

**EXECUTIVE SUMMARY OF
THE SECOND PROGRESS REPORT
"SUPPORT FOR THE MANAGEMENT OF NATURAL FORESTS IN
CENTRAL AMERICA PROJECT (PAGEBOCA)"
APRIL 1995 - APRIL 1996
(Including additional information up to June 1996 in relation with the
external evaluation)**

I. INTRODUCTION:

During 1995 and 1996, the Central American Region made significant progress in the Conservation and Sustainable Development area. Perhaps, the best known and most significant event was the signing of the *Central American Alliance for Sustainable Development* (ALIDES --for its Spanish acronym--). This Agreement, signed by all the Presidents of the Region, clearly states that the wise use of natural resources is an integral part of the regional development efforts, should this development be sustainable.

IUCN has play a major role in the formulation and implementation of ALIDES, particularly in:

a. Conceptual framework

The first three principles of ALIDES, (i) respect for all life forms, (ii) improvement of the quality of Human Life, (iii) respect for and the sustainable use of the vitality and biodiversity of the Earth, were extracted from "*Caring for the Earth.*" IUCN/ORMA was very active in the drafting of ALIDES.

b. Implementation

The Central American Commission on Environment and Development (CCAD), formed by the Ministers for the Environment (or their equivalent in some countries) has the responsibility for the implementation of the environmental components within ALIDES. CCAD, however, is primarily a political body and strongly depends on technical support from different organizations. In this sense, IUCN has played a major role in supporting CCAD to fulfill its obligations under ALIDES.

PAGEBOCA, in particular, has been very supportive of CCAD and of its technical councils: *the Central American Council on Forest* (CCAB) and *the Central American Council on Protected Areas* (CCAP). In addition, PAGEBOCA has been instrumental in the incorporation of the different sectors of civil society, particularly indigenous group, small peasants, women-based organizations and environmental NGO's --a mandate of ALIDES-- in the decision making process and implementation of ALIDES goals.

This executive summary provides a general overview of the major achievements of PAGEBOCA during the period April 1995 to April 1996, including additional

information describing the strategies to address the recommendations of the external evaluation of April-May 1996. The summary is complemented by the tables on Annex 1. These tables specify the results obtained, during this period, in each activity undertaken by PAGEBOCA. These results are contrasted against the expected results proposed in the Annual Operative Plan. For more in-depth explanations and analysis of results, please refer to the full technical and financial progress report for this period submitted in July 1996 --in Spanish-- to BMZ.

II. MISSION, OBJECTIVES AND PROJECT STRATEGY OF PAGEBOCA

Mission:

"The promotion of strategic alliances which can match local needs and demands, with national, regional and international structures and policies, in the pursuit of promoting the conservation and sustainable and equitable use of natural forests in Central America."

Main objective:

"To contribute to reduce deforestation rates and the loss of biodiversity in Central America through the restoration, conservation and sustainable use of natural forests."

Main strategy:

"The promotion and facilitation of strategic alliances between the main actors of the Central American forestry sector, at the regional, national and local level."

III. MAIN RESULTS

Objective 1. *Establish examples of cooperative mechanisms between regional and national entities that allow local groups related to forest resources to meet conservation requirements.*

A. Development of Strategic Alliances

The main strategic alliances forged by PAGEBOCA over the past year have been the following:

- **CCAD and CCAB/CCAP:** PAGEBOCA has placed a strong emphasis on this alliance. A primary goal is to provide the necessary technical input to the policy making process --at the regional and national levels-- led by these bodies. In addition, PAGEBOCA has been instrumental in promoting a broader participation of different sector of civil society within CCAD, CCAB and CCAP. This is particularly the case of those sectors closely related to the use and conservation forest resources, such as *the Central American Indigenous/Campesino Coordinating Committee for Community Agroforestry (CICAFOC)* , *the Regional Consultative Council for Women and Forestry*

Development (CCRMD) and IUCN's Regional Members Committee (CRM/UICN).

An important element of the strengthening of these alliances has been the incorporation of technical presentations by PAGEBOCA and other Regional Projects to the Ministers for the Environment (CCAD) and Department Directors (CCAB/CCAP), thus improving on the contents of policy statements and the decision-making process.

CICAD: IUCN/ORMA provides technical assistance to the *Central American Inter-Parliamentary Commission on Environment and Development (CICAD)*, formed by the chairpersons of the Environmental Commission of each country's Congress (Parliament). It is intended that the Commissions be more active and better informed for the promotion and formulation of adequate environmental legislation. Significant progress has been made in this respect in Central America. Some relevant examples are:

*	General Law for the Environment (Nicaragua)	Approved
*	General Law for the Environment (Costa Rica)	Approved
*	Forestry Law (Guatemala)	Approved
*	Forestry Law (Costa Rica)	Approved
*	Forestry Law (Nicaragua)	Under discussion
*	Forestry Law (El Salvador)	Under discussion
*	General Law for the Environment (El Salvador)	Under discussion
*	Biodiversity Law (Costa Rica)	Under discussion
*	Biodiversity Law (Nicaragua)	Under discussion
*	Fisheries Law (Nicaragua)	Under discussion

Taking advantage of the excellent working relations between IUCN/ORMA and CICAD, PAGEBOCA has been instrumental on providing access to different sectors of civil society to participate and influence the formulation of laws and regulations. Finally, PAGEBOCA has assisted CICAD in the process of standardization and unification of the environmental legislation in Central America.

Other organized sectors of civil society: A strong alliance was forged with CICAFOC in its efforts to coordinate the grassroots organizations (primarily indigenous and small peasant groups) involved in community forestry in Central America. PAGEBOCA has also fostered a more formal relationship between IUCN's Regional Members Committee and the CCAB/CCAP. This has allowed a strong and coordinated participation of more than 50 NGOs in the process of regional integration of the environmental sector. This has also contributed to strengthen the role of IUCN's National Members Committees in forest conservation activities in their respective countries.

Good working relationships have been established with the *Regional Consultative Council for Women and Forestry Development (CCRMD)*. PAGEBOCA has supported this council in an effort to strengthen activities at the

national level with women's grassroots groups involved in social forestry, particularly with non-timber forest products (NTFP).

- **Other regional projects:** A coordination mechanism with other regional projects was established in an effort to avoid duplicities and to provide greater efficiency. In this way, strategic alliances have been built for the definition of a common regional agenda on the issue of forest conservation and management. Alliances have been established with *FAO's Forest, Trees and Peoples Programme (FTPP)*, *the Tropical Research and Education Center (CATIE)*, *the Forestry Project for Central America (PROCAFOR)* funded by FINNIDA, *the Regional Environmental Project for Central America (PROARCA)* funded by US-AID and *the Project for the Sustainable Development of the Agricultural Frontier of the Humid Tropics of Central America (PFA)* funded by the European Union (EU). Similar alliances have been established with the private sector, such as *the Central American Association of Professional Foresters (ACAPROF)*, *the Central American Chamber of Timber Industries (CCEF)*, and the network of environmental journalists of Central America.
- **GRUCAs:** *The group of Central America (GRUCA)* is formed by the diplomatic representatives responsible defining policies related to forestry issues at the global level (as in the case of *the Inter-Governmental Panel on Forests-IPF*). PAGEBOCA has established communication mechanisms with the GRUCA representation in Geneva and Brussels, in an effort to link CCAB and CCAP to these global fora. The purpose is to improve the participation of Central America in this fora and to better coordinate international actions and policies.

These alliances have been formalized through agreements, letters of understanding and contracts. They are considered as indicators of the overall development of alliances. A list of all agreements signed so far is provided in Annex 2.

Specific examples of cooperative mechanisms between regional and national entities promoted by PAGEBOCA include:

* **CCAB/CCAP:**

The regional agreements on prevention and control of forest fires have been translated in Guatemala into a national plan and a local strategy for Petén.

* **CICAFOC:**

Through its network, is providing support to CONCOFOC in forest concessions.

* **CCAD/CCAB/CCAP:**

A number of requests for technical assistance (from the Governments of the Region) to CCAD, CCAB, or CCAP have been satisfied using PAGEBOCA's networks.

B. Promotion of cooperation and integration of regional, national and local forest conservation initiatives:

At the request of the CCAB/CCAP, PAGEBOCA coordinated the drafting of a proposal on **The Reduction of Greenhouse Gases Effects and Carbon-Fixing in Central America**. This proposal has several components, including the **Prevention and Control of Forest Fires: a Regional Plan**. Forest fires are the second major cause for the loss of forests in Central America.

Activities on the Control and Prevention of Forest Fires were initiated with the organization of a regional meeting held on January 1995 in Nicaragua. A regional working group was formed at this meeting to coordinate future activities. In addition, several assessments and national work plans were drafted. The conclusions of the regional meeting and the findings of the working groups were ratified by CCAD in April 1995.

The number one priority identified in the national plans was the need of proper training of technical staff and the formation of national training teams (a train-trainers' process). So far 177 people have been trained with the cooperation of the OFDA-USAID and the collaboration of the National Forest Services of five countries in the region (excluding El Salvador and Belize).

Objective 2: Assist in the organizational, technological and cultural strengthening of grassroots organizations linked to forest resources.

A. Coordination and collaboration with local initiatives

Petén, Guatemala:

As a result of a series of workshops organized by PAGEBOCA for the analysis of the mechanisms of private investment and forest concessions in Guatemala, *the National Council for Protected Areas (CONAP)* adopted a positive attitude towards the concept of community-based forest concessions. Accordingly, CONAP is now facilitating access of rural communities to sound forest management practices. PAGEBOCA also supported the establishment of *the Consultative Council of the Community Forestry Groups of the Petén (CONCOFOP)*. This organization works very closely with COOCHICLE, a cooperative that promotes the sustainable use of chicle (latex) and other non timber forest products (NTFP).

Darién, Panamá:

In coordination with CICAFOC, PAGEBOCA started a planning process for the participatory management of forests and associated watersheds by local communities.

Río Plátano, Honduras:

PAGEBOCA gave technical assistance to a local indigenous initiative for the establishment of a Pech-Garifuna biological corridor. This process is now being coordinated by CICAFOC, along with training in community forestry to local communities located in the area of the Sico-Paulaya, in the Río Plátano Biosphere Reserve, a World Heritage Site.

Nicaragua:

PAGEBOCA is working, together with CICAFOC, in the strengthening of the *Regional Council of the Autonomous Region of the North Atlantic (RAAN)*.

At the request of the *Nicaraguan Ministry for the Environment and Natural Resources (MARENA)* and of the Municipality of *El Viejo*, PAGEBOCA assisted in the drafting of a Conservation and Sustainable Development Strategy for the Peninsula of Cosigüina, in Northwestern Nicaragua.

Talamanca, Costa Rica:

In coordination with *Asociación ANAI*, an IUCN member, PAGEBOCA is supporting the *San Miguel Association for Conservation and Development (ASACODE)*. The support has consisted in helping them to increase the efficiency for processing timber and the management of a small agroforestry and ecotourism venture. ASACODE is an organization that is actively participating in the initiative of the *Talamanca-Caribbean Biological Corridor (TCBC)*.

B. Exchanges of Local Experiences (Peasant to Indigenous and Indigenous to Peasant)

PAGEBOCA and CICAFOC conducted a survey of 108 Community Base Organizations (CBO) to define their priorities in terms of exchanges of local experiences. As a result, the following initiatives were taken:

- In coordination with the *Project Management and Conservation of Native Forests in Eastern Panama (MACBNEP)* --also funded by BMZ-- PAGEBOCA sponsored an exchange of experiences between indigenous and peasant groups (26 participants overall) of the Alto Bayano region of Panama and Alta Talamanca region of Costa Rica. As a result of this initial exchange, the Kuna Congress of Madugandí decided to repeat this experience, now with all the chiefs ("*caciques*"), using their own financial resources. Another result was the establishment of the *Association of Small Producers of Pavita*, Panamá, following the model of ASACODE, mentioned above.
- In support of CONCOFOP, several exchanges of experiences were conducted between forest-dwelling communities of Petén (15 participants), and leaders and technical staff of the *Pilot Forestry Project of Quintana Roo* in Mexico (8 participants). Furthermore, the leaders of CONCOFOP have made several trips to

Costa Rica, to visit community forestry projects. The experience obtained has served them to better define their future work in Petén.

C. The Participatory Analysis Process (Systematization)

This new and evolving initiative has been adopted by IUCN/ORMA as a key instrument to learn from experiences, in order to influence the regional, national and local policy-making processes, and to identify mechanisms for the sustainable use of natural resources in Central America. Over 100 persons have been trained in the use and application of this methodology, and 8 case studies have been used as testing grounds (as real work experiences in conservation and sustainable use of natural forests). These selected case studies are:

- The Pilot Forestry Project of Petén, Guatemala, IUCN/ORMA
- The experiences of the Asociación ANAI in Talamanca, Costa Rica
- The Talamanca-Caribbean Biological Corridor, Costa Rica
- The Project Management and Conservation of Native Forests in Eastern Panama (MACBNEP)
- The Regional Indigenous/Campesino Coordinating Committee for Community Agroforestry (CICAFOC)
- Three experiences of the Organization of Tropical Studies (OTS) Environmental Policy Program in Coto Brus, Sarapiquí and Bagaces, Costa Rica.

D. Biological Corridors as Vertical Integration Mechanisms between regional, national and local initiatives

In an alliance with The Nature Conservancy (TNC) and Talamanca-Caribbean Biological Corridor Project Commission in Costa Rica (CBTC), PAGEBOCA has supported the following activities:

- The definition of a conceptual framework on biological corridors for the Talamanca region of Costa Rica.
- The participatory analysis (systematization) of the Talamanca-Caribbean Biological Corridor project process, as an example for the regional initiative on the Central American Biological Corridor.
- The participatory formulation of a proposal to support the Central American Biological Corridor.

In addition, PAGEBOCA has opened spaces for grassroot organizations and technical personnel linked to the Talamanca-Caribbean Biological Corridor to actively participate in the regular meetings of CCAB/CCAP.

Objective 3: Contribute to the drafting of public policies which are coherent with the region's sustainable development, taking into account local experiences and initiative in sustainable use.

A. Analysis of the current state of forest conservation in Central America and its legal/institutional situation.

In 1992, UICN/ORMA --with the financial support of the Swiss Cooperation Agency-- conducted an assessment of the forest sector in each Central American country. Given the commitments assumed by the countries under ALIDES, CCAD asked PAGEBOCA to update this assessment. A preliminary updated version is completed and has been widely distributed in the region. Taken advantage of the experience obtained, PAGEBOCA has also been generating information on the current status of protected areas of Central America, particularly on its relation with the remaining forest in the region..

The assessment of the forest sector has revealed that the current available information is extremely weak, particularly in terms of reliable data and in the management of statistic. It is also clear the need for formulating a regional environmental monitoring programme that would enable to document --on a continual basis-- the state of forest resources in Central America. PAGEBOCA has been exploring, along with the PFA/UE, mechanisms and tools of simple use that can be widely distributed. These experiences are being developed in coordination with the Latin American Network for Sustainable Strategies.

B. Synthesis of systematized experiences and sustainable forest use initiatives

updated?
A publication is being drafted on the systematization of different case studies. In addition, a more specific report is being prepared addressing community forest management as part of IUCN's Central American Sustainable Use Initiative (SUI) network. This report will be based on the experiences compiled by PAGEBOCA at the national and local level, such as those in Talamanca, Costa Rica; Darién in Panama; and Petén, Guatemala.

C. The strengthening of national and regional forest policy initiatives

Regional level:

Between April 1995 and June 1996, PAGEBOCA has participated in two studies; one on Forest Policies and another entitled "*Checking the Accounts*," dealing with Sectorial Planning and International Cooperation in each of the Central American countries. PAGEBOCA is part of the Steering Committee for Policy Studies, together with *the World Resources Institute (WRI)*, *the Interamerican Institute for Agricultural Cooperation (IICA)*, *the International Center for Forestry Research (CIFOR)*, the FAO, GTZ and the CCAB/CCAP.

National level:

Guatemala:

PAGEBOCA promoted a wide consultation process on forest concessions in Petén. In addition, a technical study on forest concessions at the national level was conducted by the *Guatemalan Tropical Forest Action Plan (PAFT-G)* and the *National Council for Protected Areas (CONAP)*.

Nicaragua:

PAGEBOCA organized three workshops to revise the draft Forestry Law. The proceedings of these workshops were published --as a compendium of laws related to forest resources-- by PAGEBOCA in association with CCAB/CCAP and the *Foundation for the Development of Nicaragua (FUNDENIC)*. This material was a major contribution to the national debate on the Forestry Law proposal, which the Nicaraguan National Assembly (the Parliament) is about to ratify. For the second time in the history of Nicaragua, a law proposal is widely consulted and formulated in a participatory way. The General Law for the Environment, recently approved, was the first such experience.

D. Incorporation of Mesoamerican strategies and policies into International agendas.

- PAGEBOCA developed a system to assess the level of accomplishment of the environmental obligations contained in the *Central American Alliance for Sustainable Development (ALIDES)*. The format used is "hypertext," a very user-friendly system. The package has been widely distributed among governmental agencies, NGO's, CBO's, donor agencies, etc. A main presentation of the package was made at the Central American Presidential Summit held in December 1995, in San Pedro Sula, Honduras. The monitoring system has been formally incorporated into ALIDES. *The Central American Integration Secretariat (SICA)* has requested PAGEBOCA assistance in expanding the system to cover the other areas of ALIDES: political, economic, socio-cultural and educational commitments.
- In response to a request by CCAD's Executive Secretary, PAGEBOCA granted technical assistance to the governments of the region in forest and biodiversity issues, prior to the II Conference of the Parties of Convention on Biological Diversity.
- On June 1996, on the occasion of CCAB/CCAP's IX Meeting, PAGEBOCA conducted a series of working sessions with CICAFOC, and IUCN's Regional Members Committee. The purpose of these sessions was to incorporate the perspective of some sectors of the civil society into the Central American position at the III session of the Inter-Governmental Panel on Forests (IPF).

IV. PAGEBOCA's MULTIPLIER EFFECT

PAGEBOCA has clearly achieved a multiplier effect as a result of three distinct work strategies: a) Networking, b) cost sharing of priority activities, and c) the mobilization and pooling of existing regional technical capacities.

A. Networking

PAGEBOCA has promoted and supported the following networks in the region:

The Regional Technical Committee for the Management of Forest Fires:

This network has been officially recognized by CCAD as the body in charge of the inter-institutional coordination at the national level between agencies concerned with the problem of forest fires. - Among the members of the group is the Forest Service Staff in charge of the Prevention and Control of Forest Fires in each country.

CICAFOC

Is a network of grassroots organizations network composed of 108 member organizations (CBO), which together have over 40,000 affiliates. These affiliates own over a million hectares of land with the potential to be used for the management and rehabilitation of forests. Consequently, PAGEBOCA has supported the formulation and design of a communications strategy as a mechanism for the exchange of experiences, and the formulation and dissemination of policy statements by CBOs.

B. Cost sharing of priority activities

A key indicator of the success of strategic alliances is the joint financing of on-going activities, as this demonstrates a real commitment by the parties involved. For 1995, PAGEBOCA has mobilized a total of US\$ 750,000 in support of its priority activities. Details of these contributions are tabulated in Annex 3. ~~NS~~

PAGEBOCA has also assisted in the formulation of project profiles and proposals in support of its regional alliances, many of which have been submitted to cooperation agencies. The proposals submitted or under negotiation include:

- **The Project: A Regional Plan for the Control and Prevention of Forest Fires in Central America.** This proposal has received a full endorsement by the CCAD- CCAB/CCAP and has been submitted to the European Union.
- **The Proposal: Support of the Talamanca-Caribbean Biological Corridor,** jointly formulated by the TCBC Commission and The Nature Conservancy. This proposal has been submitted for evaluation to the PFA/EU as part of its project activities in Costa Rica.

Several proposals formulated by different organizations in the region have been presented to the IUCN Netherlands Committee who has a small grants programme for the conservation of tropical forest. These proposals are:

- Support for the Madugandi Kuna Organization (OR.KU.M), for the demarcation and management of an indigenous territory in Kuna Yala, Panama.
- Support for the CCRMD in strengthening women's organizations involved in forestry in Nicaragua.
- Support for the Chicle, Timber and Environment Cooperative (COOCHICLE) in Petén, Guatemala.
- Support for the drafting of a popular version of the ILO Agreement No. 169, by Native Lands and CICAFOC at the regional level.
- Proposal for the Conservation of Biodiversity and Ecosystem Management in the Maya Biosphere Reserve, in Petén, Guatemala. This proposal was prepared in collaboration with CONAP, and is being reviewed by the Dutch Cooperation Agency.

C. Mobilization and pooling of existing regional technical capacities.

An important aspect of PAGEBOCA's multiplier effect is the promotion of technical missions involving professionals from the different countries of the region, reinforcing the importance of horizontal technical cooperation between the Central American countries.

CCAB/CCAP and PAGEBOCA, along with other organizations and projects in the region (such as FTFP/FAO, PFA/EU, PROCAFOR/FINNIDA), have facilitated the establishment of a common regional agenda on forestry issues. The fundamental steps defined jointly to achieve this consensus have been:

- Improving coordination by increasing communication and flows of information between regional projects.
- Sharing of methodologies.
- Identifying, on the basis of each project's particular objectives, common objectives and operational schemes.
- Defining an overall regional work plan.
- Determining the institutional interests and strengths of each partner organization.
- Coordination with other project that have not participated in this process.
- Identification of gaps and weaknesses at the regional level, and the definition of options for future work.
- Meetings with cooperation agencies and international organizations to promote coordination.

V. A LIST OF PUBLICATIONS PRODUCED BY PAGEBOCA DURING THIS PERIOD

CCAD, CCAB/CCAP, PNUD & UICN/ORMA. 1995. *Primera Reunión Plenaria Alianza Centroamericana para el Desarrollo Sostenible, Recursos Naturales, Biodiversidad y Legislación Ambiental.* Circulation 1,000 copies.

CCAB/CCAP, CATIE & UICN/ORMA. 1995. *El Papel de los Productos No Maderables en el Manejo Diversificado del Bosque.* Consultation for Central America and the Caribbean, July 15-21 1995. 500 copies published.

CCAD, CCAB/CCAP, USAID-OFDA & UICN/ORMA. 1995. *Primera Reunión Centroamericana de Prevención y Control de Incendios Forestales y Agrícolas.* 100 copies published.

PROYECTO CORREDOR BIOLÓGICO TALAMANCA CARIBE (CBTC), THE NATURE CONSERVANCY (TNC) & UICN/ORMA. 1995. *Proyecto Corredor Biológico Talamanca Caribe, Limón, Costa Rica: Resultados de una Sistematización.* 500 copies published.

CCAD, CAB/CCAP, UICN/ORMA & Secretaría de Integración Centroamericana (SICA). 1996. *Estado de Cumplimiento a 1995 de la Alianza Centroamericana para el Desarrollo Sostenible, Recursos Naturales, Biodiversidad y Legislación Ambiental (Hypertext on Diskette).* 1.000 copies produced.

CCAB/CCAP, FUNDENIC, UICN/ORMA. 1996. *Serie de Leyes Ambientales N° 2, Decretos y Leyes Forestales de Nicaragua.* 1.000 copies published.

CICAFOC, UICN/ORMA. 1996. *Las Organizaciones Sociales de Base en Centroamérica.* First circulation 50 copies.

CCAD, CCAB/AP. 1996. *Políticas Forestales en Centroamérica: Análisis de las Restricciones para el Desarrollo del Sector Forestal.* CIFOR, IICA, GTZ, FAO, WRI, UICN/ORMA. 500 published.

WRI, CCAB/CCAP, UICN/ORMA. 1996. *Inversión Privada como un Mecanismo para el Desarrollo Forestal Sostenible.* 1500 copies published.

VI. LESSONS LEARNED

The following main lessons learned during this period are partially extracted from those analyzed in the external evaluation of PAGEBOCA conducted in April-May 1996. The lessons can be summarized as follows:

- Multisectorial and Inter-institutional work in a region like Central America is particularly difficult. This can be attributed to a wide range of interests by the different sectors involved. PAGEBOCA has been working in defining a common agenda to confront shared problems by the different institutional actors and sectors. It is important to recognize, as pointed out by the external evaluation, that the region has working agendas of its own.
- Over half of the remaining areas with forest cover in Central America are within protected areas (potential or formally declared). Therefore, it is not possible to consider any sustainable use of forests without an intensive work with the National Parks and Protected Areas Agencies, and with the participation of civil society in the collaborative management of these areas.
- It has been possible to influence policy making process at the international and regional levels. However, there is still a need to find different mechanisms for vertical integration, so that agreements adopted at the international and regional level can have real impact in the field.
- The vertical integration towards national and local levels has produced better results when the policies do not affect critical interests of the actors involved. In addressing this problem, there is a clear difference between dealing with forest fires and with community-based concessions. The future challenge for PAGEBOCA will be in seeking new mechanisms for vertical integration, facilitating in this way the resolution of conflicts over forest resources, no matter what the topic is. PAGEBOCA has demonstrated that the integration of agendas and regional agreements is possible.
- The major challenge facing PAGEBOCA consists in concentrating on local and national initiatives, serving as facilitator for alliances at all levels and, while keeping a low profile, providing the means and the space for these alliances to take place. This is closely related with the need to strengthen vertical integration as suggested by the external evaluation.
- The process of incorporation of representatives from civil society into national and regional political fora has demonstrated, in the first place, that political issues transcend the exclusive bound of government and in the second place, that the civil society produces its own policies, that have to be incorporated into the formulation of the governmental political agendas.
- Since the GRUCAs are the ones that promote and defend national positions at international fora, it is necessary to improve communication mechanisms and information flows between the CCAB/CCAP and these instances. There is an

important working area for PAGEBOCA in systematizing experiences and promoting this integration.

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VII. STRATEGIES FOR THE FUTURE.

A. The Internal Strategies

PAGEBOCA will direct its efforts according to the following strategic requirements:

- a) the consolidation of its achievements,
- b) the incorporation of lessons learned into daily practice,
- c) the incorporation of pertinent recommendations by the external evaluation, and
- d) other actions to promote the implementation of the environmental commitments included in global and regional agreements, in an effort to promote the conservation and sustainable use of the forest resources of the region.

These efforts will be directed to:

- a) Providing a neutral *fora* for different sectors and institutional actors.
- b) Training of grassroots organizations on negotiation mechanism and on project management.
- c) Developing a system of indicators and monitoring instruments.

B. External Strategies

The monitoring of the compliance of national, regional and international agendas on forest conservation, and the vertical integration of these fora with local actors are the greatest challenges that PAGEBOCA faces. For this reason, PAGEBOCA is assisting CCAD and CCAB/CCAP in developing a long term vision for the Central American integration process.

The "*Modernization of the Forestry Sector in Central America Plan*" takes into consideration the lessons and experiences learned by the different actors involved in the conservation and sustainable use of forest resources in Central America. Even though the process of producing the plan is still underway, no future project or activity in the region can ignore the following five strategic objectives:

- *Maintain and enhance the political profile of the CCAB/CCAP as a whole. This includes the organizations representing the civil society.*
- *Bring to the national level the regional process conducted by CCAB/CCAP and refer it to those specific sites that provide the greatest potential for generating changes in the management of forest resources.*
- *Incorporate the participation of other strategic sectors into the fora provided by the CCAB/CCAP.*

- *Improve mechanisms for communications and sharing of experiences.*
- *Disseminate at the international level the process of regional integration underway in Central America, and share the experience of the CCAB/CCAP with the international community.*

C. Working Mechanisms

Considering the experiences and lessons learned during this phase, PAGEBOCA is planning to:

- Improve the national consultation mechanisms and the restitution of the systematized experiences to key actors.
- Promote, with greater emphasis, the incorporation of new actors at the local and national levels.
- Provide systematic and synthetic information to key institutional actors at the local level, in order to support regional and national vertical integration processes.
- Generate a greater horizontal and vertical integration of the project and ORMA team.
- Develop non-traditional indicators and monitoring and evaluation tools in order to support regional and national process.
- Reinforce the existing coordination mechanism with other activities and projects in the region, as a means of exchanging and comparing experiences.

ANNEX 2

AGREEMENTS AND LETTERS OF UNDERSTANDING SIGNED BETWEEN IUCN/ORMA AND OTHER INSTITUTIONS IN SUPPORT OF PAGEBOCA'S ACTIONS.

IUCN/ORMA-CCAD: Letter of Understanding	Support for the implementation of the Central American Agreement on Forests, and the Biodiversity and Priority Wilderness Areas Agreement
IUCN/ORMA-OTS: Framework Agreement and Letter of Understanding	Training and sistematization of 4 experiences in Costa Rica
IUCN/ORMA- Army of Nicaragua: Framework Agreement and Letter of Understanding	Technical Assistance and Training in prevention and combat of forest fires
IUCN/ORMA-WRI: Framework Agreement	Joint Implementation and LUCS Methodology training
IUCN/ORMA-CATIE: Letter of Understanding within an existing Framework Agreement	Consultation of the situation of Non-Timber Forest Products in Central America and the Caribbean
IUCN/ORMA-ANAI-ASACODE: Letter of Understanding within an existing Framework Agreement	Institutional strengthening for the development of alternative forest management and conservation systems in San Miguel, Talamanca, Costa Rica
IUCN-ARMSA: Framework Agreement and Letter of Understanding	Institutional Strengthening of ACARPET (Carpenters Association of the Petén), Guatemala
IUCN-CICAFOC-ASACODE: Framework Agreement and Letter of Understanding with Addendum	Support for the development of CICAFOC's Agenda
IUCN-CICAD: Framework Agreement	Institutional Strengthening

ANNEX 3

EXAMPLES OF THE MULTIPLIER EFFECT OF PAGEBOCA

ANNEX 2				
PAGEBOCA PROGRAMMATIC ACTIVITIES	PAGEBOCA FUNDING (US\$)	OTHER CONTRIBUTIONS (US\$)	INSTITUTIONS INVOLVED	TOTAL
SUPPORT FOR CCAB/AP: -Secretariat -Workshops -Proposals -Publications -Studies	125.457	274.049	IICA DUTCH FUNDS FINNIDA WRI	399.506
SUPPORT FOR CICAFOC: -Coordination -National Fora -II Forestry Congress -Workshops	44.660	24.603	DUTCH FUNDS SIMIENTES GRET FAO/FTFP	69.263
SUPPORT FOR CICAD: -Meetings -Proposals -Technical Assistance	14.339	15.600	PAHO CCAD/AID	29.939
SUPPORT FOR TCBC: -Systematization -Proposal	5.681	175.000	TNC USAID	180.681
SUPPORT FOR DIGEBOS: -Binational Meeting	1.480	2.300	CCAD	3.780
SUPPORT FOR COSIGUINA - Strategy for Conservation and Sustainable Development	8.000	17.000	UICN-PVS NORAD IUCN/HQ	25.000
SUPPORT FOR PETEN: -ACARPET -CONCOFOP	2.100	7.500	ARMSA FITCM FES	9.600
NITFP Regional Workshop -Meeting -Publications	10.299	21.780	CATIE/OLAFO CCAB/PNUD	32.079
TOTAL	212.007	537.832		749.839

