | | | | |
| National travel (MAE personnel) | | | | | | | | | | | | | |
| Fieldwork travel and subsistence | | | | | | | | | | | | | |
| Operating Costs | | | | | | | | | | | | | |
| Conferences, workshops and seminars (facilitator) | | | | | | | | | | | | | |
| Fieldwork operating costs (not travel) | | | | | | | | | | | | | |
| Other (please justify in text) | | | | | | | | | | | | | |
| Bank cost | | | | | | | | | | | | | |
| Unforeseen expenses (various) | | | | | | | | | | | | | |
| Capital Equipment (Specify) | | | | | | | | | | | | | |
| Computer (3 areas+Coordinator) | | | | | | | | | | | | | |
| Projector Data (3 areas) | | | | | | | | | | | | | |
| Camera (3 areas) | | | | | | | | | | | | | |
| Telephone (3 areas) | | | | | | | | | | | | | |
| Other Costs (specify) | | | | | | | | | | | | | |
| Communications/dissemination materials | | | | | | | | | | | | | |
| Communication (celular plan 3 areas) | | | | | | | | | | | | | |
| Printing and publications | | | | | | | | | | | | | |
| Materials | | | | | | | | | | | | | |
| TOTAL | | | | | | | | | | | | | |
| AMOUNT SUP | | | | | | | | | | | | | |

The total budget was unchanged, but there were some approved variations between budget lines, as follows. At the end of Year One, FFI requested three minor changes of use within budget lines:

- To use funds left over from purchase of a data projector, which came in well under budget, to acquire specialised software (Sentinel Visualizer Professional Edition) for social network analysis;
- To use some of the national travel funds for national accommodation and subsistence;
- To reallocate some workshop funds to increase the funds for available for the position of FFLA field assistant.

A substantive, approved change was to postpone international communications activities until Year 3. We reallocated Year 1 funds from international travel to the heavily over-subscribed staff time budget lines of FFI and FFLA and in Year 3 were indeed able to carry out extensive international communications activities, using funds from Darwin Initiative and co-financing.

In the last quarter of Year 3 we worked intensively with the Ministry of Environment and others on the Galera San Francisco management plan and on participatory governance frameworks for the three project sites, including preparation of two workshops. Unfortunately, the Ministry of Environment was not able to complete in time the necessary steps to call one of the workshops – the one related specifically to Jambelí mangrove concessions. This has left the project with significant under-spend on workshops and associated communications, and increased demand on the time of FFI staff, especially the country programme manager. We have included these under- and over-expenditures in the financial reports, but they could not be approved in advance as they were not foreseen and came at the very end of the project.

7.2 Additional funds or in-kind contributions secured

The £28,000 unconfirmed co-financing from Walton Family Foundation did not materialise. This affected the project's ability to put additional resources into certain components of the Darwin Initiative project, especially in relation to Jambelí. On the other hand, in the latter half of the project FFI secured much greater than projected co-financing of approximately £105,000 for Galera San Francisco from FFI's Halcyon Global Marine fund. FFI and FFLA jointly secured a further £480K from the Civil Society Challenge Fund, primarily for field activities and technical support by FFLA to the GSF Development Association, plus some sharing of experiences with Jambelí and Machalilla. GSF Development Association is a driving force amongst the local stakeholders and a member of the GSFMR Management Committee. While the Civil Society Challenge Fund project is not specifically focused on the Marine Reserve, its effect in strengthening the Association and supporting sustainable local development, will contribute greatly to the goal of effective, participatory governance to the benefit of local communities. As the Darwin Initiative project came to an end, FFI secured a further £160,000 over three years for implementation at GSFMR of the approaches pioneered by the Darwin Initiative project, principally participatory governance, access rights, zoning, monitoring and adaptive management.

7.3 Value of DI funding

The DI funding has enabled FFLA, FFI, Nazca and other partners to put on the table in Ecuador the whole issue of participatory governance of MPA's, not as a doctrine for easy recital and superficial application but as a matter for thorough analysis and dialogue between local and national actors, leading ultimately to real change. This achievement has focused on GSFMR, which has become the undisputed flagship of a new approach to marine conservation. However, even Machalilla NP, where there is resistance to stakeholder participation, is proving significant in that the stand-off is causing the Ministry to embrace the idea of a diversity of participatory governance systems. The mangrove concessions are also making an important contribution to this national policy development, but the project's contribution has been modest and we cannot say that Darwin funding was what enabled the major achievements to happen.

The project has also enabled serious consideration and specific proposals for GSFMR in relation to zoning, especially No Take Zones, and local access rights. This is new ground for mainland Ecuador and potentially very significant as the basis for community-led recovery of degraded coastal and marine ecosystems.

Annex 1 Report of progress and achievements against final project logframe for the life of the project

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|--|--|---|--|
| <p>Goal: To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but constrained in resources to achieve</p> <ul style="list-style-type: none"> • The conservation of biological diversity, • The sustainable use of its components, and • The fair and equitable sharing of the benefits arising out of the utilisation of genetic resources | | <p>(report on any contribution towards positive impact on biodiversity or positive changes in the conditions of human communities associated with biodiversity e.g. steps towards sustainable use or equitable sharing of costs or benefits)</p> | <p>(do not fill not applicable)</p> |
| <p>Sub-goal</p> <p>Innovative and locally validated models of governance are incorporated into the new National Sub-system of MPAs, thereby helping Ecuador to meet its 2012 CBD targets on MPAs, contributing to the establishment of a regional MPA network in South America, and facilitating the negotiation of pilot agreements on the conservation and sustainable use of migratory species along the coast of Ecuador.</p> | <p><u>SG1</u> Number and size of MPAs in Ecuador, and proportion of them which have a participatory governance model.</p> <p><u>SG2</u> Number of requests to project participants to participate in the development of MPAs and MPA networks in the region.</p> | <p>SG1. # of MPAs (excluding Galapagos) increased by 2 to 15 MPAs, total size from 298,000 ha to 356,000 ha. Within this mangrove concessions increased from 34 to 43, with total area from 28,600 ha to 49,200 ha. On scale of 0-5 for MPAs (not concessions) having an approved participatory governance mechanism, there is no significant change, with almost all MPAs scoring 1 or 2, except that GSFMR went up from level 2 to level 3 participation. The number with participatory mechanism functioning effectively stayed at 3, with the setback in Machalilla offset by one small new area, Villamil Playas. The mangroves all have a highly participatory mechanism (level 4), which functions in practice.</p> <p>SG2. The high level of requests in Years 2 and 3 of the project (twelve in all) indicate growing interest in the work of FFLA, Nazca and FFI on this theme.</p> | |
| <p>Purpose</p> <p>Improved capacity at the national and local level to establish participatory governance structures that facilitate the negotiation of actions for the practical management and sustainable use of marine and coastal biodiversity in Ecuador, with lessons learned at 3 pilot sites informing the development of national and regional MPA networks.</p> | <p><u>P1</u>. Proposed MPA network at the national level has specific reference to participatory governance structures.</p> <p><u>P2</u>. Percentage attendance and participation by each of the members of the three local management committees.</p> | <p>The assumption that “Ecuadorian government continues to favour local empowerment/participatory processes” has proved to be an over-simplification. The SSMCM has generally favoured the strengthening and institutionalisation of participation, but other branches of the same Ministry have not. Overall, this has led to slower progress but with the corresponding benefit of deeper discussion and debate. The activism of GSFMR stakeholders and mangrove concession-holders has been important in this context.</p> <p>P1. Over the course of the project this indicator has advanced from a score of 1 (<i>Some reference to participatory governance at conceptual level, without significant repercussion at the operational level</i>) to 2 (<i>substantial references to participatory governance at conceptual level but not reflected at operational level in decision-making structures and power balance</i>), borderline with 3 (<i>substantial references to participatory governance model at conceptual level effectively reflected at operational level in some decision-making structures and/or power balance</i>). We feel that implementation is not sufficiently widespread to justify a</p> | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|--|--|---|--|
| | | <p>score of 3.</p> <p>P2. GSFMR participation indicator scores were consistent throughout the project in the 50-70% range, with organisations represented at an increasingly high level. This masks important changes in the nature of the participation (stakeholders more organised, sometimes selective, local authorities more consistent and active than central government). Overall, GSFMR participation has strengthened despite the length of the planning process. Machalilla indicator was similar until crashing in Year 3 for reasons explained in the narrative. At Jambelí attendance by concession-holders was good, but meetings were few.</p> | |
| <p>Output 1.</p> <p>1. At two pilot sites (Galera-San Francisco and Jambelí) a governance system has been designed, and at the Machalilla site the existing governance model has been adapted and strengthened in a way that enables decentralization to the lowest appropriate level with effective inter sectoral cooperation between environment, fisheries, tourism and defence agencies, and that empowers the participation of local coastal communities, and capacity has been built for its implementation.</p> | <p><u>1.1</u> One participatory and multi sectoral platform designed and established through ministerial decree at two pilot sites</p> <p><u>1.2</u> Percentage attendance and participation by each of the members of the three local management committees.</p> <p><u>1.3.</u> At least 30 key actors applying skills and knowledge in participation, negotiation and conflict management gained through training course, technical field assistance visits and exchange visits between pilot sites.</p> | <p>1.1 On the scale of 0-3 GSF started at level 1 i.e. a platform exists but with no legal basis, but by end-of-project had moved to level 2+. This is because, even though the legal basis has not yet been approved, the Ministry recognizes the pre-Management Committee, received the draft Management Plan from it, and calls regular meetings of it to discuss management issues. Jambelí progressed from level 0 (no platform exists) to level 1. Machalilla was at level 3 but fell back to level 2 because although the Management Committee exists legally, it is no longer recognised by the Park Director.</p> <p>1.2 See P2.</p> <p>1.3 86 people, most of them stakeholders or authorities involved in PNM, GSF and Jambelí, have been trained in these skills through a series of workshops, exchange visits and on-site guidance. End-of-module evaluations have been consistently positive and follow-up interviews and observation indicate the application of knowledge and constructive attitudes. We estimate that at least two thirds of the trainees have been applying the knowledge gained.</p> <p><i>All three of these indicators work well for measuring progress on this Output, even though GSFMR, with its de facto legitimacy, does not fit the categories exactly. For Indicator 1.3 we need to keep closer track of individual trainees, to know how many and which training sessions they have attended.</i></p> | |
| <p>1.1 FFLA/FFI develop through participatory process draft Ministerial Decrees and relevant management plan chapter</p> | | <p>At GSF FFLA and FFI accompanied and facilitated the participatory management planning process, which was coordinated by Nazca and the Ministry. Key technical contributions were on zoning, access rights and governance. Strong involvement of project partners, alongside local stakeholders, has been essential for addressing doubts of some authorities and NGO's about the local stakeholders' demand for a strong role in the governance system.</p> <p>At Machalilla the project strengthened participation and the role of the Management Committee and built inter-institutional coordination for monitoring and control of the marine area, until 2011 when a new Park Director decided to by-pass the Management Committee and ignore inter-institutional agreements. In response FFLA and FFI raised the issue with the SSMCM and FFLA also worked</p> | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|---|-----------------------|--|--|
| | | <p>with member organisations to help them respond to this situation and undertook a survey to understand their opinions and proposed actions. SSMCM was unable to impose a solution, and instead called the March 2012 workshop on participation mechanisms, which produced important conclusions. Most local stakeholders believe the problem should be solved by writing of a new statute and operating mechanisms for the Management Committee.</p> <p>At Jambelí the project worked with concession-holders and authorities on a diagnosis of the situation, the needs of the concession-holders and a preliminary agreement about the operate of a collaborative platform at provincial level This has not yet been taken to the next stage of drafting a statute for the new body.</p> | |
| <p>1.2 FFLA/FFI to organize and facilitate meetings to present and negotiate proposed governance structures and proposed inter institutional MoU's</p> | | <p>At GSF FFLA has continued to facilitate meetings about the governance structure, in the context of the management planning process, reaching consensus at the local level.</p> <p>At PNM the parties to the inter-institutional coordination agreement met 3 times, plus a fourth meeting with the local fishing sector to explain the new surveillance system combining radar and radio (AIS). In 2011 the Park applied its new unilateral approach to surveillance and control, but did not endure and enforcement is scant, being focused mainly on tourism but not fishing. Once the problem of Park leadership is resolved, the priority of FFI and FFLA will be to help restore inter-institutional coordination.</p> | |
| <p>1.3 FFLA to facilitate meetings of management committee to prioritize, negotiate, validate, and evaluate activities and products; practice skills learned in training.</p> | | <p>At GSFMR FFLA and FFI have been involved throughout the project in meetings of the pre-Management Committee and of sub-groups dealing with particular topics for the management plan. At one point the momentum on specific technical topics threatened to undermine the cohesion of the whole plan and sideline the pre-Management Committee but FFLA, Nazca and FFI were able to restore the central role of the Pre-Management Committee.</p> <p>At PNM FFLA facilitated the work of the Management Committee until it ceased to function, as explained.</p> <p>At Jambelí the project organized two workshops with the 16 mangrove concession holders, then a third at which various authorities were first taken on a field visit to see the concessions in practice (as few had) then engaged in discussions on the priority issues identified by the concession holders. The workshops have provided a basis for planning collective action, by characterizing the concession model, identifying strengths, weaknesses and training needs, mapping actors, learning about Ministry requirements, identifying ways to improve the concessions, and sharing ideas and experiences.</p> | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|---|--|---|--|
| 1.4 FFLA to facilitate and support organisation of General Assembly workshops per pilot site in which management committee plans are approved and evaluated | | At Machalilla FFLA facilitated in Dec 2010 a General Assembly at which the Management Committee elected a new president. There is no equivalent yet in GSF or Jambelí. | |
| 1.5 FFLA to design and implement training courses in MPA governance, participation and negotiation | | FFLA delivered a series of courses for MPA stakeholders and authorities, as described in the sections on training and capacity building in this report. | |
| <p>Output 2.</p> <p>2. In 2 of 3 pilot sites (Galera-San Francisco, Jambelí or Machalilla) local stewardship of the marine ecosystem is strengthened through the negotiation of an agreed, adaptive resource management strategy for one species (preferably migratory or CITES listed) at each site, on the basis of available scientific and traditional knowledge.</p> | <p><u>2.1</u> Percentage attendance and participation by each of the members of the three local management committees.</p> <p><u>2.2</u> Signed agreement document for resource management strategy at 2 sites</p> <p><u>2.3</u> Information starts to be generated by participatory monitoring system for use in adaptive management strategy; <u>2.4</u> Co-financing raised and other funds leveraged for implementation of resource use strategies</p> | <p>2.1 See P2 above</p> <p>2.2 Two agreements. One was signed for lobster in southern part of GSFMR (the agreement was not a product of this project, but we are supporting the monitoring component). The other was for the zoning of GSFMR. In addition, the GSFMR Management Plan contains agreed management regulations for the principal fisheries of the Reserve.</p> <p>2.3 GSF lobster advanced during the project from level 2 to level 3, as monitoring information began to be used. GSF zoning advanced from level zero to 2, with initial data gathering, Machalilla Spondylus advanced from level to level 3, with information used to debate strategy, but the severe depletion of the species did not permit adaptive management. For the Jambelí crab and cockle the level zero remained on zero.</p> <p>2.4 Substantial co-financing has been raised for GSFMR which is now at level 3 (<i>Funding allows a good implementation of the management strategy but dependent on external funding</i>). Some additional co-financing for plan implementation is needed. We still need to raise co-financing for Machalilla (which has a plan and proposal – level 1) and Jambelí (which has a basic concept – just level 1).</p> <p><i>Indicators 2.2 and 2.3 are valid but should be complemented by an indicator to measure advances in stakeholders' capacity to generate and use information, which is the essential purpose of this output.</i></p> | |
| 2.1 Technical working group created; and to hold meeting to present and discuss local biodiversity based on scientific and traditional knowledge | | Activities 2.1-2.2 were modified in response to local requests for support on particular species and topics. In Machalilla the request from Salango dive fishermen and the Ministry was for support to conservation of Spondylus. At GSFMR the local stakeholders and Nazca requested support for monitoring of spiny lobster, which was the subject of an incentive agreement in the south of the Reserve to restore lobster populations. Therefore the project concentrated on information relevant to those species. | |
| 2.2 Technical working group to identify and prioritises key resources uses at 2 pilot sites | | Same as above. | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|---|-----------------------|--|--|
| 2.3 Technical working group to study lessons learned from successfully implemented resource use strategies and experiences | | Initial information on Spondylus indicated that the species needs full protection with no harvesting for a long period, which is not suitable for the project's intended activity of monitoring for adaptive management (later confirmed – see 2.4). For GSF lobster management the project's advice based on experience elsewhere focused on issues of access and conflict management. In relation to the GSF zoning, FFI drew on a variety of information and experiences from the Galapagos, Caribbean, New Zealand, Kenya etc, in order to prepare with Nazca the materials used to introduce the concept of zoning and discuss it in the workshops described above. This introduction to the topic led on to the negotiation of the zoning scheme. | |
| 2.4 Technical working group develop and pre-negotiate 2 final resource use management strategies, present proposals for final negotiation | | <p>FFI and FFLA, together with Environment and Fisheries authorities, organized in June 2010 a workshop on Spondylus, attended by representatives of most relevant authorities and stakeholders (57 in total). It was successful in diagnosing the problem and debating strategies for recovery, largely based on full protection of Spondylus populations and measures to raise awareness, reduce demand, curb trade with Peru, and deal with economic impacts, especially on craftspeople. See Monitoring Manual for more details.</p> <p>The lobster conservation agreement in the southern part of GSFMR was negotiated during 2009/2010 without involvement of FFI and FFLA. We were asked to get involved too late to influence the design of the agreement but were able to help manage conflicts and monitor results.</p> <p>Discussions on the possibility of monitoring and adaptive management of crab and cockle at Jambelí were promising but have not yet led to an experimental management programme.</p> | |
| 2.5 FFI/ Technical working group to develop baseline and monitoring systems for socio-economic benefits for each key resource; FFLA/trainees assist agreement | | FFI supported Nazca on the analysis of a socio-economic data set from Dec 2009. Helen Schneider (FFI) discussed monitoring methods with Nazca and advised on a revised monitoring method. Nazca does not currently have sufficient funds for this work. | |
| 2.6 FFI/ Technical working group to develop local biological monitoring systems for 2 key resource use strategies developed, plus FFLA/trainees assist agreement. | | FFI worked with Nazca on reviewing existing baseline data on lobster and discussing monitoring methods, including proposed ways to connect systematic catch and survey data with compilation of other local observations. Also discussed was the need to extend monitoring, in order to have control sites outside the San Francisco area, despite the reluctance of fishermen in neighbouring sites (this was one of the issues with the design of the scheme). | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|--|---|---|--|
| 2.7 FFI, FFLA and other partners generate and present funding proposals and also liaise with government and development agencies | | For GSF FFI has raised a further 3 years' partial funding for implementation of the zoning scheme, of access rights and of a monitoring programme. Also being implemented is the five-year, £480K grant under the Civil Society Challenge Fund, which is broader in scope but will strengthen participatory monitoring processes, primarily in GSF, with some support for Machalilla and Jambeli. | |
| <p>Output 3.</p> <p>3. Capacity built at the national level in the MoE in the facilitation of the participatory process for development of the subsystem of MPAs and guidance provided for adjustments necessary to legal and institutional framework to incorporate governance models as part of the national, regional and international initiatives to meet 2012 CBD target of creating and managing national and regional MPA networks.</p> | <p><u>3.1</u> Percentage of recommendations made that are incorporated in new legal and institutional framework.</p> <p><u>3.2</u> Number of fora at which national government authorities are exposed to project-related recommendations on legal and institutional aspects of participatory governance.</p> | <p>3.1 Over the course of the project there has been slow but steady progress with recommendations transitioning from level 1 (concept underlying the recommendation is used in authorities' discourse and presentation but not taken into account in strategies or activities) to level 2 (authorities have accepted the essence of the recommendation and are working on institutional or legal instruments for its application), then level 3 (recommendation is formally included in the legal and institutional framework). So far only 3/11 recommendations are at level 3 but there is reason to be optimistic that the trend will continue, as confidence grows.</p> <p>3.2 Number of fora at which government authorities are exposed to project recommendations was a steady 4 per year. This refers to formal workshops. There was also a good deal of exposure through direct meetings with government officials.</p> <p><i>On reflection, the indicator 3.2 is useful as a measure of exposure in public fora but does not capture the direct meetings, which can be even more effective and persuasive. Ideally, an indicator would also capture the extent to which FFI and partners (and stakeholders) were being strategic in these communications i.e. were we reaching the critical people at the right time in the process. This may not be possible to measure in a simple indicator, however.</i></p> <p><i>Indicator 3.1 is a good indicator, despite the need for judgement on some borderline cases.</i></p> | |
| 3.1 FFLA to support MoE in the design and facilitation of key national and regional meetings for participatory development of national subsystem | | Ministry of Environment called, FFLA facilitated, and FFI participated in, a total of five workshops of the national network of MPAs. Topics addressed included: the significance of "sub-system" and "network" in relation to MPAs, the current state of MPA management and sources of support for MPAs, the status of MPA management plans at all sites, the value of inter-institutional coordination and ways to strengthen it, a proposed statute or procedures document for the MPA network, case studies of conflict management in MPAs, and evaluation of management effectiveness. | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|--|---|--|--|
| 3.2 FFI/FFLA to present at key events their recommendations on legal and institutional changes necessary for innovative governance models | | <p>In Years 1-2 the project focused on presenting site-specific recommendations (see activities of Output 1), because these are practical and tangible yet have national significance. The proposed GSFMR participatory mechanisms would set a new model, at Machalilla the degree of dependence on the Park director's goodwill is being tested, and at Jambelí the expansion of the mangrove concession system will require new fora and rules. In Year 3 FFI and FFLA have put increased effort into drawing out and disseminating general legal and institutional recommendations, applicable at the national level. Channels for communicating governance recommendations included the FFLA report analysing MPA governance systems in Ecuador (prefaced by Undersecretary SSMCM); MPA Network workshops; March 2012 workshop on participation mechanisms; Manta Symposium on marine biodiversity; paper at Norway Symposium of ICZM; poster and abstract at SBBSTTA 16 in Montreal.</p> <p>In the case of GSFMR the project has had to adapt to changing Ministerial orientation: first the GSFMR governance system was to be defined by a Statute, then as a Management Plan chapter, then as a Management Plan chapter adapted to avoid contradiction with the standard regulation on Management Committees, and now, following the March workshop and further personnel changes, perhaps different again. The important thing is to get some legal instrument as a basis for their <i>de facto</i> influence on decisions. The March 2012 workshop was a small but important opportunity to generate recommendations from a group that three years ago would have had little expert knowledge or interest in such a debate.</p> | |
| <p>Output 4.</p> <p>Key groups informed about project results and awareness about local stewardship of marine biodiversity raised nationally and internationally.</p> | <p>4.1 Number of requests to project participants to participate in the development of MPAs and MPA networks in the region.</p> <p>4.2 Number of communicational materials with Darwin Initiative logo that have been disseminated in Ecuador, the UK and at international fora</p> | <p>4.1 See SG2 above.</p> <p>4.2 The scores are: UK: 2 International: 15 Ecuador national and local: 16 Details are in Annex 5 and the Indicators Manual <i>The indicator is useful and easy to record, except that the distinction between UK and International dissemination can be unclear. Almost all UK-originated materials are available internationally by internet.</i></p> | |
| 4.1 MoE to internally disseminate governance models and merits. | | <p>The SSMCM wrote the preface for the FFLA report on MPA governance systems in Ecuador and disseminated it internally.</p> <p>The SSMCM called and chaired meetings of the MPA Network to discuss the topic of participatory governance and the scope of a draft regulation for the MPA network.</p> | |

| Project summary | Measurable Indicators | Progress and Achievements | Actions required/planned for next period |
|---|-----------------------|--|--|
| | | <p>The SMCM call in March 2012 a workshop, organised with FFI and FFLA, of Ministry officials, partner organisations, stakeholders and experts to discuss participation mechanisms.</p> <p>The management plan proposal for participatory governance at GSFMR has been discussed extensively in the Ministry.</p> | |
| <p>4.2 Project partners to present /expose project at/through regional conferences and networks (including MoE for South American MPA network).</p> | | <p>In March 2011 FFI used co-financing to organise a regional team to share the principles and experiences of the Darwin project with those of FFI and other organisations in Nicaragua, Costa Rica and Honduras, and use this to develop new project proposals. Main participants were FFI, FFLA, CoopeSoliDar R.L. (Costa Rica cooperative working with fishing communities), Fundenic (Nicaraguan NGO) and Recoturh (Honduran network of communities developing ecotourism). We met with diverse authorities and stakeholders over a 3-week period. This led to a successful multi-country project, which includes capacity building by FFI and FFLA, using the experience derived from the present project.</p> <p>The GSFMR case study has been presented at the Sub-regional workshop for Latin America on Capacity-Building for implementation of the CBD programme or work on protected areas in Bogotá, Colombia (12 – 16 March 2012)</p> | |
| <p>4.3 Project partners to present/expose project to various international fora and media.</p> | | <p>Fauna & Flora International, 2011.- What lies beneath. Hidden treasures off the Ecuador coast. FFI Magazine, 14, pp 18-21.</p> <p>2nd International Symposium on Integrated Coastal Zone Management (Arendal, Norway, 3-7 July 2011)</p> <p>SBBSTTA 16 meeting of the <i>Subsidiary Body on Scientific, Technical and Technological Advice</i> of the CBD, Montreal, 2012, plus 4 pages abstract.</p> | |
| <p>4.4 Project partners to disseminate project goal, progress and results to national media.</p> | | <p>FFLA published and distributed a 31-page book, “The Governance of Marine and Coastal Protected Areas: the case of Ecuador”, which draws heavily on project experience and includes five recommendations for MPA governance systems. Other posters and materials were also produced and disseminated.</p> <p>The project decided not disseminate results through radio and television, preferring to work at this stage through mechanisms that allow more explanation and dialogue, i.e. meetings, workshops and conferences, and websites/youtube.</p> | |
| <p>4.5 Project partners to organize national events to disseminate project results.</p> | | <p>Project co-financed, helped to organise and presented a paper and a mini-course at a conference on marine biodiversity at Manta in Dec 2010, attended by >400 people.</p> | |

Annex 2 Project's final logframe, including criteria and indicators

| Project summary | Measurable Indicators | Means of verification | Important Assumptions |
|---|---|---|--|
| <p>Goal: Effective contribution in support of the implementation of the objectives of the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES), and the Convention on the Conservation of Migratory Species (CMS), as well as related targets set by countries rich in biodiversity but constrained in resources.</p> | | | |
| <p>Sub-Goal: Innovative and locally validated models of governance are incorporated into the new National Sub-system of MPAs, thereby helping Ecuador to meet its 2012 CBD targets on MPAs, contributing to the establishment of a regional MPA network in South America, and facilitating the negotiation of pilot agreements on the conservation and sustainable use of migratory species along the coast of Ecuador.</p> | <p><u>SG1</u> Number and size of MPAs in Ecuador, and proportion of them which have a participatory governance model.</p> <p><u>SG2</u> Number of requests to project participants to participate in the development of MPAs and MPA networks in the region.</p> | <p><u>SG1</u>. Ecuador's Official Register . <u>SG2</u>. Records of project partners</p> | |
| <p>Purpose Improved capacity at the national and local level to establish participatory governance structures that facilitate the negotiation of actions for the practical management and sustainable use of marine and coastal biodiversity in Ecuador, with lessons learned at 3 pilot sites informing the development of national and regional MPA networks.</p> | <p><u>P1</u>. Proposed MPA network at the national level has specific reference to participatory governance structures.</p> <p><u>P2</u>. Percentage attendance and participation by each of the members of the three local management committees. <i>(Same as 1.2. Replaces "At 2 pilot MPA sites, % of key actors identified that participate actively in negotiation of resource management strategies through the local management committees to be established" as foreseen in Year 1 report.)</i></p> | <p><u>P1</u>. Proposal document by MoE for National Subsystem of MPAs. <u>P2</u> Attendance lists and notes of meetings held by the local management committees at each site.</p> | <p>Ecuadorian government continues to favour local empowerment /participatory processes.</p> |

| Project summary | Measurable Indicators | Means of verification | Important Assumptions |
|---|--|---|---|
| <p>OUTPUTS</p> <p>1. At two pilot sites (Galera-San Francisco and Jambeli) a governance system has been designed, and at the Machalilla site the existing governance model has been adapted and strengthened in a way that enables decentralization to the lowest appropriate level with effective inter sectoral cooperation between environment, fisheries, tourism and defence agencies, and that empowers the participation of local coastal communities, and capacity has been built for its implementation.</p> | <p><u>1.1</u> One participatory and multi sectoral platform designed and established through ministerial decree at two pilot sites</p> <p><u>1.2</u> Percentage attendance and participation by each of the members of the three local management committees.</p> <p><u>1.3.</u> At least 30 key actors applying skills and knowledge in participation, negotiation and conflict management gained through training course, technical field assistance visits and exchange visits between pilot sites.</p> | <p><u>1.1</u> Ministerial decree and internal regulations for functioning of local management committees</p> <p><u>1.2.</u> Minutes of meetings held.</p> <p><u>1.3.</u> Training registry; manuals and reports prepared by trainers; training evaluation feedback; contact database to determine % of trainees who are formally representing constituencies in platforms (fora); Field reports from field assistance visits; exchange visit reports.</p> | <p>Stakeholders keep willingness to participate in the design of governance models.</p> <p>Government decentralisation is retained.</p> |
| <p>2. In 2 of 3 pilot sites (Galera-San Francisco, Jambeli or Machalilla) local stewardship of the marine ecosystem is strengthened through the negotiation of an agreed, adaptive resource management strategy for one species (preferably migratory or CITES listed) at each site, on the basis of available scientific and traditional knowledge.</p> | <p><u>2.1</u> Percentage attendance and participation by each of the members of the three local management committees (<i>adopted this indicator as discussed in Year 1 report</i>). <u>2.2</u> Signed agreement document for resource management strategy at 2 sites</p> <p><u>2.3</u> Information starts to be generated by participatory monitoring system for use in adaptive management strategy; <u>2.4</u> Co-financing raised and other funds leveraged for implementation of resource use strategies</p> | <p><u>2.1</u> Negotiation meeting minutes</p> <p><u>2.2</u> Signed Agreement documents; final resource use strategy doc; minutes of meetings.</p> <p><u>2.3.</u> Monitoring protocol; field manuals</p> <p><u>2.4</u> Donor agreements signed.</p> | <p>Willingness of communities and stakeholders to participate and reach consensus on difficult issues, such as resource management.</p> <p>Local stakeholders support and attend workshops /training and remain committed to the project.</p> <p>Funds leveraged to permit start-up of participatory monitoring system.</p> |
| <p>3. Capacity built at the national level in the MoE in the facilitation of the participatory process for development of the subsystem of MPAs and guidance provided for adjustments necessary to legal and institutional framework to incorporate governance models as part of the</p> | <p><u>3.1</u> Percentage of recommendations made that are incorporated in new legal and institutional framework.</p> <p><u>3.2</u> Number of fora at which national government authorities are exposed to project-related recommendations on legal and</p> | <p><u>3.1</u> Interviews notes. Baseline analysis document.</p> <p><u>3.2</u> Results of interview undertaken; register of receipt of document.</p> | <p>MoE continues with the predisposition of receiving support from civil society to fulfil their CBD targets.</p> |

| Project summary | Measurable Indicators | Means of verification | Important Assumptions |
|--|---|--|-----------------------|
| national, regional and international initiatives to meet 2012 CBD target of creating and managing national and regional MPA networks. | institutional aspects of participatory governance. | | |
| 4. Key groups informed about project results and awareness about local stewardship of marine biodiversity raised nationally and internationally. | <p>4.1 Number of requests to project participants to participate in the development of MPAs and MPA networks in the region.</p> <p>4.2 Number of communicational materials with Darwin Initiative logo that have been disseminated in Ecuador, the UK and at international fora</p> | <p>4.1 Results of interviews undertaken</p> <p>4.2 SA MPA Network meeting minutes; materials on established marine networks (IUCN, TNC, CPPS); presentations at UK and international fora, at least 3 articles published in various media; exposure on websites.</p> | |

| Project summary | Measurable Indicators | Means of verification | Important Assumptions |
|--|-----------------------|-----------------------|-----------------------|
| Activities (details in workplan) | | | |
| 1.1 FFLA/FFI develop through participatory process draft Ministerial Decrees and relevant management plan chapter | | | |
| 1.2 FFLA/FFI to organize and facilitate meetings to present and negotiate proposed governance structures and proposed inter institutional MoU's | | | |
| 1.3 FFLA to facilitate meetings of management committee to prioritize, negotiate, validate, and evaluate activities and products; practice skills learned in training. | | | |
| 1.4 FFLA to facilitate and support organisation of General Assembly workshops per pilot site in which management committee plans are approved and evaluated | | | |
| 1.5 FFLA to design and implement training courses in MPA governance, participation and negotiation | | | |
| 1.6 FFLA to organise exchange visits between pilot sites as support to capacity-building in governance and resource management | | | |
| 2.1 Technical working group created; and to hold meeting to present and discuss local biodiversity based on scientific and traditional knowledge | | | |
| 2.2 Technical working group to identify and prioritises key resources uses at 2 pilot sites | | | |
| 2.3 Technical working group to study lessons learned from successfully implemented resource use strategies and experiences | | | |
| 2.4 Technical working group develop and pre-negotiate 2 final resource use management strategies, present proposals for final negotiation | | | |
| 2.5 FFI/ Technical working group to develop baseline and monitoring systems for socio-economic benefits for each key resource; FFLA/trainees assist agreement | | | |
| 2.6 FFI/ Technical working group to develop local biological monitoring systems for 2 key resource use strategies developed, plus FFLA/trainees assist agreement. | | | |
| 2.7 FFI, FFLA and other partners generate and present funding proposals and also liaise with government and development agencies | | | |
| 3.1 FFLA to support MoE in the design and facilitation of key national and regional meetings for participatory development of national subsystem | | | |
| 3.2 FFI/FFLA to present at key events their recommendations on legal and institutional changes necessary for innovative governance models | | | |
| 4.1 MoE to internally disseminate governance models and merits. | | | |
| 4.2 Project partners to present /expose project at/through regional conferences and networks (including MoE for SA MPA network). | | | |
| 4.3 Project partners to present/expose project to various international fora and media. | | | |
| 4.4 Project partners to disseminate project goal, progress and results to national media. | | | |
| 4.5 Project partners to organize national events to disseminate project results. | | | |

| Project summary | Measurable Indicators | Means of verification | Important Assumptions |
|---|-----------------------|-----------------------|-----------------------|
| <p>Monitoring activities:</p> <p>Indicators: P1, P2, 1.1, 2.2, 3.1, 3.2, 4.1 and 4.2 (indicators for capacity building at national level, and national and international dissemination).</p> <p>Training and workshop participants complete questionnaires to determine value of these events, and any areas requiring follow-up.</p> <p>Workshop and training leaders are able to make any recommendations for necessary or desirable follow-up.</p> <p>Indicators are followed closely to determine at 6 monthly intervals whether progress is satisfactory, adjustment of work plan needed etc.</p> <p>Indicators: 1.2, 1.3, 2.1, 2.2, and 2.3 (indicators for local level activities).</p> <p>Local management committees and project partners develop site-specific monitoring and evaluation protocols for effectiveness of i) biological and socio-economic monitoring, as well as ii) for governance.</p> <p>For 1.3 and 2.3 trainee group profiles used as baseline to measure against knowledge and skills gained.</p> <p>Overall:</p> <p>Project partners monitor and evaluate the progress, context, risks and assumptions of the DI project on a bi-annual basis, based on yearly DI work plans</p> <p>Project partners conduct participatory evaluation held in last trimester of project, validating results at each pilot site and with national authorities.</p> | | | |

Annex 3 Project contribution to Articles under the CBD

| Article No./Title | Project % | Article Description |
|---|-----------|---|
| 6. General Measures for Conservation & Sustainable Use | | Develop national strategies that integrate conservation and sustainable use. |
| 7. Identification and Monitoring | | Identify and monitor components of biological diversity, particularly those requiring urgent conservation; identify processes and activities that have adverse effects; maintain and organise relevant data. |
| 8. In-situ Conservation | 30 | Establish systems of protected areas with guidelines for selection and management; regulate biological resources, promote protection of habitats; manage areas adjacent to protected areas; restore degraded ecosystems and recovery of threatened species; control risks associated with organisms modified by biotechnology; control spread of alien species; ensure compatibility between sustainable use of resources and their conservation; protect traditional lifestyles and knowledge on biological resources. |
| 9. Ex-situ Conservation | | Adopt ex-situ measures to conserve and research components of biological diversity, preferably in country of origin; facilitate recovery of threatened species; regulate and manage collection of biological resources. |
| 10. Sustainable Use of Components of Biological Diversity | 50 | Integrate conservation and sustainable use in national decisions; protect sustainable customary uses; support local populations to implement remedial actions; encourage co-operation between governments and the private sector. |
| 11. Incentive Measures | | Establish economically and socially sound incentives to conserve and promote sustainable use of biological diversity. |
| 12. Research and Training | | Establish programmes for scientific and technical education in identification, conservation and sustainable use of biodiversity components; promote research contributing to the conservation and sustainable use of biological diversity, particularly in developing countries (in accordance with SBSTTA recommendations). |
| 13. Public Education and Awareness | 10 | Promote understanding of the importance of measures to conserve biological diversity and propagate these measures through the media; cooperate with other states and organisations in developing awareness programmes. |
| 14. Impact Assessment and Minimizing Adverse Impacts | | Introduce EIAs of appropriate projects and allow public participation; take into account environmental consequences of policies; exchange information on impacts beyond State boundaries and work to reduce hazards; promote emergency responses to hazards; examine mechanisms for re-dress of international damage. |
| 15. Access to Genetic Resources | | Whilst governments control access to their genetic resources they should also facilitate access of environmentally sound uses on mutually agreed terms; scientific research based on a country's genetic resources should ensure sharing in a fair and equitable way of results and benefits. |
| 16. Access to and Transfer of | | Countries shall ensure access to technologies relevant to conservation and sustainable use of biodiversity under fair |

| Article No./Title | Project % | Article Description |
|-----------------------------|-----------|--|
| Technology | | and most favourable terms to the source countries (subject to patents and intellectual property rights) and ensure the private sector facilitates such assess and joint development of technologies. |
| 17. Exchange of Information | | Countries shall facilitate information exchange and repatriation including technical scientific and socio-economic research, information on training and surveying programmes and local knowledge |
| 19. Bio-safety Protocol | | Countries shall take legislative, administrative or policy measures to provide for the effective participation in biotechnological research activities and to ensure all practicable measures to promote and advance priority access on a fair and equitable basis, especially where they provide the genetic resources for such research. |
| Other Contribution | 10 | Smaller contributions (eg of 5%) or less should be summed and included here. |
| Total % | 100% | Check % = total 100 |

Annex 4 Standard Measures

Note: Some training courses were 3 days or more but, for practical reasons of trainee availability and logistics, were not held on three *consecutive* days. These have nevertheless been recorded under Indicators 6A and 6B.

| Code No. | Description | Year 1 Total | Year 2 Total | Year 3 Total | Comments | Total to date | Number planned for reporting period | Total planned during the project |
|----------|---|----------------------------------|-------------------|-------------------|--|-------------------|--|----------------------------------|
| 6A | Number of people to receive other forms of education/training (which does not fall into categories 1-5 above) | 36 Ecuadorians (34% women) | 22 (17% women) | 28 (44% women) | | 86 Ecuadorians | Same as total planned for project in all cases | 60 |
| 6B | Number of training weeks to be provided | 0.6 | 0.85 | 2.6 | Initially misunderstood this indicator to be trainee-weeks | 4.05 | - | (36) |
| 7 | Number of (i.e. different types - not volume - of material produced) training materials to be produced for use by host country | 0 | 2 | 1 | Governance and monitoring | 3 | | 3 |
| 8 | Number of weeks to be spent by UK project staff on project work in the host country | 13.1 | 15.9 | 20 | | 49 | | 43.7 |
| 9 | Number of species/habitat management plans (or action plans) to be produced for Governments, public authorities, or other implementing agencies in the host country | 0 | 0 | 1 | GSFMR management plan, incl zoning, fisheries etc | 0 | | 2 |
| 14A | Number of conferences/seminars/workshops to be organised to present/disseminate findings | 0 | 6 | 2 | | 8 | 2 | 2 |
| 14B | Number of conferences/seminars/workshops attended at which findings from Darwin project work will be presented/ disseminated. | 1 | 1 | 2 | | 4 | 3 | 3 |
| 15A | Number of national press releases in host country(ies) | 2 | 0 | 0 | | 2 | 2 | 8 |
| 15B | Number of local press releases in host country(ies) | 1 | 3 | 1 | | 5 | 2 | 7 |

| | | | | | | | | |
|--------------|--|-------|------------------|---|---|-------|-------|-------|
| 15C | Number of national press releases in UK | 0 | 0 | 0 | Awaiting approval of GSFMR plan | 0 | 0 | 2 |
| 18A | Number of national TV programmes/features in host country(ies) | 0 | 0 | 0 | | 0 | 0 | 2 |
| 19A | Number of national radio interviews/features in host county(ies) | 0 | 0 | 0 | | 0 | 0 | 5 |
| 19C | Number of local radio interviews/features in host country(ies) | 0 | 0 | 0 | | 0 | 0 | 3 |
| 23 | Value of resources raised from other sources (ie in addition to Darwin funding) for project work | £ XXX | £ XXX Halcyon | £ XXX Arcadia +£ XXX K (CSCF – partial as not all marine) | Figures represent funds available during the project. CSCF figure | £ XXX | £ XXX | £ XXX |
| New measures | NONE | | | | | | | |

Annex 5 Publications

All publications are free to the user. The cost we have recorded here is the direct production cost e.g. design and printing.

| Type * | Detail (title, author, year) | Publisher | Available from (eg contact address, website) | Cost £ |
|------------------------------------|--|-----------------|---|-----------|
| Year One April 2009 - March 2010 | | | | |
| Bulletin | Fortalecimiento de la Gobernanza en Áreas Marinas Protegidas de la Costa del Ecuador", FFLA, 2009 | FFLA | http://www.ffla.net/index.php?option=com_content&task=view&id=313&Itemid=149 | 0 |
| Bulletin | Fortaleciendo la Gobernanza en Áreas Marinas Protegidas de la costa del Ecuador, FFLA, 2010 | FFLA | http://www.ffla.net/index.php?option=com_content&task=view&id=382&Itemid=34 | 0 |
| Youtube video | Voces en el Manejo #1/3, FFLA, 2009 | FFLA | http://www.youtube.com/profile?user=Vocesmanejo&hl=fr#p/u/1/RPd2dw-Ks1Q | 0 |
| Youtube video | Voces en el Manejo #2/3, FFLA, 2009 | FFLA | http://www.youtube.com/profile?user=Vocesmanejo&hl=fr#p/u/2/V354aWQ-JTk | 0 |
| Youtube video | Voces en el Manejo #3/3, FFLA, 2009 | FFLA | http://www.youtube.com/profile?user=Vocesmanejo&hl=fr#p/u/3/b15XMVwV0IQ | 0 |
| Youtube video | Piratería: las comunidades de la Reserva de Galera San Francisco piden seguridad en el mar, FFLA, 2009 | FFLA | http://www.youtube.com/profile?user=Vocesmanejo&hl=fr#p/u/0/zriMHWIC6CI | 0 |
| Youtube video | Ecuador: Plan de manejo de la Reserva Marina de Galera-San Francisco - Inicio del proceso, FFLA, 2010 | FFLA | http://www.youtube.com/profile?user=Vocesmanejo&hl=fr#p/u/4/6TkUF6el5x0 | 0 |
| Youtube video | Testimonios de actores. Manejo de AMPs: porque la participación es importante? | FFLA | http://www.youtube.com/user/Vocesmanejo#p/u/5/RnJbzzK8aCg | 0 |
| Year Two April 2010 - March 2011 | | | | |
| Training course manual and CDROM | Gobernanza para el manejo de las áreas protegidas marinas y costeras – manual del curso. | FFLA | https://docs.google.com/fileview?id=0B5nPPtb5xmVxYmU2OGRIMTEtNTM5ZS00N2UwLTg5YjgtMmFiNTUwNjg4MDE0&hl=en&authkey=CmqaoRrEL | £477 |
| Web-page | Fortaleciendo la Gobernanza en Áreas Marinas Protegidas de la Costa del Ecuador | FFLA | http://www.ffla.net/new/es/noticias-ffla/item/70-fortaleciendo-la-gobernanza-en-%C3%A1reas-marinas-protegidas-de-la-costa-del-ecuador.html | 0 |
| Poster publicising training course | Gobernanza para el manejo de las áreas protegidas marinas y costeras | FFLA | https://docs.google.com/fileview?id=0B5nPPtb5xmVxYTE0NTk0YTQtZTY5Yi00NjA0LWFIMTQtMWFmMDk2OTVhMjY1&hl=en&authkey=CISb2bYN | 0 |
| Leaflet | Iniciativa de Gobernanza Marina | FFLA | http://docs.google.com/a/ffla.net/fileview?id=0B8UUQWZjsUjwYTk0NTI5ODktODE1MC00ZmY5LWJmYjktM2FIYjU0NWY4Nzc&authkey=Cna1y4wL&hl=es | 0 |
| Booklet about participation | Cartilla popular sobre la Ley de Participación Ciudadana (produced by Government planning agency, SENPLADES, with support from project and | Govt of Ecuador | http://www.ffla.net/new/es/publicaciones/doc_download/100-cartilla-popular-de-paricipacion-ciudadana.html | £550 |

| | | | | |
|---|---|------------------------|---|--------|
| | another NGO, FEPP) | | | |
| Powerpoint presentation | Gobernanza en Áreas Protegidas Marinas y Costeras (International Symposium on Marine and Coastal Biodiversity of Latin America and the Caribbean, Manta, Ecuador, 2011) | FFLA | | 0 |
| Technical poster | El Comité de Gestión de la Reserva Marina de Galera San Francisco propuesta para un Sistema de Gobernanza (International Symposium on Marine and Coastal Biodiversity of Latin America and the Caribbean, Manta, Ecuador, 2011) | FFLA | | 0 |
| Year 3 April 2011 – March 2012 | | | | |
| Book (31 pages) | Gobernanza en Áreas Protegidas Marinas y Costeras: El Caso Ecuador | FFLA | http://www.ffla.net/new/es/publicaciones/doc_download/106-gobernanza-en-las-areas-protegidas-marinas-y-costeras.html | £ 2705 |
| Presentation and a summary of case studies) | Abstract in Sub-Regional workshop for latin america on capacity building for implementation of the CDB programme of work on Protected Areas, Bogotá, Colombia, 12 -16 March 2012. | Coop eSoli Dar RL | http://www.cbd.int/doc/?meeting=WSCBPA-LA-01 (presentation only; full document available through CoopeSoliDar RL or FFI). | 0 |
| Powerpoint presentation | Vincent Gravez, Robert Bensted-Smith, Pippa Heylings and Taylor Gregoire-Wright. Governance systems for marine protected areas in Ecuador. 2 nd International Symposium on Integrated Coastal Zone Management (Arendal, Norway, 3-7 July 2011). | FFI | Available from FFI or FFLA | 0 |
| Peer-reviewed paper | Vincent Gravez, Robert Bensted-Smith, Pippa Heylings and Taylor Gregoire-Wright. In press. - Governance systems for marine protected areas in Ecuador. In: Moksness, E., Dahl, E. and Støttrup, J. (Eds.) Global Challenges in Integrated Coastal Zone Management. Wiley-Blackwell Ltd. In press. ISBN (in prep.): 17 p. 2 nd International Symposium on Integrated Coastal Zone Management (Arendal, Norway, 3-7 July 2011). | Wiley - Blackwell Ltd. | Awaiting publication | 0 |
| Darwin Initiative newsletter article | Ecuadorian community draft Marine Reserve management plan | Darwin Initiative | http://darwin.defra.gov.uk/newsletter/Darwin%20News%202011-10.pdf | 0 |
| Poster | Gravez V., Bensted-Smith R., Heylings P., Wright T.G. & Luna S., 2012.- Exploring Innovative Models of Participatory MPA Governance in Ecuador to Achieve Aichi Targets of MPA Coverage (11), Ecosystem Service Maintenance (14) and Sustainable Fisheries (6). Displayed at 16 th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) of the CBD, Montreal, 30 April-5 May 2012. | CBD | Available from FFI or FFLA | 0 |
| Abstract | Gravez V., Bensted-Smith R., Heylings P., Wright T.G. & Luna S., 2012.- Exploring Innovative Models of Participatory MPA Governance in Ecuador to Achieve Aichi | CBD | http://www.cbd.int/doc/meetings/sbstta/sbstta-16/information/sbstta-16-inf-39-en.pdf | 0 |

| | | | | |
|-----------------------|---|-------|---|---|
| | Targets of MPA Coverage (11), Ecosystem Service Maintenance (14) and Sustainable Fisheries (6). Abstract to SBSTTA 16 th meeting, Montreal, 30 April-5 May 2012. UNEP/CBD/SBSTTA/16/INF/39, pp.29-32 | | | |
| Magazine article | Fauna & Flora International, 2011 - What lies beneath: Hidden treasures off the Ecuador coast. FFI magazine, Issue 14, pp.18-21. | FFI | http://www.fauna-flora.org/wp-content/uploads/Pages-from-FF_14-taking-the-plunge.pdf | 0 |
| FFI website article | Closer look: New approaches to marine conservation in Ecuador. Alison Gunn | FFI | http://www.fauna-flora.org/closerlook/new-approaches-to-marine-conservation-in-ecuador/ | 0 |
| FFI website summaries | Supporting the establishment of Marine Protected Areas in Ecuador and Regional collaboration to enhance marine conservation in Central America | FFI | http://www.fauna-flora.org/explore/ecuador/ | 0 |
| Technical report | Soledad Luna, Juan Carlos Medina and members of the ArteLangosta Association Monitoreo de langosta verde (<i>Panulirus gracilis</i>) en la Reserva Marina Galera-San Francisco. Instituto Nazca. 15pp. | Nazca | Contact FFI or Nazca | 0 |
| Field manual | Clark K., Proaño F. & Terán M.C.. 2012. Reserva Marina Galera-San Francisco: Protocolo de monitoreo de los principales recursos pesqueros de los ecosistemas rocosos intermareales. Instituto Nazca. 19pp. | Nazca | Contact FFI or Nazca | 0 |
| Field manual | Martínez P.C. & Rivera F. 2012. Reserva Marina Galera-San Francisco: Protocolo de monitoreo biológico submareal. Instituto Nazca. 15pp. | Nazca | Contact FFI or Nazca | 0 |
| Technical report | Martínez C., Luna S. Guarderas, P., & Cisneros, X. 2011. Reserva Marina Galera-San Francisco: Análisis de las encuestas socio-económicas de las poblaciones aledañas. Instituto Nazca. 52pp. | Nazca | Contact FFI or Nazca | 0 |
| Technical paper | Anhalzer G. 2012. Reserva Marina Galera-San Francisco: Protocolo de Investigación de tortugas marinas.. Instituto Nazca. 20pp. | Nazca | Contact FFI or Nazca | 0 |
| Technical report | Anhalzer G. 2012. Reserva Marina Galera-San Francisco: Tortugas Marinas. Instituto Nazca. 19pp. | Nazca | Contact FFI or Nazca | 0 |
| Technical report | Calles, J. & Jiménez, K. 2012. Estudio de calidad de agua en la península Galera-San Francisco, Provincia de Esmeraldas, Ecuador. Instituto Nazca and Ecociencia, Quito, Ecuador. 61pp. | Nazca | Contact FFI or Nazca | 0 |

Annex 6 Darwin Contacts

| | |
|---------------------------------------|--|
| Ref No | 17-017 |
| Project Title | Innovative Governance Models for Marine Protected Area Management in Ecuador |
| UK Leader Details | |
| Name | Dr. Robert Bensted-Smith |
| Role within Darwin Project | Project leader and advisor on marine conservation |
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| Phone | |
| Fax | |
| Email | Robert.bensted-smith@fauna-flora.org |
| Other UK Contact (if relevant) | |
| Name | Julio Bernal |
| Role within Darwin Project | In-country project manager |
| Address | Fauna & Flora International, Alemania N31-118 y Mariana de Jesús, Apt 3b, Quito, Ecuador |
| Phone | |
| Fax | |
| Email | |
| Partner 1 | |
| Name | Vincent Gravez |
| Organisation | Fundación Futuro Latinoamericano |
| Role within Darwin Project | Lead on in-country activities for participatory governance and training |
| Address | Guipuzcoa E16-02 y Av Coruña, Quito, Ecuador |
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| Partner 2 (if relevant) | |
| Name | Priscilla Martínez |
| Organisation | Nazca Institute for Marine Research |
| Role within Darwin Project | Not a formal project partner at start but was crucial at GSFMR and emerged as key partner for adaptive management. |
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