



## United Nations Development Programme

Country: Argentina

### PROJECT DOCUMENT

#### *Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA)*

**UNDAF Outcome(s):** Outcome 1: The country will have implemented the promotion of productive development through incorporation of technological changes consistent with the creation of decent employment and environmental sustainability

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:**  
Catalyzing environmental finance

**UNDP Strategic Plan Secondary Outcome:**

**Expected CP Outcome(s):**

1.3: The country will have implemented strategies and policies for sustainable management and use of natural and environmental resources.

**Expected CPAP Output**

1.3.1: Policies and strategies designed and implemented for sustainable and equitable management and conservation of lands, forests, water resources and biodiversity, at national, provincial and local level.

**Executing Entity/Implementing Partner: Fundación Patagonia Natural (FPN)**

**Implementing Entity/Responsible Partners: UNDP**

#### **Brief Description**

The project seeks to circumvent the barriers that prevent the establishment of a system of coastal-marine protected areas (ISCMPA) that envisages conservation of biodiversity as a whole for the entire coastal-marine ecosystem of Argentina. Specifically, the project will: a) facilitate the creation of an Inter-jurisdictional System of Coastal Marine Protected Areas (ISCMPA) that will bring together national and provincial authorities of Argentina to coordinate the management of their coastal-marine protected areas (CMPAs), and establish agreements and commitments with the productive sectors to consolidate and sustain them; b) increase the number and size of CMPAs pilot cases, based on the ecological role these areas play in providing immediate benefits to biodiversity, and adopt proven operational and financial approaches directly at these sites, and c) develop a coordinated strategy with governments and private sectors to increase funding to enable the ISCMPA to sustainably and effectively manage Argentina's CMPAs.

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<b>Total allocated resources (US\$):</b>	<b>12,907,727</b>
Cash	
GEF	2,177,727
National Government	
SAyDS	525,000
Consejo Federal Pesquero	140,000
Local Government (Provinces)	
Buenos Aires	1,029,000
Rio Negro	60,000
Shubut	160,000
Santa Cruz	30,000
Tierra del Fuego	25,000
NGO	400,000
Private Sector	600,000
In Kind	
National Government	1,235,000
Local Government (Provinces)	4,696,000
NGO	1,100,000
Private Sector	730,000

Agreed by (Government): \_\_\_\_\_  
Date/Month/Year

Agreed by (Executing Entity/Implementing Partner): \_\_\_\_\_  
Date/Month/Year

Agreed by (UNDP): \_\_\_\_\_  
Date/Month/Year

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## LIST OF ACRONYMS

<b>AAVyT</b>	Travel & Tourism Agents Association/Asociación de Agencias de Viajes y Turismo
<b>ACZ</b>	Argentine Coastal Zone/Zona Costera Argentina
<b>ACMZ</b>	Argentine Coastal-marine Zone/Zona Costera Marina Argentina
<b>APN</b>	National Parks Administration/Administración de Parques Nacionales
<b>AVP</b>	No-take fisheries areas/Áreas de Veda Pesquera
<b>AOWP</b>	Annual Operative Work Plan/Plan Operativo Anual
<b>CADIC</b>	CADIC-CONICET Research Center/Centro Austral de Investigaciones Científicas-CONICET
<b>CAT</b>	Argentine Chamber of Tourism/Cámara Argentina de Turismo
<b>CENPAT</b>	CENPAT-CONICET Research Center/Centro Nacional Patagónico-CONICET
<b>CFP</b>	Fisheries Federal Council/Consejo Federal Pesquero
<b>CODEMA</b>	Ecology and Environment Council/Consejo de Ecología y Medio Ambiente - Provincia de Río Negro
<b>CONICET</b>	National Council of Scientific and Technology Research/Consejo Nacional de Investigaciones Científicas y Tecnológicas de la República Argentina
<b>EEZ</b>	Economic Exclusive Zone/Zona Económica Exclusiva
<b>FAO</b>	Food and Agriculture UN Organization/Organización de las Naciones Unidas para la Alimentación y la Agricultura
<b>FPN</b>	Fundación Patagonia Natural
<b>GEF</b>	Global Environmental Facility/Fondo para el Medio Ambiente Mundial
<b>IBMyPAS</b>	IBMyPAS Research Center/Instituto de Biología Marina y Pesquera "Almirante Storni"- Provincia de Río Negro
<b>IUCN</b>	International Union for Conservation of Nature/Unión Internacional para la Conservación de la Naturaleza
<b>ISCMPA</b>	Inter-jurisdictional System of Coastal-Marine Protected Areas/Sistema Interjurisdiccional de Áreas Protegidas Costero Marinas
<b>LPCME</b>	Large Patagonian coastal-marine ecosystem/Gran ecosistema costero-marino Patagónico
<b>LCME</b>	Large coastal-marine ecosystems/Grandes ecosistemas marinos
<b>METT</b>	Management Effectiveness Tracking Tool for Protected Areas
<b>MAGyP</b>	Ministry of Agriculture, Livestock and Fisheries of Argentina/Ministerio de Agricultura, Ganadería y Pesca de la Nación
<b>MCPA</b>	Marine-costal Protected Area/Área Protegida Costero Marina
<b>MRECIyC</b>	Ministry of Foreign Affairs, International Trade and Religions of Argentina Republic/Ministerio de Relaciones Exteriores, Comercio Internacional y Culto de la República Argentina

<b>NGO</b>	Non governmental organization/Organización no Gubernamental
<b>NPA</b>	Natural Protected Área/Área Natural Protegida
<b>OPDS</b>	Buenos Aires Provincial Agency for Sustainable Development/Organismo Provincial para el Desarrollo Sustentable – Provincia de Buenos Aires
<b>PA</b>	Protected Area/Área Protegida
<b>PNA</b>	Coast Guard Service/Prefectura Naval Argentina
<b>UNDP</b>	United Nations Development Programme/Programa de Naciones Unidas para el Desarrollo
<b>PRICTMA</b>	Conservation, Rescue and Rehabilitation Network of Sea Turtles/Red de Conservación, Rescate y Rehabilitación de Tortugas Marinas
<b>RRyRF</b>	Fauna Rescue and Rehabilitation Network/Red de Rescate y Rehabilitación de Fauna
<b>SAyDS</b>	Argentine National Secretariat of Environment and Sustainable Development/Secretaría de Ambiente y Desarrollo Sustentable de la Nación
<b>SAGPyA</b>	Secretaría de Agricultura, Ganadería, Pesca y Alimentos de la Nación/National Secretariat of Agriculture, Livestock, Fisheries and Food
<b>SiFAP</b>	Federal Protected Areas System/Sistema Federal de Áreas Protegidas
<b>SECTUR</b>	National Secretariat of Tourism/Secretaría de Turismo de la Nación
<b>UBA</b>	National Buenos Aires University/Universidad de Buenos Aires
<b>UNCo</b>	Comahue National University/Universidad Nacional del Comahue
<b>UNLP</b>	La Plata National University/Universidad Nacional de La Plata
<b>UNMdP</b>	Mar del Plata National University/Universidad Nacional de Mar del Plata
<b>UNPA</b>	Patagonia Austral National University/Universidad Nacional Patagonia Austral
<b>UNPSJB</b>	Patagonia SJB National University/Universidad Nacional de la Patagonia San Juan Bosco
<b>SPZ</b>	Special Protection Zone/Zonas de Protección Especial

# 1. SITUATION ANALYSIS

## 1.1. CONTEXT

### *Environmental context*

1. This project focuses on expanding the protection and ensuring the conservation of coastal and marine biodiversity in the Patagonian region of Argentina by developing an Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) that adopts an ecosystem approach nested within the broader planning process for marine resources management.

2. The coasts of Argentina extend almost 4,500 km from the mouth of the Río de la Plata to Tierra del Fuego. The project area includes the coastal marine system made up of jurisdictional waters and coastline areas of the 5 coastal provinces (Buenos Aires, Río Negro, Chubut; Santa Cruz and Tierra del Fuego, and the Federal Government of Argentina. This area extends from the south of Cape San Antonio (Punta Rasa) to the Beagle Channel but does not include the waters of the estuary of the Río de la Plata and the Samborombón Bay (see Fig. 1). This coastal-marine system includes the largest part of the Argentine continental shelf which is one of the most productive in the world.

3. The jurisdictional waters of Argentina constitute the *Large Coastal-marine Patagonian Ecosystem (LCMPE)*, a TNC-WWF global 2000 ecosystem<sup>1</sup>. It includes five terrestrial bioregions and five marine *bioregions*<sup>2</sup> (see Fig. 2 in Annex 8.7). The marine coastal bioregions of Argentina are the *Uruguayan* area of the bio-geographic Argentine coastal area or "*North Argentina*", the Río Negro area that corresponds to the bio-geographic Argentine province of Río Negro or "*South Argentina*", the Chubut area of the Magellanic bio-geographic province or "*North Magellanic*", the subarea of the province of Santa Cruz or "*Central Magellanic*", and the Tierra del Fuego subarea or "*South Magellanic*" (see Fig. 2 in Annex 8.7). The terrestrial portion includes herbaceous sub-humid grassland and steppe biomass, savannas with trees and shrubs, semi-arid herbaceous and bush steppes, forests and mild and cold temperature peat bogs.

4. The coastal marine interface can be divided into the "*shallow sub-tidal*" habitat, defined as the marine area that extends below the lowest tide line and up to 20 meters in depth and the "*deep sub-tidal*" habitat, extending below 20 meters in depth. At sea, the temperate sector of the coast of the Buenos Aires province and northern Patagonia represents a large area of transition between the biota of warm waters influenced by the warm Brazil current, and the cold waters of the Malvinas current. Further south, off the coasts of center and south Patagonia, the biome is entirely under the influence of the cold waters of the Malvinas current, with an important number of endemic species of invertebrates and fish.

5. The coastline of the LCMPE presents a wide range of geological and climatic categories that supports a globally significant biodiversity. This marine ecosystem supports large populations of marine birds and mammals of global importance that breed on the coasts of Patagonia, the South Atlantic Islands, and in distant areas such as the Antarctic and New Zealand. These include more than 80 species of seabirds, some 50 species of marine mammals and over 400 species of fish. For example, it sustains more than half of the breeding population of Magellanic Penguins (*Spheniscus magellanicus*), with more than 1 million pairs, over 50% of the 600,000 pairs of Black Browed Albatross (*Thalassarche melanophrys*); about 3,000 Southern Right Whales (*Eubalanea australis*) representing approximately 30% of the world population, more than 60,000 Southern Elephant Seals (*Mirounga leonina*), and approximately 100,000 South American Sea Lions (*Otaria flavescens*).

6. Influenced by the cold Malvinas current, flowing north, and to a lesser extent by the warm Brazil current flowing to the south, this area of the ocean also supports one of the most profitable commercial fisheries in the world, generating total reported volumes of approximately 1 million metric tons per year

<sup>1</sup> TNC-WWF. 2000. Marine Ecoregions of the World/Global 2000. See: <http://www.worldwildlife.org/science/ecoregions/marine/item1863.html#>

<sup>2</sup> Balech E & M Erlich. 2008. Esquema Biogeográfico del Mar Argentino. Rev. Invest. y Desarr. Pesq. (INIDEP, Arg.) N°19: 45-75.

on average since the mid 90's<sup>3</sup>. Additional aspects on commercial fisheries are presented in the section on socioeconomic context of this project document.

7. Many species of marine birds and mammals that feed in this ecosystem and that reproduce on the coasts of Argentina form enormous colonies in specific locations to which they return each year. These include the large colony of Southern Elephant Seals on the coast of the Peninsula Valdes, the world's largest colony of Magellanic penguins at Punta Tombo, and the largest existing colony of Rockhopper Penguins on Isla de los Estados. These coastal areas are of enormous importance for global biodiversity. They are also highly fragile areas that are under increasing threat from poorly controlled human activities and in need of effective protection.

#### Coastal-marine protected areas: current status, coverage and area

8. Argentina has taken important steps to advance the protection of its coastal region beginning in the 1970s. There are 43 Coastal Marine Protected Areas (CMPAs) in the project area (see Fig. 1), that protect some of the main reproductive colonies of seabirds (e.g. 50% of Magellanic penguins colonies and the only breeding colonies of Southern Giant Petrel, *Macronectes giganteus*) on the coast of Patagonia, and marine mammals (e.g. the unique Southwestern Atlantic reproductive sites of Southern Elephant Seal and Southern Right Whale).

9. Despite these advances the protection of coastal and marine habitats is uneven and insufficient. Less than 1% of the sea is protected and this is unevenly distributed between the different marine bioregions. The marine bioregion with the largest area of protected marine habitat is *South Argentina*, which concentrates the largest area in Argentina with marine protection. Even so, only a third of the protected area in this *bioregion* reaches a degree of fairly satisfactory effective management (the remaining area corresponds to CMPAs still in the process of implementation). The remaining marine bioregions with a protected area of some consideration are the *North and Central Magellanic bioregions*, although in general, both lack adequately implemented protected areas. The *North Argentina bioregion* has a small marine protected area, which has been implemented to a fairly satisfactory degree. The *South Magellanic bioregion* does not yet have a marine protected area.

10. The coastal land surface protected by existing CMPAs (800,000 hectares) is similar to the marine protected area (823,000 hectares)<sup>4</sup>; however most of these areas were created to protect breeding sites of marine birds and mammals, as well as the breeding, resting, and feeding areas of migratory birds. Equally these areas do not cover the full range of terrestrial coastal and coastal-marine interface habitats. Twelve of the CMPAs have the terrestrial coastal habitat well represented, whilst in 17 it is not well represented. In terms of the coastal interface habitats, the shallow sub-tidal habitat is well represented in 4 CMPAs, and is not represented in 20 of the 43 CMPAs. The deep sub-tidal habitat, is well represented in only 4 CMPAs, and absent in the other 39<sup>5</sup>.

11. In summary, only 16 of the 43 CMPAs have a strictly marine portion, and only 6 of them do so with a surface area larger than 10,000 ha (see Table 1). Additionally, only 6 CMPAs were created with the specific purpose of protecting the marine environment (i.e., complex of bays "Blanca, Falsa y Verde", San Blas, Puerto Lobos, Golfo San José [included in the CMPA of Peninsula Valdes], the bay of San Julian, and the Inter-jurisdictional Coastal Marine Patagonia Austral Park in the North of Golfo San Jorge). This uneven representation of habitats and the existence of deficient operating procedures for the conservation of marine habitats in the LCMPE, constitute barriers that prevent the consolidation of an effectively managed and sustainable system of CMPAs in Argentina.

<sup>3</sup> Cañete G, Bruno C & S Copello. 2008. Estado actual de la actividad pesquera en el Mar Patagónico. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at: <http://www.patagoniansea.org>.

<sup>4</sup> SAyDS, FVSA & FPN. 2007. Efectividad del manejo de las áreas protegidas marino-costeras de la Argentina. ISBN 978-950-9427-20-4, 104p. (See: [www.patagonianatural.org](http://www.patagonianatural.org)).

<sup>5</sup> PPG stage Report, Project ARG/09/G45. (See: [www.gefonline.org](http://www.gefonline.org), GEF ID 3910).

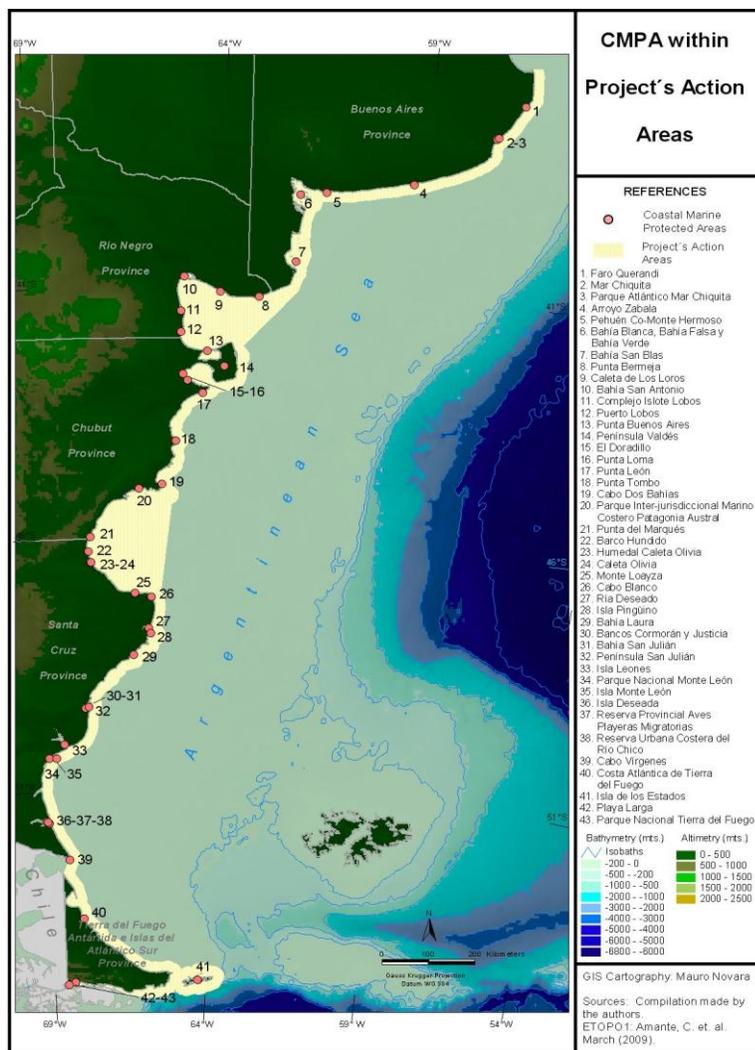
12. In addition to the CMPAs, the Argentine National Coast Guard (PNA - Prefectura Naval Argentina), has established 13 “Special Protection Areas” (SPAs) along the Argentine coast through Decree 12/98. This decree prohibits the discharge of oil and all kinds of waste in these areas, and establishes a series of measures for their disposal. The SPAs are defined following ecological, socioeconomic and cultural criteria that reflect a degree of awareness with regards potential damages that could be caused by the vessels in the area. The area of these 13 SPAs overlaps, in some cases partially and in others fully, with existing CMAPs, and helps justify the proposed designation of marine protected areas.

13. Other marine areas that receive special stewardship are “Fishing Ban Areas” (FBA). Despite not having been conceived as CMPAs, they fulfill some of the functions in terms of the strict protection of species and the sustainable management of resources that are exploited in the area. This type of measure can result in areas that are closed to fishing, either for a space of time or as a permanent ban, and can refer to certain species or the use of certain fishing procedures. For example, in June 2008 the Consejo Federal Pesquero (Federal Fisheries Council - CFP), at the request of the National Ministry of Environment and Sustainable Development (SAyDS) created the “Burdwood Bank fishing protection area”, that establishes a total and permanent ban on fishing in Argentine jurisdictional waters in an area off the tip of Tierra del Fuego<sup>6</sup>. This gives protection to an important area for breeding and spawning of critical species in the food chain of the Argentine continental shelf, and of special importance in terms of endemism of benthic hydrocoral species that can be damaged by trawling. Other similar areas include "areas permanently banned for trawling in Isla Escondida and areas used by young hake in waters of national jurisdiction<sup>7</sup>; the “El Rincón” banned fishing area on the south coast of the province of Buenos Aires, the “areas of restricted fishing” on the coast of the province of Chubut, and the “banned area for the fishing of shrimp” in Mazarredo and Robredo to the north and south of San Jorge gulf.

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<sup>6</sup> Act 18/2008 (See: [www.cfp.gov.ar](http://www.cfp.gov.ar)).

<sup>7</sup> Created by Resolution 265/2000 and its amendments of the Secretariat of Agriculture, Livestock, Fisheries and Food of Argentina.



**Figure 1:** CMPAs within Project's action areas, between 39° S to 55° S

**Table 1:** Coastal - Marine Protected Areas in Argentine (area in hectares)

Province	Name of the Protected Area	Jurisdiction	Marine area	Terrestrial area
Buenos Aires	Faro Querandí	Municipal	0	5,575
	Mar Chiquita	Provincial	4,600	50,400
	Parque Atlántico Mar Chiquita	Municipal		
	Arroyo Zabala	Provincial	1,200	800
	Pehuén Co – Monte Hermoso	Provincial	0	s/d
	Bahías Blanca, Verde y Falsa	Provincial	180,000	30,000
Río Negro	Bahía San Blas	Provincial	235,000	80,000
	Punta Bermeja	Provincial	2,000	1,000
	Caleta de los Loros	Provincial	3,000	2,690
	Bahía San Antonio	Provincial	9,900	5,600
	Complejo Islote Lobos	Provincial	3,150	850
Chubut	Puerto Lobos	Provincial	31,500	1,000
	Punta Buenos Aires	National/Federal	0	8,406

Province	Name of the Protected Area	Jurisdiction	Marine area	Terrestrial area
	Valdés (include S. José gulf)	Provincial	250,000	360,000
	El Doradillo	Municipal	0	7,500
	Punta Loma	Provincial	0	1,707
	Punta León	Provincial	150	150
	Punta Tombo	Provincial	0	210
	Cabo Dos Bahías	Provincial	0	160
	Patagonia Austral Park	Nat. / Prov.	60,000	15,000
	Punta del Marqués	Provincial	8	12
Santa Cruz	Barco Hundido	Provincial	s/d	s/d
	Humedal Caleta Olivia	Mun. / Prov.	s/d	s/d
	Caleta Olivia	Municipal	s/d	s/d
	Monte Loayza	Provincial	0	1,740
	Cabo Blanco	Provincial	0	737
	Ría Deseado	Provincial	10,000	1,500
	Isla Pingüino	Provincial	0	2,000
	Bahía Laura	Provincial	0	600
	Bancos Cormorán y Justicia	Provincial	0	64
	Bahía San Julián	Provincial	25,000	0
	Península San Julián	Provincial	0	10,450
	Isla Leones	Provincial	0	115
	Monte León Nat. Park	National/Federal	0	62,168
	Isla Monte León	Provincial	0	50
	Isla Deseada	Provincial	0	49
	Aves Playeras Migratorias	Provincial	0	1,900
	Reserva Costera Urbana	Municipal	0	1,300
Cabo Vírgenes	Provincial	0	1,230	
Tierra del Fuego	Costa Atlá. de Tierra del Fuego	Provincial	7,200	21,400
	Isla de los Estados	Provincial	0	52,000
	Playa Larga	Provincial	0	24
	Tierra del Fuego Nat. Park	National/Federal	0	63,000
<b>Total</b>			<b>822,708</b>	<b>791,899</b>

### *Socioeconomic Context*

14. The Argentine coastal marine area (ACMA) or “project action area” includes five provinces and 28 departments or districts, with 25 cities of over 10,000 inhabitants. The total population in the coastal departments amounted in 2001 to 1,991,000 inhabitants, representing just over 5% of the country’s total population, estimated at close to 40 million inhabitants in 2009.

15. Except for the province of Buenos Aires, the coastal departments of all other provinces (all in the Patagonia region), have low population densities, and more so as you move south. Whilst in some districts of the province of Buenos Aires, population density is over 380 inhabitants / km<sup>2</sup> in many other Patagonian districts’ population density is less than one inhabitant per km<sup>2</sup>. Mar del Plata, the largest city on the coast, has more than 600,000 inhabitants, followed by Bahía Blanca with about 300,000 inhabitants (both on the coast of Buenos Aires province). Of the remainder, only Comodoro Rivadavia, in the province of Chubut, has more than 200,000 inhabitants, and is the city of the Patagonian coast with the largest population (see Fig. 3 in Annex 8.7).

16. The economy of the coastal areas of the four Patagonian provinces is based on the extraction of hydrocarbons (oil and gas) and the fishing industry. The oil industry generates over 2,000 million US\$ per year in the region, and there are investment plans to intensify oil and gas exploration on the Continental Shelf over the next 10 years. Given the demand for energy and fuel to support growth in the country's economy, over the past fifteen years the national government has taken steps to promote exploitation of hydrocarbons, which has generated a rapid growth of oil and gas exploration and extraction in Patagonia, both onshore and at sea.

17. Commercial fishing in Argentine jurisdictional waters has grown rapidly since 1990. Between 1989 and 1998 the number of industrial fishing vessels increased by 80%. Ten species represent more than 85% of the Argentine catch: Croaker (*Micropogonias furnieri*), Weakfish (*Macrodon ancylodon*), Anchovy (*Engraulis anchoita*), Southern Blue Whiting (*Micromesistius australis*), Short-fin Squid (*Illex argentinus*), Patagonian Scallop (*Zygochlamys patagonica*), Red Shrimp (*Pleoticus muelleri*), Argentine Hake (*Merluccius hubbsi*), Patagonian Tooth-fish (*Dissostichus eleginoides*) and Hoki (*Macruronus magellanicus*).

18. Tourism is significant on the shores of the provinces of Buenos Aires, Rio Negro, Chubut and Tierra del Fuego. In the first two cases, sun and beach tourism is important, and in the other two, tourism based on nature and wildlife of CMPAs. These areas are the main attraction for a growing tourism industry. In the province of Santa Cruz this activity is incipient, but is being developed based on the attractiveness of certain CMPAs such as the National Park of Monte Leon and the Natural Reserves of San Julian, Puerto Deseado and Cabo Vírgenes. Total revenue for tourism on the Argentine coast is estimated to exceed 650 million US\$ dollars per year<sup>8</sup>. The largest increase is registered with the growing cruise line activity along the coast of Argentina in the last 15 years (63% in passenger numbers and 27% in the number of ships). According to the trend for the 2012/2013 season, an estimated 130,000 passengers will visit Ushuaia, and 55,000 will visit Puerto Madryn<sup>9</sup>.

19. There is an important port activity in San Antonio Este, province of Rio Negro (exports of agricultural productions), Puerto Madryn (minerals, cargo, fishing and cruise ships), in Comodoro Rivadavia (cargo and fishing) in the province of Chubut and in Ushuaia (cargo, fishing and cruise ships), in the province of Tierra del Fuego.

20. The relative importance of each of the sectors described above is similar for each of the four provinces of Patagonia; however, the Province of Buenos Aires stands out as major region for economic development on the Argentine coast. The main production activity is in the industrial sector, and especially the petrochemical industry, followed by agricultural production, livestock-especially cattle, and commercial fisheries. In 2008, the province reported exports<sup>10</sup> for a total of 9.5 billion dollars. The volume of beach tourism along the Atlantic coast in this area is also an important factor to be considered. Commercial port activities are significant in the Mar del Plata, Quequén, Necochea and Bahía Blanca ports, generating in 2007 a movement of 1,503 vessels<sup>11</sup>.

### ***Policy and institutional context***

21. The Argentine National Secretariat of Environment and Sustainable Development (SAyDS) is the lead institution in Argentina for the definition and implementation of the national environmental policies. However, the National Constitution stipulates that each province has the original domain over the natural resources within its territory and provides that the provincial states retain all powers not delegated in the Federal Government (National). This means that the Federal Government has no jurisdiction over protected areas that belong to the provinces. Addressing this question the National Constitution states

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<sup>8</sup> La actividad turística en la zona costera. 2008. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>9</sup> Cruceros turísticos en la costa patagónica y en el Canal Beagle (Argentina). Technical Report, Fundación Patagonia Natural, 2009.

<sup>10</sup> See: [www.ec.gba.gov.ar/estadistica/FTP/Expo\\_GR.xls](http://www.ec.gba.gov.ar/estadistica/FTP/Expo_GR.xls)

<sup>11</sup> See: [www.consejoportuario.com.ar/estadisticas.aspx](http://www.consejoportuario.com.ar/estadisticas.aspx)

that: “...it corresponds to The National Government to issue the procedures that include the minimum standards for the protection of the environment and the provinces shall issue the procedures necessary to enforce them, without altering local jurisdictions...” This requires significant cooperation and coordination between Federal, provincial and municipal governments that does not always occur.

22. The Federal Government exercises jurisdiction over those territories that, due to their particular activity or delegation from the provinces, are federal areas (e.g., Armed Forces areas), as well as over those marine coastal areas that lie between the external limit of Territorial Waters (12 nautical miles) and 200 nautical miles, the limit of the “exclusive economic zone” (EEZ). For this reason, existing CMPAs as well as any that will be created on the coastal zone, depending on their geographic location, may come under provincial, national or shared jurisdictions.

23. National Law 22351, of 1980, establishes the legal framework for the creation, management and operation of protected areas that are under control and jurisdiction of the Nation, and establishes limits to the activities and land uses allowed within them. The implementing authority is the National Parks Administration (NPA).

24. There are three basic kinds of protected areas at the national level: National Parks, National Reserves and Natural Monuments. National Decrees 2148/90, 2149/90 and 453/94 add the classifications of Special Natural Reserve, Wildlife Reserve and Educational Natural Reserve, in which there is a prohibition of mining, petroleum drilling, and industrial activities, while tourism is allowed but is conditioned and regulated.

25. The “Federal Protected Areas System” (SiFAP) was created in 2003 within the scope of the Secretariat of Environment and Sustainable Development of Argentina (SAyDS), that has a potentially valuable role given its mandate to advance the coordination of planning within “zonal or regional systems” of protected areas at a bioregional scale. The SiFAP is still in process of implementation.

26. With regards commercial fishing, the Fisheries Act (Law 24922) enacted in 1998, creates the Fisheries Federal Council (CFP), integrated by representatives of the national government and the five coastal provinces of Argentina, granting them the necessary authority to develop national fishery policies. In addition, this law grants jurisdiction to the 5 coastal provinces that this project focuses upon, over fishing resources found within inshore marine waters and the Argentine territorial sea adjacent to their coasts up to 12 nautical miles measured from the baselines, as established by the National Marine Areas Act (Law 23968 of 1991). In addition, the CFP has the power to promote the conservation of marine areas where fishing takes place as well as to establish prohibitions and operational guidelines to maintain the integrity of key biological processes within these ecosystems. This has led to the establishment of the FBAs that have important conservation value as was mentioned earlier in this project document.

27. In addition to national regulatory frameworks, Argentina has signed a number of international agreements and conventions that refer to protected areas. The most relevant are the following<sup>12</sup>. The UNESCO designation of World Heritage Sites (ratified by National Law 21836 of 1978), the Convention on Conservation of Migratory Species of Wild Animals (ratified by National Law 23918 of 1991), the Convention on Wetlands (Ramsar Convention, ratified by National Law 23919 of 1992), the International Convention for the Prevention of Pollution from Ships (ratified by National Law 24089 of 1992), the Convention on Biological Diversity (ratified by National Law 24375 of 1994), the Kyoto Protocol (ratified by National Law 25438 of 2001), and the recent Agreement on Conservation of Albatrosses and Petrels (ratified by National Law 26107 of 2006).

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<sup>12</sup> Others relevant agreements: MERCOSUR Environment Agreement (ratified by National Law 25.841), Antarctic Treaty Protocol on Environment (ratified by National Law 24.216), Convention for the Conservation of Antarctic Seals (ratified by National Law 21.676), Antarctic Treaty Protocol (ratified by National Law 15.802), Río de La Plata and its Maritime Front Treaty (ratified National Law 20.645), Convention on the Conservation of Antarctic Living Marine Resources (ratified by National Law 22.584), UN Convention of the Law of the Sea-CONVEMAR (ratified by National Law 24.543), Convention on International Trade in Endangered Species of wild fauna and flora -CITES (ratified by National Law 22.344).

## 1.2. BASELINE ANALYSIS

### *Threats to coastal and marine biodiversity, impacts, and root causes*

28. Argentina's extraordinary marine and coastal biodiversity is endangered by habitat degradation/fragmentation and over-harvesting of species, largely derived from activities related to rapid coastal development and the recent increase in poorly controlled economic activities. Habitat degradation driven by an expanding oil industry, tourism and invasive species; and over-harvesting from over-fishing and unsustainable fishing practices.

29. Oil spill pollution is one of the major threats to coastal marine biodiversity in Argentina degrading key nesting and reproductive habitats and directly affecting species. Most of the oil produced in the southern portion of Argentine Patagonia is transported by sea. Crude oil is transported by ship from oil fields to refineries representing a potential danger of spillage. There is a growing risk of oil pollution in the coastal-marine zone both due to operational maneuvers (intentional spills, discharge of bilges, etc.), as well as accidents that cause spills of varying magnitude<sup>13</sup>. Off the Argentine coast very few major spills have been reported since 1996, however numerous unreported spills have affected biodiversity, the exploitation of macroalgae, contaminated seabirds and have polluted the beaches.

30. The transport of crude oil from sites in Patagonia to refineries in the province of Buenos Aires is responsible for marine pollution by hydrocarbons, which annually affects hundreds of seabirds. In particular, migration routes and feeding areas of Magellanic Penguins and other seabirds, in some areas overlap with areas of heavy maritime transport, ports and oil industry development areas, including oil terminals and platforms for exploration and exploitation. According to studies conducted between 1982 and 1991, 40,000 Magellanic penguins were found dead on the coasts of Patagonia due to oil spills<sup>14</sup>. While chronic oil pollution at sea has been substantially reduced in Patagonia since then, oil spills persist and seabirds continue to be affected particularly off the coast of Buenos Aires and the northern parts of the wintering range of Magellanic penguins. This could be prevented with the implementation of appropriate management measures for shipping traffic. A worrisome indication of the severity of the threat is that, as from the year 1991 the amount of petroleum contaminated penguins treated in rehabilitation centers has increased almost four times due to the increased volume of oil transport at sea<sup>15</sup>.

31. A further sea-born threat is that of damaging invasive species. Invasive species degrade habitat integrity and out compete and/or displace native species. Shipping is primarily responsible for the threat of accidental introduction and subsequent expansion of exotic species. In the project area at least 41 non-native species of invertebrates, algae, vascular plants and anadromous fish have been reported<sup>16</sup>. 50% of these species occur in and around port areas and 60% in un-developed coastal areas. Several of these species are processors that change the appearance of the coast and displace native species, causing a significant ecosystem impact: these include the seaweed *Undaria pinnatifida*, the polychaete *Ficopomattus enigmaticus*, the barnacle *Balanus glandula*, and the Japanese oyster *Crassostrea gigas*.

32. Over-fishing and unsustainable fishing practices are a major threat to the conservation of fishery resources and coastal-marine biodiversity of the region, depleting populations of key species and in turn changing food chains. Over-fishing and unsustainable fishing practices, either with trawls, long-lines or other means, have caused a sharp reduction in some of the major fishing stocks. Of great concern is the fact that the biomass of adult breeding hake has decreased by 70% in the period between 1987 and 2009 as a result of fishing pressure.

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<sup>13</sup> Esteves JL. 2008. Contaminación costera y desarrollo urbano. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>14</sup> Gandini P, Boersma D, Frere E, Gandini M, Holik T & Lichtein V. 1994. Magellanic Penguins affected by chronic petroleum pollution along coast of Chubut Argentina. Auk 111:20-27.

<sup>15</sup> García Borboroglu P, Boersma D, Reyes LM & Ruoppolo V. 2008. Contaminación por hidrocarburos y su efecto sobre el Pingüino de Magallanes. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>16</sup> Schwindt E. 2008. Especies exóticas en el Mar Patagónico y sectores aledaños. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

33. Furthermore, commercial fishing results in the by-catch of other accompanying species, including turtles, seabirds and marine mammals. Records on coastal and industrial artisanal fisheries reveal that this causes incidental damage to more than 20 species of birds, of which 15 are endangered, 5 species of sea turtles, all of which are endangered, and 7 species of marine mammals, of which 4 have "insufficient data" to be classified by IUCN<sup>17</sup>. The rate of 0.64 individuals caught per 1000 hooks for loggerhead turtles is one of the highest documented anywhere within the distribution of this species. The accidental catch levels of Franciscan dolphins of more than 2,000 individuals per year are not sustainable for local populations of this species<sup>18</sup>. By-catch in trawling freezer vessels that target hake represents 22% of the total annual catch. This includes 37 species of fish, crustaceans and mollusks, all of which are discarded. Among them are young hake of non-commercial sizes, representing between 28 and 32% of the catch in number of individuals.

34. Irresponsible tourism represents a growing threat to the conservation of coastal-marine biodiversity in Argentina as it contributes to habitat fragmentation and degradation, and exerts direct pressure on key species. The Argentine CMPAs are the principal attraction for wildlife tourism, which has had tremendous growth in recent decades. For example, the number of visitors to Punta Tombo increased 20 times in thirty years, reaching 104,700 visitors in 2006. Demand for whale watching has increased by a similar amount in twenty years, from 5,214 in 1987 to 113,148 passengers in 2007<sup>19</sup>. The growth of demand in some places shows no signs of leveling off, and if not managed properly, could impact the survival and reproductive success of species that the industry so depends on<sup>20</sup>. In addition, some beaches of Argentina illustrate the negative impact that unplanned tourism development produces: loss of dunes, water pollution and coastal erosion, eradication of native species, pollution by solid waste and aesthetic degradation of the landscape<sup>21</sup>.

35. Climate Change also is increasingly becoming a threat to marine-coastal biodiversity in Argentina and a challenge to CMPA management. The average annual temperature in Argentina has increased by about one degree Celsius in the last century<sup>22</sup>. The decade of the 90's has been the warmest in the twentieth century, particularly in winter. In the first decade of the new millenium, the detection of new breeding sites for Magellanic Penguins beyond their historical nesting range, together with the northward shift of their feeding areas at sea, combined with an increased permanence of Southern Right Whales during the reproductive period in coastal waters of northern Patagonia, are possible evidence of changes in the distribution of coastal marine fauna associated with climate change. However, the possible effects (negative/positive) of these scenarios of CC on coastal-marine biodiversity are not known or properly documented yet.

#### ***Actions to address threats***

36. A number of initiatives have been developed to protect marine-coastal biodiversity from these threats, including the establishment of 43 CMPA along the coast that provide protection for many of the breeding colonies of marine birds and mammals, as described above (See section on environmental context in this Project Document). Other initiatives include GEF-supported projects that have put mechanisms in place to prevent coastal and marine pollution and contribute to the reduction of navigational risks and accidental oil spills that affect marine biodiversity. The foundations for integrated coastal zone management of the Patagonian Coast (PCZMP) were also established with GEF support

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<sup>17</sup> Rabuffetti F, Favero M & Tamini L. 2008. Captura incidental de aves, mamíferos marinos y tortugas marinas en las pesquerías del Mar Patagónico. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>18</sup> Bordino P & Albareda D. 2004. Scientific Committee Document, SC/56/SM11, Cambridge, International Whaling Commission.

<sup>19</sup> Tagliorette A, Losano P & Janeiro C. 2008. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>20</sup> Tagliorette A, Losano P & Janeiro C. 2008. In: Estado de Conservación del Mar Patagónico y Áreas de Influencia. Publication of the Forum available at <http://www.patagoniansea.org>.

<sup>21</sup> Dadon JR & Matteucci SD. 2002. Zona costera de la Pampa Argentina, Buenos Aires. Pp: 101-121.

<sup>22</sup> Hulme M & N Sheard. 1999. Scenarios de Climatic Change for Argentina, Climatic Research Unit, Norwich, Reino Unido, 6pp (FVSA/WWF). (See: [www.climate.org](http://www.climate.org)).

which identified the main breeding sites for marine birds and mammals along the coast of the southernmost four provinces of Argentina and increased awareness among provincial governments and the civil society of the need to conserve these sites. An important achievement of the PCZMP project was the signing of a “Historical Agreement” in 2004 between the governors of the provinces of coastal Patagonia and national authorities, in which they agreed to, protect the coastal biodiversity they share, and seek integrated conservation policies for the coastal ecosystem. Furthermore the PCZMP helped identify foraging areas and migration routes for many species that required protection, and a consensus has been reached among scientists and decision-makers regarding the need for their protection

37. Advances have also been made raising biodiversity concerns in the production sectors in and around these sites, particularly tourism and fisheries. Best practices for wildlife tourism have been developed and adopted using stakeholder participation in the Beagle Channel and Península Valdés on the coast of Patagonia. On-board fishing surveillance programs have been set up in 4 of Argentina’s 5 coastal provinces and specific fishing tackle was developed to reduce bird mortality. Recent decisions made by the Argentine government have advanced this effort even further. These include the ratification of the “Agreement on the Conservation of Albatrosses and Petrels” (ACAP), and of FAO’s “International Plan of Action” to help conserve and manage the world’s fisheries (IPOA-FAO); the creation of a no-fishing zone in the Burdwood Bank (1,800 km<sup>2</sup>), and the development of “National Action Plans” for reducing incidental catch of seabirds and sharks (NPOA Birds and Sharks respectively).

38. As part of the national efforts to prevent and mitigate threats to coastal-marine biodiversity, Argentina formally participates in the project “Global Ballast Water Management Program” promoted by the GEF, UNDP and the International Maritime Organization (IMO). The country is part of a working group, together with South Pacific countries that is currently working on this issue. The National Coast Guard and SAyDS of Argentina are the institutions that are taking the lead in this effort. The initiative builds capacity for better management of ballast water to help reduce the risk of introducing exotic marine species into sensitive ecosystems. The second meeting of this working group took place in Buenos Aires in September 2009.

### ***Management effectiveness of CMPA in the face of emerging threats***

39. These actions provide a foundation for the protection of coastal marine biodiversity and represent valuable tools for conservation, however there are growing challenges and new emerging threats. There are structural weaknesses in the majority of existing CMPA in Argentina as most of them are restricted to the land areas, providing protection to breeding colonies of seabirds and marine mammals along the coast up to the high tide line, leaving unprotected the main feeding areas and migration routes at sea (see context section). The absence of oceanic protected areas is of concern as these are essential to cover and protect the main feeding areas at sea for those species that have been protected in their coastal breeding areas. The creation of such protected areas would guarantee the conservation of these species that use both areas differentially.

40. An evaluation of the 43 CMPAs of Argentina by the SAyDS–FVSA–FPN (PMIZCP GEF PNUD Project<sup>23, 24</sup>) indicated that only 15% had updated management plans with varying degrees of implementation. This means that in 2007, 38 of the CMPAs lacked management plans altogether or these were outdated and not being implemented. However 17 of the latter began CMPA planning processes with different degrees of progress and continuity, and by late 2009 several had management plans in the process of legislative approval. Management effectiveness assessments indicated that 19% of CMPA management performances were “satisfactory”, 53% were “marginally unsatisfactory” and 28% of were “unsatisfactory”. Considering the level of effectiveness, the marine area that is protected, and the inclusion of the types of marine habitats, most CMPAs fail to provide adequate levels of protection for

<sup>23</sup> SAyDS, FVSA & FPN. 2007. Efectividad del manejo de las áreas protegidas marino-costeras de la Argentina (ISBN 978-950-9427-20-4), 104 pp. (See: [www.patagonianatural.org](http://www.patagonianatural.org)).

<sup>24</sup> Giaccardi M & Tagliorette A. 2006. Evaluación de Efectividad del Manejo de las Áreas Protegidas Marino-Costeras de la Argentina. Final report, Project GEF-PNUD ARG 02/018 “Biodiversity Conservation and Prevention of Marine Pollution in Patagonia”

their conservation targets. Only 13 CMPAs, that include about 270,000 hectares, currently achieve a fairly adequate level of protection, and are located in the *North Argentina*, *South Argentina* and the *Central Magellanic* marine coastal bioregions.

41. Despite the fact that within existing CMPAs there are limitations and restrictions on land use that could threaten environmental conservation, many CMPAs continue to suffer from the pressures of unplanned coastal development. The lack of integration of CMPAs in land use planning causes these areas to be exposed, in some cases, to threats of degradation by intensive tourist use, urban growth, the mining of aggregate for building, and the removal of dunes and vegetation, among others. Additionally, conflict exists when conservation of nature must compete with mining in the same territory. In these cases, the National Mining Code states that mining is of “public use”, as conferred by Article 13, whereby mining activities take precedence over conservation. This could endanger the existence and effectiveness of protected areas. It is quite possible that this conflict will be repeated between CMPAs and the exploitation of hydrocarbon deposits that may be discovered on the Argentine continental shelf.

### ***Long-term solution***

42. In recognition of the above Argentina is now seeking a long-term solution for addressing the above deficiencies through the expansion of protection of significant portions of the Argentine coastal-marine ecosystem integrated in an Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA), using an ecosystem approach, combined with responsible resource management, and adequate funding to ensure long term sustainability.

43. The country has made efforts in this direction, including an inter-jurisdictional agreement between the coastal Province of Chubut and the National Parks Authority (APN) for the creation of the Patagonia Austral Inter-jurisdictional Coastal Marine Park. Furthermore the PCZMP helped identify foraging areas and migration routes for many species that required protection, and a consensus has been reached among scientists and decision-makers regarding the need for their protection. Additionally there is recognition that the Province of Buenos Aires needs to be incorporated for an effective ecosystem-wide management of CMPAs since many species of wildlife that breed on the coast of Patagonia migrate north during the winter months as far as the nutrient rich waters near the mouth of the River Plate. Despite these advances barriers remain that prevent the establishment of an effectively managed and sustainable ISCMPA.

### ***Barriers***

44. Nonetheless, the expansion of protection for coastal-coastal marine biodiversity through an effectively managed and sustainable ISCMPA is constrained by several barriers that this proposal seeks to overcome. These barriers include: a) institutional and governance constraints for integrated management of coastal marine protected areas; b) uneven and deficient operating procedures for the conservation of marine habitats; and c) weak financing mechanisms and insufficient funding capacity for long-term sustainability of an ISCMPA and the CMPAs on the coast of Argentina. A full description of these barriers follows.

#### ***a) Institutional and governance constraints for integrated management of CMPAs***

45. Overlapping mandates between the national and provincial governments have prevented the establishment of effective institutional arrangements for integrated management of CMPAs. Likewise in each province, the CMPAs come under the authority of different government agencies. Each institution has different goals, procedures and staff with different degrees of training, which reduces the adoption of similar approaches and standards and reduces the effectiveness of conservation efforts along the coast (see Table 2).

**Table 2:** CMPA categories and Provincial PA-related legal instruments

Provinces	Institutions and who report to	System	# categories	IUCN compliant	Specific marine Consideration	# CMPAs	Total # staff in areas
Buenos Aires	OPDS	X	7	X	✓	7	15
Río Negro	CODEMA	✓	11	X	X	5	10
Chubut	UST&PA	✓	7	✓	X	8	50
Santa Cruz	CPA-USE	X	4	X	X	17	5
Tierra del Fuego	SE&DS	✓	12	X	✓	3	2
National Parks*	APN	✓	5	✓	✓	3	10

\* Law 22351 (1980) and Decree 2148, 2149 (1990)

Provincial PA-related legal instruments		
Act or Statutory Instrument	Name or Description	Implementing Authority
<b><i>Buenos Aires Province</i></b>		
Provincial Act 10907 of 1990 (amended by Laws 12459, 12905 and 13757)	<ul style="list-style-type: none"> <li>Classifies protected areas as Provincial Parks, Integral Natural Reserves, Natural Reserves of Defined Objects (botanical, faunal, geological, paleontological, protection, scenic, educational, and mixed objectives), Multiple Use Reserves and Wildlife Refuges.</li> <li>Establishes the category of natural monuments, and within these subcategories of "terrestrial" or "marine".</li> </ul>	Provincial Agency for Sustainable Development (OPDS), Directorate of Protected Areas
Regulatory Decree No. 218/94	Regulates the creation and management of protected natural areas in the province as well as the activities and land uses permitted within them	
Provincial Law 12704 (2001)	Introduces the figures of Protected Landscapes and Green Spaces of Provincial Interest	
<b><i>Río Negro Province</i></b>		
Provincial Law 2669 (1993)	<ul style="list-style-type: none"> <li>Regulates the establishment and operation of protected areas in the province of Rio Negro, through the "Provincial Protected Natural Areas System".</li> <li>Protected area categories: Strict Nature Reserve/Wilderness Area, National Park, Natural Monument, Habitat/Species Management Area or Wildlife Sanctuary, Protected Landscape/Seascape, Managed Resource Protected Area, Artificially Generated Environments, Multiple Use Reserve, Biosphere Reserve and World Heritage Site.</li> </ul>	General Secretariat of the Provincial Government, Council of Ecology and Environment (CODEMA)
<b><i>Chubut Province</i></b>		
Provincial Law 4617 (2000)	<ul style="list-style-type: none"> <li>Creates the Provincial System of Protected Natural Areas of Chubut.</li> <li>Protected area categories: Strict Nature Reserve, Wilderness Area, National Park, Natural Monument, Habitat/Species Management Area, Protected Landscape and Protected Seascape, and Managed Resource Protected Area.</li> </ul>	Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas (UST&PA)
Provincial laws 4217 (1996) and 4617 (2000), and Provincial Decree 1490/99	Introduces the categories of Wildlife Refuge and Rural Custodian, which are important to private protected areas.	
<b><i>Santa Cruz Province</i></b>		
Provincial Law 786 (1972)	<ul style="list-style-type: none"> <li>Regulates protected areas within the province.</li> <li>Protected area categories: Provincial Parks, Monuments and Natural Reserves.</li> </ul>	Council for Provincial Agriculture (CPA),
Provincial Law	Adds the category Provincial Areas of Biological, Cultural and	

2210 (1991)	Natural Interest.	Under Secretariat for Environment
<b><i>Tierra del Fuego, Antártida e Islas del Atlántico Sur Province</i></b>		
Law 272, of 1996	<ul style="list-style-type: none"> <li>– Creates and regulates the Provincial Natural Protected Areas System and assigns implementing authority responsibility to the Directorate of Biodiversity and Protected Areas.</li> <li>– Several categories (12) are established according to the objectives, administration and management of protected areas. This is the only province that expressly includes marine protected areas as sub-categories of Natural Coastal Reserves and Natural Marine Reserves, included in Multiple Use Reserves.</li> </ul>	Secretariat for Environment and Sustainable Development (SE&SD)

46. Though there are recent initiatives (some under implementation), that include among their objectives, the integration of efforts between jurisdictions with responsibilities over the management of coastal biodiversity, these are incipient and/or limited in scope. For example, national and provincial governments, through the Federal Council on the Environment (COFEMA), have outlined a policy on integration of protected areas, which has led to the formal creation of the “Federal System of Protected Areas” (SiFAP) for all protected areas of Argentina. Although the vast majority are terrestrial, coastal-marine protected areas are also included. However the support necessary for their implementation of this policy has not been sustained and the SiFAP as such is yet to be implemented.

47. Further, the corporate sector has not yet been involved other than brief contacts in the discussion of sustained efforts to integrate the various jurisdictional CMPAs in a single system. In recent years some private initiatives in tourism that link high quality wildlife tourism with biodiversity conservation (and conservation of specific protected areas in particular), have been tried. Examples of joint activities with the tourist industry were piloted with FPN and previous GEF support and include the “Sentir Valdes” and “Onashaga Commitment” initiatives. While these indicate there is potential to increase private sector participation in PA management, they are still limited in scope and need up-scaling through a systemic framework.

48. In summary, these barriers have restricted: i) the successful integration of conservation efforts between provincial and national authorities responsible for CMPAs, ii) coordination between national and provincial authorities in relation to control and regulation of the use of marine resources, and iii) joint efforts and system wide approaches for sector involvement in PA management and funding.

*b) Uneven and deficient operating procedures for the conservation of marine habitats*

49. The fact that the Argentine coastal-marine ecosystem has a federal administration, and its territorial waters correspond to 5 provinces and the Nation, is a challenge in terms of the integration of operational structures and standards for the conservation of the ecosystem. In many cases, CMPAs were created without an ecosystem approach. Most existing CMPAs are insufficiently large, especially at sea, leaving key feeding areas and migratory routes of many species without protection.

50. There are disparities between jurisdictions on key aspects such as category management, conservation objectives and restrictions of use as summarized in Table 3. Also, the fishing, oil and tourism sectors have not yet mainstreamed the conservation of marine biodiversity into their operations. Finally, there are no uniform operating standards among jurisdictions for the regulation of economic activities in coastal areas that apply to the CMPAs.

**Table 3:** CMPAs restrictions of use

Restrictions of use				
Provinces	Fishing	Mining (include petroleum)	Farming	Tourism
Buenos Aires	✓	✓	✓	
Río Negro		✓	✓	
Chubut		✓		✓
Santa Cruz		✓		✓
Tierra del Fuego		✓		✓
National Parks	✓	✓	✓	✓

51. Based on scientific information on marine biodiversity distribution of global significance<sup>25</sup>, an analysis was carried out during the preparation phase of this project to evaluate the degree to which existing CMPAs protect top predators in the project area. It was estimated that only a very small portion of the feeding areas at sea of seabirds and marine mammals are included in the existing CMPAs. In the case of the Magellanic Penguin, which is widely distributed along the coast, and moves over large areas for feeding and migration, it is estimated that the protected portion of its main feeding area is practically non-existent, since the few marine protected areas that adjoin breeding colonies only include shallow waters, whereas penguins forage far offshore. In the case of the South American Sea Lion and Imperial Cormorant, both of which feed in areas close to the coast, it is estimated that only 5% of their feeding areas are protected. The “Franciscana” or “Del Plata River Dolphin” (*Pontoporia blainvillei*) is restricted to estuaries and coastal waters in Argentina, mainly off the province of Buenos Aires. It is estimated that only 3% of its feeding areas are protected. It is estimated that these latter values will increase to at least 50% as a result of this project, and at least 10% of the feeding and migration areas of Magellanic penguins will be protected.

52. Only in a few cases have environmental authorities in each province stipulated a management category for CMPAs in line with the proposed IUCN standards. Most sites have management categories and names that are only used in those jurisdictions further limiting the possibility of the integrated management of CMPAs.

53. As growth of the main economic activities along much of the southernmost part of the coast of Argentina (petroleum, fisheries, and tourism) continues, the main threats to marine life will increase, and so will the problems derived from navigation and increased maritime transport. Despite zoning efforts that restrict certain activities in key ecological areas, the establishment of special management marine sites and corridors with an ecological criterion, between coastal and oceanic waters, is still pending. Without a more comprehensive system and clear operational guidelines there will be an increased number of penguins affected by chronic oil spills, and there will be more records of collisions of ships with Southern Right Whales (*Eubalaena australis*). The number of Southern Elephant Seals (*Mirounga leonina*) with injuries from fishing gear debris, and the incidental capture of turtles will increase and continue to be a major concern. It is expected that the number of dead dolphins caught in fishing nets will increase if large-scale pelagic fishing targeting Anchovy (*Engraulis anchoita*) is developed further. Populations of indicator key species could experience a decrease, especially the Magellanic Penguin (*Spheniscus magellanicus*), which is exposed to the risk of oil pollution during migration to and from its wintering areas in temperate waters.

54. Finally, there is a need to strengthen the capacities of agencies and people in charge of planning, decision making and management of CMPAs in national and provincial governments, the private sector and local communities. Although over the last ten years staff working for CMPAs received training in

<sup>25</sup> Falabella V y col. (Ed.). 2009. Atlas of the Patagonian Sea. Species and spaces. Wildlife Conservation Society and BirdLife International.

conservation, management, and environmental education through a GEF-UNDP Project and other initiatives that followed, there has been no specific training on integrated overall systems planning and management of coastal marine protected areas.

*c) Weak financing mechanisms and insufficient funding capacity for long-term sustainability of an ISCMPA and the CMPAs on the coast of Argentina*

55. Revenue generation mechanisms and management costs of existing CMPAs vary in the different provinces, making it difficult to maintain effective management over time that is more uniform among CMPAs. Furthermore, different jurisdictions have unequal capacities to provide their protected areas with the necessary financial resources to cover operational costs, and in many cases, budgets are insufficient. Similarly, mechanisms for involving the private sector in the financing of protected areas vary between provinces, and are generally underdeveloped.

56. The total annual government budget provided for CMPAs management in Patagonia was estimated during the preparation phase of this Project at approximately 3 million USD, distributed between national and provincial funds. The national portion amounts to 729,200 US\$ (25 % of the estimated total), with financing for two national CMPAs (Monte León and Tierra del Fuego National Parks). However, these funds are not sufficient to cover all of the financing needs for basic CMPAs management (operational and investments) and currently CMPAs are operating with an annual financing gap of 11.7 million USD.

57. Of the total 43 CMPAs in the project action area, only 11 charge visitor entrance fees, most of which differ in terms of amount, criteria and form of recovery of funds between administrations (different provinces and APN). Only these 11 areas maintain a record of the number of visitors they receive per year, which in 2008 reached nearly 900,000 persons. The total income for entrance fees for that year was 13 million Argentinean pesos (3,462,426 US\$)<sup>26</sup>. The areas with the highest revenues were: Península Valdés (Chubut) with \$Arg 5,341,472 (1,405,650 US\$), Tierra del Fuego National Park with \$Arg 4,833,478 (1,271,968 US\$), and Punta Tombo (Chubut) with \$Arg 2,027,712 (533,608 US\$), representing 94% of the total revenue. Although important, these levels of visitor entrance fees should be increased and a fee-leveling system should be implemented so that all CMPAs can benefit. It is estimated that a well-managed visitor entrance fee system could cover 30% of a CMPAs management costs, an important contribution to self-sustainability.

58. Alternative CMPAs financing strategies have also been implemented. For example, for the first of the abovementioned areas, a co-management body or the “Administración Península Valdés” was created by provincial law, to function as an independent non-governmental public entity, with recognized legal status, for the direct management and administration of the protected area, within the limitations of the existing procedures. Currently, this body re-invests 70% of revenue and 30% is used to finance the “Provincial System of Protected Areas of Chubut”. However, re-investment mechanisms are lacking in most areas. In the province of Chubut, funds have been raised, aside from revenue from visitor entrance fees (in addition to the Peninsula Valdés and Punta Tombo CMPAs), for a total of \$Arg 796,600 during 2008 (209,632 US\$) including whale watching rates, entry of vehicles, filming rights, binocular rental fees, and permits for tourist guides. In the Tierra del Fuego National Park, revenue generated from concessions (i.e. food suppliers, camping, public transport, and tourist railways) amounted to \$Arg 883,300 (232,447 US\$). Similar revenue generation sources need to be implemented for a wider number of CMPAs.

59. Efforts and mechanisms to involve private sectors in conservation financing also varies among provinces as well the levels of involvement between sectors. These mechanisms include royalties from the fisheries industry and private funds from oil companies, but with limited and uncertain resources assigned to CMPA management. Oil companies operating on the Patagonian coast have provided some

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<sup>26</sup> Rate 1 US\$ = 3.80 \$Arg.

funding and infrastructure for the remediation of marine pollution (helping with oil pollution incidents in Cabo Vírgenes in 2005 and Caleta Córdova in 2007). These companies have cooperated with NGOs in providing small grants to support environmental education initiatives in coastal areas. However, joint efforts with this sector that could result in increased funding to sustain CMPAs, must be broadened and expanded significantly and must include a more active role by the provincial governments as coordinating entities since these sectorial activities have coast-wide impact.

### *Stakeholder analysis*

60. During the preparatory phase of this project a “Project Steering Committee” was created and consolidated, integrated by ministerial-level representatives of relevant government institutions<sup>27</sup>, belonging to the five coastal provinces and the national government. The structure of this committee is inter-jurisdictional and represents a consolidated institutional basis for the construction of the ISCMPA (see Table 4).

61. Three full workshops were held by the Project Steering Committee during the second semester of 2009 to address the development of the project. A consensus was achieved whereby the representatives ratified the Project initiative, agreed on a common vision about the need to integrate all CMPAs into a system along the lines proposed (ISCMPA), and agreed to strengthen the management of the country’s CMPAs (see Acts of the Workshop Sessions, in Annex 8.5). The Steering Committee will maintain a bridging role between the Project and the various government agencies in each jurisdiction responsible for sectorial policies related to the coast (protected area management, tourism, fisheries, and hydrocarbons, amongst others). The project will work with this Committee to develop a financial strategy for the coastal marine protected area system as a whole.

62. The private sector (represented by individual companies and business associations) will have an important role in two Project components: i) they will be invited to build consensus on the true value of pilot CMPAs in terms of biodiversity, the diagnosis of threats and the identification of mitigation measures to counter them, and ii) promote business leadership for adopting and implementing new financing mechanisms for protected areas.

63. The Project will maintain frequent contacts with academic and research institutions that address coastal and marine issues and, when necessary, advice will be requested for the design of local conservation strategies in the pilot sites (and other CMPAs). At the same time, the Project will develop agreements to optimize methods used for measuring indicators that monitor progress as well as point to adaptive adjustments in project actions where necessary.

64. The various NGOs that are active in the Project area represent an opportunity to consolidate and increase the potential impact of the ISCMPA in the various sectors of the community. There are over 15 NGOs involved in the Argentine coastal-marine area, representing a large number of people, with many years of experience in the region. Some of these NGOs have formed regional networks to integrate their efforts, in which FPN is an active member. Some of these NGOs (and their networks) will contribute to the results of the Project, implementing the guidelines and standards of the ISCMPA in the private protected areas that they are responsible for.

65. The Project will work actively to involve municipalities (local level), community organizations and key individuals, to promote the strengthening of the pilot CMPAs. The project will involve these stakeholders in the development of action plans at each site, the strengthening of protected area financing and administration, the mitigation of threats, and environmental education.

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<sup>27</sup> Ministry of Foreign Affairs, International Trade and Religions of Argentina, Secretariat of Environment and Sustainable Development of Argentina, Secretariat of Tourism, National Parks Administration, Secretariat of Fishing of Argentina, Ministry of Environment and Sustainable Development of the Province of Chubut, Provincial Agency of Sustainable Development of Buenos Aires Province, Under Secretariat of Environment and Natural Resources of the Province of Santa Cruz, Secretariat of Natural Resources of the Province of Tierra del Fuego, Antarctic and South Atlantic Islands, Ecology and Environment Council of the Province of Río Negro.

66. Mention should be made of some of the most relevant non-governmental non-profit conservation organizations, both domestic and international, that have been instrumental in creating both the CMPAs as well as contributing to capacity building the improvement of management, such as the Wildlife Conservation Society (WCS), Fundación Patagonia Natural (FPN), Fundación Vida Silvestre Argentina (FVSA / WWF), Aves Argentinas (AA / Birdlife), Habitat Foundation and Development (FH & D), Sea World, Inalafken Foundation, Southern Environmental Association, Cethus Foundation, among others.

67. Similarly, in the private sector, mention should be made of some companies that have offered their support for conservation in the Project Area, and with whom it will be feasible to establish sustainable use and conservation agreements. These include Pan American Energy, Oxy Petroleum, Total Austral, Sipetrol (oil sector), Alpesca (fisheries sector), La Anónima (local supermarket chain), Minera Cerro Vanguardia (mining sector) and Aluar (industrial sector).

**Table 4.** Summary of key stakeholders

Stakeholder	Institutional Jurisdictions / Responsibilities
UNDP Argentina	Contributes to human development, the establishment of sustainable patterns of production and consumption, and the eradication of poverty, within a context of institutional democracy and legitimate and responsible government. Provides technical assistance to national projects and priorities. Mobilize and administrates funds entrusted by beneficiary countries.
FPN	NGO founded in 1989 with the purpose of promoting the perpetuity of flora and fauna in Patagonia, protecting the environment and promoting responsible management of resources and ecosystems in the region. Proven capacity for project management and the facilitation of participation processes.
<b>National Government</b>	
MRECIyC – MFA Ministry of Foreign Affairs, General Directorate of Environmental Affairs Secretariat for International Coordination and Cooperation Directorate of International Cooperation Projects.	Functions include the programming of objectives and planning activities, which involve meetings, congresses and conferences at an international level, and the participation in international events, organizations and agreements in which Argentina participates. Participates in the design of policy and courses of action to be followed in terms of international cooperation. Controls the implementation of international cooperation procedures and financing alternatives. Responsible for monitoring progress of all international cooperation projects. <b>Project Steering Committee Member.</b>
Secretariat of Tourism of Argentina.	Responsible for the strategic plan and framework for tourism at the national level. Defines tourism policies at a national level. The National Parks Administration reports to this secretariat. <b>Project Steering Committee Member</b>
National Parks Administration	Plans and executes, at a national and international level, conservation of biological and cultural diversity in the protected areas under national jurisdiction. <b>Project Steering Committee Member</b>
Secretariat of Environment and Sustainable Development	Responsible for the design and implementation of national policies related to the rational use of natural resources, biodiversity conservation, development and implementation of policies for social, economic and ecological sustainability. Participates in environmental strategies at in-country regional level. <b>Project Steering Committee Member</b>
Ministry of Agriculture, Livestock, Fisheries and Food of Argentina -	Administrates fishing at the national level. Promotes the maximum development possible that is consistent with the rational use of fishing

MAGPyA Under Secretariat for Fisheries and Aquaculture / National Directorate for Fishing Coordination.	resources. Responsible for the long-term conservation of living aquatic resources, overseeing the development of environmentally responsible industrial processes. Chairs the Federal Fisheries Council. <b>Project Steering Committee Member</b>
Federal Fisheries Council (CFP).	Created by Law 24922. Establishes national policies for fisheries and fishing resource research. Approves commercial and experimental fishing permits under national jurisdiction. Plans fishing development. Establishes the co-participation conditions for the National Fishing fund. <b>Project Steering Committee Member</b>
Federal Council of Education.	Coordinates countrywide jurisdictions on cultural development: plans, coordinates, advises and determines all aspects pertaining to the National Education Policy.
<b>Government of Buenos Aires province</b>	
Provincial Agency for Sustainable Development (OPDS), Directorate of Protected Areas Directorate of Fishing  Secretariat of Tourism General Directorate of Culture and Education	Responsible for Protected Areas in the province of Buenos Aires. Administrates fishing within the provincial jurisdiction. <b>Project Steering Committee Member</b> Promotes maximum development possible consistent with the rational use of fishery resources. Member of the Federal Fisheries Council. Establishes strategies for the promotion of tourism. Establishes and implements educational policies for the province.
<b>Government of Rio Negro province</b>	
General Secretariat of the Provincial Government Council of Ecology and Environment (CODEMA).  Ministry of Tourism  Directorate for Fishing  Ministry of Education	Responsible for protected areas in the province. Implements environmental conservation policies. Monitors potentially contaminating private activities. Responsible for EIAs. <b>Project Steering Committee Member</b> Enforces tourism policies. Promotes tourism in the province. Has jurisdiction over protected areas that include tourist attractions. Administrates fishing in provincial jurisdiction. Promotes maximum development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council. Establishes and implements educational policies for the province
<b>Government of Chubut province</b>	
Ministry of Environment and Sustainable Development  Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas Secretariat for Fishing  Ministry of Education	Defines and implements policy and environmental management in the province. <b>Project Steering Committee Member</b> Promotes the development of tourism in the province and administrates the Provincial System of Natural Protected Areas.  Administrates fishing in provincial jurisdiction. Promotes maximum development possible consistent with the rational use of fishery resources. Member of the Federal Fisheries Council. Formulates and implements education policies for the province.
<b>Government of Santa Cruz province</b>	
Chief Cabinet Minister / Under Secretariat for Environment  Council for Provincial Agriculture Under Secretariat for Fishing  Ministry of Production, Secretariat for Tourism  Provincial Council for Education	Environmental authority. Responsible for the application of EIA. <b>Project Steering Committee Member</b>  Responsible for protected areas in the province. Administrates fishing in provincial jurisdiction. Promotes maximum development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council. Responsible for provincial tourism policy, planning, management and negotiation for a balanced, integrated and sustainable development of tourism. Formulates and implements education policies for the province.

<b><i>Government of Tierra del Fuego, Antártida e Islas del Atlántico Sur province</i></b>	
Secretariat for Environment and Sustainable Development  Directorate for Fisheries and Aquaculture  Tierra del Fuego Tourism Institute Ministry of Education	Responsible for natural resource policies, protected areas and environmental conservation. <b>Project Steering Committee Member</b> Administrates fishing in province. Promotes maximum possible development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council. Implementing authority for tourism. Formulates and implements education policies for the province
<b><i>Municipal Governments</i></b>	
28 coastal municipalities of the provinces of Buenos Aires, Río Negro, Chubut, Santa Cruz and Tierra del Fuego, Argentine Antarctic and South Sea Islands	Management of local municipal issues related to sustainable development and environmental protection. Generation of municipal level public policies.
<b><i>Academic Institutions</i></b>	
National Universities: Univ. Buenos Aires, Univ. of La Plata, Univ. of Mar del Plata, Univ. of Comahue, Univ. of Patagonia, Univ. of Patagonia Austral.	Contribute to processes of cultural, social and economic development of the region. Organization of academic and research activities; publications.
Centers for research and development: Coastal Resources Center (CERC Bs. As.); Institute of Marine Biology and Fishing (IBMP Río Negro); Patagonian National Center (CENPAT) and Austral Center for Scientific Research (CADIC) of the National Counsel for Science and Technology (CONICET).	Spheres for scientific and technological development research. Training of researchers and technicians. Articulation of cooperation with government sectors, NGOs, universities, production and service sectors of the region. Established relationships with national and foreign institutions, international organizations, and entities related to production.
<b><i>Regional Organizations</i></b>	
Patagonian Parliament  Official Regional Agency for Tourism Patagonia	Non-binding multi-provincial advisory body integrated by legislators of the Patagonian provinces that meet regularly to work on issues of regional interest. Promotes and coordinates official and private recreational tourism.
<b><i>NGOs</i></b>	
International organizations: WCS, WWF, BirdLife, Foro de ONGs para la Conservación del Mar Patagónico, Recopades, Avina, Red RHAPM, Red MCI-EcoCostas, UICN, Red GESTCON National organizations: FVSA, Aves Argentinas, FARN, FHuD, Aquamarina, Mundo Marino, Museo del Mar, Procostas, Inalafquen, WEF, Ecocentro, Ambiente Sur, Centro Fueguino para el Desarrollo Sustentable, Fundación Habitat y Desarrollo	Conservation of biological diversity and natural resources. Promotion of sustainable development; the creation of natural protected areas; sustainable economies and markets, clean energy, human welfare, the elimination of poverty, monitoring of climatic change and participation in processes of adaptive management. Promotion of joint initiatives for conservation between the State and the private sector. Education and awareness building concerning environmental issues.
Chambers of commerce, tourism: Argentine Chamber of Tourism, Travel and Tourism Agents Association,	Community organizations that bring together businesses within specific sectors to better represent their combined interests. Bodies representing Argentine travel agencies and the tourism companies that seek to

associations of national and local fisheries	contribute to the protection of the environment, indigenous populations, and cultural identity, while at the same time monitor, control and train their member companies and organizations.
Production sector companies: Tourism, Fishing, Oil and Gas, amongst others.	Private businesses established in the coastal-marine area that are economically viable.

### ***Lessons learned***

68. The Project builds upon lessons learned during the implementation of two GEF funded projects on the coast of Patagonia designed to develop and implement sustainable Coastal Zone Management Planning practices and processes for the protection of biodiversity and specifically the strengthening of Protected Area Management, implemented by FPN. Amongst the most important lessons derived from these experiences are: (i) The value of effective community participation in the design and implementation of management practices that impose limits on resources use for the common good; (ii) The value of teaming governmental agencies with non-governmental organizations to address biodiversity challenges and to develop solutions. Governments naturally have responsibility over the management of protected areas. FPN has proven itself to be very effective at developing community participation in resources-use planning and at providing continuity to projects and processes over time; and (iii) The importance of gathering and sharing knowledge and information across the board on biodiversity as key to effective management. The gathering of baseline data and the development of data series on biodiversity is essential for management decision-making and for monitoring and evaluating the process.

69. Evaluations made during previous projects indicated the need for further investment in capacity building and technical assistance in strengthening of coastal marine protected areas in Argentina particularly related to marine protection and ecosystem approaches. Capacities must be built and strengthened both in the government and private sectors for CMPA management. New options for establishing protected areas in coastal marine environments must be explored including co-administration of areas, private protected areas, concessions etc. that will ensure the protection of biodiversity. Because of the steady increase in population on the coast of Argentina there is a continued need to provide education and awareness building concerning the need to protect biodiversity on the coast as key to the livelihoods of coastal inhabitants. Greater involvement of private businesses in the coastal region is needed to ensure the sustainability of coastal resource use, especially from the oil industry, the fisheries and tourism.

70. The Project will continue to gather and share lessons learned during implementation, to be exchanged with other projects and initiatives, for example the World Bank “Rural Corridors and Biodiversity Conservation project”, implemented by the National Parks Service of Argentina, that also includes one coastal marine protected area (see *Collaborative arrangements with related project* in Sec. 5).

## **2. STRATEGY**

71. The Project seeks to circumvent the barriers that prevent the establishment of a system of CMPAs that envisages conservation of biodiversity as a whole for the entire coastal-marine ecosystem of Argentina. Specifically, the project will: a) facilitate the creation of an ISCMPA that will bring together national and provincial authorities to coordinate the management of CMPAs, and establish agreements and commitments with the productive sectors; b) increase the number and size of CMPAs pilot cases, based on the ecological role of these areas in providing immediate benefits to biodiversity, and adopt proven operational and financial approaches directly at these sites, and c) develop a coordinated strategy with governments and private sectors to increase funding so as to make the ISCMPA sustainable and effectively manage CMPAs.

72. To address the first barrier the project will develop a formal governance framework for the ISCMPA that will include institutional mandates, cohesive jurisdictional policies, principles for

strengthening the management capabilities of national and provincial authorities and guidelines for links with sectorial planning. Coordination mechanisms would also be developed for nesting this ISCMPA within the SiFAP framework. The establishment of an Inter-jurisdictional Agreement between the national government and the 5 provincial governments for the ISCMPA governance will build on a recent experience that led to the signing of an Inter-jurisdictional Treaty between the national government and the Chubut Provincial government for the creation of the Patagonia Austral Inter-jurisdictional Coastal Marine Park. The project will also provide training to government officials (decision-makers, planners, and managers) for the effective implementation of the new policies and procedures of the ISCMPA and will maintain the public and key private sectors involved in the developments and agreements reached regarding the ISCMPA.

73. To address the second barrier, the Project will focus on creating new protected areas and expanding existing ones out to sea and improving management effectiveness of at least 4 pilot sites selected from the current CMPAs (see Annex 8.4). In addition, it will determine the new boundaries, areas and management plans using an ecosystem approach. It will work with the key private sector stakeholders (fishing, tourism, oil industry, etc.) to define the ecosystem conservation strategies that will reduce threats to these pilot areas. In doing so it will define and implement guidelines and standards (best practices) in the selected CMPAs, specifically oriented towards minimizing the negative impact of fisheries, oil industry, shipping and tourism thereby increasing management effectiveness and providing inputs for the development of guidelines for links between CMPAs and sectorial planning (under Outcome 1). Furthermore, it will review and approve the consistent management categories for CMPAs in all jurisdictions, and will develop and propose strategies to extend CMPA areas to include feeding areas for marine birds and mammals at sea. It will also develop a monitoring system to assess improvements in management effectiveness of CMPAs and threat reduction. It will strengthen the proficiency of government officials, private sector and community members in the management of CMPAs.

74. To overcome the third barrier, actions will be carried out to achieve at least the minimum budget required for CMPAs. The project will promote improvements in systems for sourcing of funds that include: i) charging of tiered entrance fees, ii) an assessment of ecosystem services and payment by users, iii) implementation of financing mechanisms from tourism to natural reserves, iv) a framework for the creation of a "contingency fund and integrated conservation", designed and agreed upon with oil and gas companies. These improvements will help develop a financing strategy for the ISCMPA to be created and the selected CMPAs, and special emphasis will be made to train staff in the selected CMPAs and the relevant provincial institutions in financial planning and financial management. Moreover, since many CMPAs will always require government subsidies, the project will increase community awareness about the importance of allocating public resources to these areas.

## **2.1 PROJECT RATIONALE AND POLICY CONFORMITY**

75. The project will promote the expansion of CMPAs in habitats that are demonstrably key to protecting biodiversity at an ecosystems scale. The project will also help create a system to coordinate the management of these areas between the different existing government jurisdictions in Argentina in keeping with this broad scale approach, and will assist the development of the necessary institutional framework and build the necessary capacity among the relevant stakeholders to support this system. Accordingly, the project will address the Strategic Objective 1 for Biodiversity that seeks to Catalyze sustainability of protected area systems. More specifically, the project will contribute to Strategic Program 2: Increase Representation of Effectively Managed Marine Protected Areas in Protected Area Systems. As part of the strategy, the project will also address the financial sustainability of CMPAs; therefore, it will also contribute to Strategic Program 1: Sustainable financing of PA systems at the national level. Moreover, this project seeks to adopt the recommendations provided by the Scientific Advisory Committee (STAP) to the GEF Council in its Information Paper (GEF/C.31/10) that include: (1) sufficient and predictable revenue available to support the protected areas management costs (Component 3); (2) include coverage of ecologically viable representative samples of ecosystems (Component 2); and

(3) adequate individual, institutional, and systematic capacity in place to manage protected areas so that they achieve their management objectives (Components 1, 2 and 3). Additionally, the project will provide support to country-level efforts that address the marine ecosystem coverage gap within national level systems by establishing ecological connectivity between protected coastal habitats and unprotected oceanic habitats vital for marine life.

## **2.2 COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS**

76. Argentina ratified the CBD by means of Law 24375, of 1994. This project is consistent with Argentina's General Environmental Law which provides the framework for environmental protection in the country. In agreement with this Law, the project will contribute to the protection of Argentina's marine environments and will pilot compensation mechanisms for potential impacts on marine ecosystems. The project is also consistent with the National Biodiversity Strategy (NBS) of 2003 that establishes the need for a system of protected areas and the creation of new areas in priority sites. In line with the NBS also in 2003 the National Parks Authority along with the Environment and Sustainable Development Secretariat, and the Environmental Federal Council (representing provincial governments) created a Federal Protected Areas System (SiFAP) to coordinate efforts by the national, provincial, and municipal governments, as well as with the civil sector, for the creation and effective management of protected areas. However the SiFAP is still embryonic and Argentina has defined a strategy for strengthening conservation through protected areas that includes two complementary approaches. One will work largely from the federal level to include corridors based mostly on terrestrial systems and GEF support is being sought for this through the World Bank Rural Corridors and Biodiversity Conservation. Given the specific nature of marine and coastal environments and the different actors involved a second approach will focus on CMPA focusing largely on the provincial areas, and incorporating national areas to establish connectivity with a seawards orientation. Once the working framework tailored to these environments is fully established it will be integrated with the broader SiFAP initiative. The project is fully aligned with this strategy and is being developed as a natural progression of the foundations established in earlier projects and in response to a specific request from the provincial governments.

## **2.3 PROJECT OBJECTIVE, OUTCOMES AND OUTPUTS/ACTIVITIES**

77. The **goal** of the project is to conserve the coastal-marine biodiversity of global importance of Argentina. The project **objective** is to develop a framework for an effectively managed and financially sustainable Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) for the conservation and sustainable use of Argentina's coastal marine biodiversity. Project outcomes and outputs are described below.

### **Outcome 1: Governance framework developed for an effective Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors**

*(Total cost: 4,032,000 US\$; GEF 500,000 US\$; Co-financing 3,532,000 US\$).*

78. The project will develop a governance framework for the ISCMPA including institutional mandates, policies of integration among different jurisdictions, principles aimed at strengthening management capacity of national and provincial authorities, and guidelines to establish links with sectorial plans. In addition, coordination mechanisms will be set forth between the ISCMPA and the Federal System of Protected Areas (SiFAP), the latter being the focus of an initiative with wider scope.

79. The establishment of an Inter-jurisdictional Agreement between the national government and the five coastal provinces will be reached on the basis of the recent experience where an Inter-jurisdictional Treaty between the national government and the Chubut provincial government was approved, for the establishment of the Patagonia Austral Inter-jurisdictional Coastal-Marine Park. During the PPG phase of this project the Project Steering Committee unanimously agreed on the establishment of a "CMPA Agency" under the Inter-jurisdictional Agreement mentioned above to assist the process of establishing and implementing the ISCMPA.

80. Guidelines will be established for the administration of the ISCMPA and the review and adjustment of management categories of its constituent CMPAs, following lessons to be learned in the pilot areas (Outcome 2). This will include recommendations to minimize the negative impacts of fisheries, the hydrocarbon industry, and tourism, and to control exotic invasive species.

81. The project will also facilitate training of 60 government officials and technical staff (decision-makers, planners, and CMPA managers) in effective implementation of new policies and procedures for the ISCMPA. In order to ensure transparency as well as support from the community, both private and public sectors will be involved in the process to reach key agreements related to the establishment of the ISCMPA. This involvement will be achieved through the dissemination of information related to the ISCMPA and the project as well as training and workshops which will be open to the public. These training activities will complement community stakeholders' training, aimed at improving local community relations with CMPAs selected as pilot sites (at least 400 persons trained, see Outcome 2).

***Output 1.1. An Inter-jurisdictional Agreement for CMPAs management between the national government and the five provincial governments***

82. The foundations of a governance framework for the ISCMPA will be a political agreement between jurisdictions (national and five provinces), to be fostered by this project, with the aim of setting standards for integration and management of the entire system of CMPAs of Argentina. The text of this "Inter-jurisdictional Agreement" to be established towards the end of the project will encompass the by-laws for the establishment and operation of the ISCMPA. Its formulation will require input from both technical staff as well as government officials.

83. The necessary steps to reach the "Inter-jurisdictional Agreement" (identified during the PPG phase), are the following: i) A meeting during the first year of the project with officials from the national government and the five provincial governments who are appointed as representatives by each jurisdiction to oversee the project; ii) A technical workshop to be held to draft the legal, socio-economic, and ecological aspects of the agreement and that will be developed by incorporating the lessons learnt from the pilot projects in CMPA under Outcome 2 and other relevant project findings; iii) One workshop to be held in each jurisdiction with key stakeholders in order to share information, survey expectations related to the ISCMPA, and draft the text of its by-laws; iv) Communication activities to be carried out on the scope of the future ISCMPA, with the aim of informing the public in each jurisdiction; v) A political workshop in the last year of the project to be held with governmental representatives from each jurisdiction involved, in which the final text of the ISCMPA Agreement will be approved by consensus; vi) An official ceremony will be held, to be attended by high-ranking government authorities from each jurisdiction as well as members of the press, in order to sign the ISCMPA Agreement. At the beginning of the project and while the "Inter-jurisdictional Agreement" is still being established, strong leadership from the Project Steering Committee and the efficient technical support from FPN will be required (refer to Output 1.2).

84. The establishment of the ISCMPA will serve to reinforce and support the SiFAP<sup>28</sup> for the coordination of CMPAs. The SiFAP, which is in its formation phase, encompasses all the Argentine's PAs, most of which are continental. The ISCMPA will feed the SiFAP with information and lessons learned on the coordination and management of CMPAs.

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<sup>28</sup> The Federal System of Protected Areas of Argentina (SiFAP) is comprised by the National Secretariat of Environment and Sustainable Development (SAyDS), the National Parks Administration (APN), and the Federal Environmental Council (COFEMA). The objectives of the SiFAP are to integrate management of protected areas in continental (terrestrial or aquatic) and coastal-marine ecosystems which have precise boundaries and bear some kind of legal protection for the conservation of biodiversity, be they within national or provincial jurisdictions. Qualified authorities may voluntarily inscribe areas into the SiFAP, without losing their jurisdictional authority. (See: <http://www.ambiente.gov.ar/default.asp?IdArticulo=2895> )

***Output 1.2. A CMPA Agency liaises and coordinates ISMPA initiatives***

85. Within the terms of the “Inter-jurisdictional Agreement” a coastal-marine protected areas agency will be formally established as recommended by national and provincial government stakeholders during the PPG phase. The mission of this “CMPA Agency” is to facilitate and provide technical assistance for the implementation ISCMPA. It will work with the various jurisdictions to achieve an integrated, effectively managed system of CMPAs within each specific area of responsibility.

86. Formed initially by the project Steering Committee, the CMPA Agency will eventually be made up by officials from the national and five provincial governments appointed as representatives by each jurisdiction to the ISCMPA. Decisions made by the Agency on the ISCMPA will be binding. FPN will serve as Secretariat of the Agency for the duration of this project. The project Steering Committee will undertake actions needed to legally establish the Agency as a public, non-governmental organization, and will adopt its governing by-laws, procedures, work plans, and internal regulations. The CMPA Agency will have an Advisory Council, to be comprised of experts from the marine, environmental, and social sciences of Argentina and from abroad, in addition to representatives from the SiFAP, the private sector, and civil society. The tasks of the Advisory Council will be to assess input from different CMPA stakeholders and provide technical recommendations on the main lines of action and working priorities. The Executive Team of the Agency will be initially formed by the principal project consultants.

87. The CMPA Agency will assist the ISCMPA in several core work themes, including sustainable use of biodiversity and threat mitigation, monitoring of biodiversity, sustainable financing, governance and public participation, capacity-building and education, communication, legal issues, and wildlife recovery. The CMPA Agency will also provide assistance with planning, monitoring, training, and capacity-building at the local level and the disseminating of technical and outreach information and materials on lessons learned in the pilot sites to all key stakeholders involved in the establishment of the ISCMPA. With regards the strengthening CMPAs that are selected as pilot sites, the project will contract the necessary consultants with the appropriate profile to provide local leadership and training of staff in CMPA management (see Outcome 2).

88. The CMPA Agency will actively seek co-financing funds from different sources, including incremental co-finance funding from the different jurisdictions, in order to fulfill its mission and continue activities for capacity-building and strengthening in each of the jurisdictions. The full budget needs for sustaining the operation of the CMPA Agency will be secured by the end of the Project.

***Output 1.3. Operational guidelines and standards defined for ISCMPA administration and its constituent CMPAs, including guidelines to minimize impacts of the fisheries, oil, transportation, and tourism industries***

89. The Inter-jurisdictional Agreement will establish guidelines for the administration of the ISCMPA and its constituent PAs as well as the functions of the CMPA Agency. These will include the technical criteria (geographical, ecological) as well as principles related to management to be fulfilled by the CMPAs included in the ISCMPA, as the protocols to monitor management effectiveness and the state of biodiversity. These will include inter-jurisdiction coordination mechanisms needed to integrate management of CMPAs; procedures for appointing new sites to become part of the ISCMPA; and admission and exclusion mechanisms for those CMPAs that no longer fulfill the criteria for PAs within the System.

90. Nomination of CMPAs as candidate sites to be included in the emerging ISCMPA will be actively promoted, by means of communication activities to be carried out in pilot sites. In so doing, the project will issue various outreach materials, make presentations on the ISCMPA in several platforms (COFEMA, SiFAP, special meetings in each coastal province, scientific symposia and conferences, among others). The Project will also take advantage of sectorial and business meetings in order to disseminate its messages. During the PPG phase of the project, a workshop was held in which a

“preliminary” selection of 18 CMPAs to be included in the ISCMPA was developed together with officials and technical staff from the five provinces and the federal government (see Annex 8.4).

91. A document containing the main guidelines to minimize the negative impact of fisheries, hydrocarbon industry, maritime transportation, and tourism industry on the CMPAs that are part of the ISCMPA will be developed. The following steps are needed in order to produce these guidelines: (i) compile lessons learned in the pilot sites regarding threat mitigation; (ii) develop recommended “best practices” on the basis of experiences in pilot sites and the current literature; and (iii) validate the report on guidelines for threat reduction through a technical workshop attended by scientists, representatives from the different industries, and stakeholders from the fisheries, oil, and tourism industries, as well as government authorities with jurisdiction over different production sectors. The final report on guidelines for threat reduction, after performing follow-up on its adoption, will be distributed to all CMPAs, to key government officials from each jurisdiction, and to local businesses that depend on maintaining a healthy coastal-marine ecosystem.

92. The creation of a recovery and rehabilitation network for coastal – marine wildlife will be promoted as requested by the authorities of coastal Provinces during the preparatory phase workshops. In the first year of the Project, rules and protocols for this Network will be drafted and agreed. The Network itself will begin operation within the framework of the ISCMPA in the second year of the Project.

93. The recovery and rehabilitation network, promoted by the Project, will be implemented under specific agreements between the different jurisdictions and will include NGOs with expertise in the matter, starting in the first year of the Project. As identified in the preparatory phase, the network will build upon and strengthen initiatives recently begun by the governments in Chubut and Río Negro provinces, as well as the experiences of specialized NGOs. In addition, the foundations of these efforts will encompass the experience gained in the establishment of the “Network for the Conservation, Recovery and Rehabilitation of Marine Turtles of the SW Atlantic” (PRICTMA) with which FPN and the PCZMP GEF project were actively involved.

94. The recovery and rehabilitation network will encourage the adoption of unified procedures, the exchange of knowledge and experiences, and coordinated fundraising efforts that can provide assistance in emergencies affecting coastal wildlife in all CMPAs. A summary of lessons learned will be compiled in a technical report included in the ISCMPA Handbook to be developed during the third year of the Project.

95. Guidelines will also be adopted for integrating the budget of the ISCMPA Agency as well as administrative and financial instructions and procedures for a Conservation and Contingency Fund, which will be created with support from the different jurisdictions and the private sectors as specified in Component 3 of the project’s strategy (see below).

***Output 1.4. Legal instruments developed for clarifying jurisdictions and roles among different levels of government***

96. The CMPA Agency will assist the different jurisdictions in drafting bills and other legal regulations ensuring compatibility of CMPA management with existing legal frameworks. In addition, the legal structure of the emerging ISCMPA and the CMPA Agency will be designed in-line, and supported by existing legal instruments and regulations on coastal management and future federal law under discussion. This will provide long-term support that will ensure the sustainability of the CMPAs

97. Based on assessments of the current legal framework concerning CMPAs conducted as part of the preparation phase activities, national and provincial government officials acting as representatives from each jurisdiction recommended formulating an agenda for implementation activities that focus on the legislative and legal priorities of the project. This agenda will include topics such as ensuring the compatibility of management categories, permitted uses, and use restrictions in the CMPAs; the legal

framework of the emerging ISCMPA and the CMPA Agency; and the promotion of new federal legislation on coastal management.

98. Simultaneously with the development of the overarching framework outlined in Output 1.1 (and depending on opportunities in each province), the project will provide support and guidance to amend provincial key laws and norms required to advance the ISCMPA at local levels including the adjustments of CMPA management categories in each province. As part of this output, existing management categories will homologize with international standards so that all the provinces will have IUCN equivalent categories for their CMPAs by the end of the project. Also through Output 1.3, action would be undertaken to assist provinces in adjusting the management categories of at least 30% of the individual CMPAs.

99. Specific activities dealing with legal issues include the preparation of special technical reports as rationale for new legal instruments; technical meetings in each jurisdiction; and assistance and advice provided to government officials and members of Congress during the preparation of draft bills and other legal instruments.

***Output 1.5. National and provincial government officials and technical staff trained in the new ISCMPA framework (i.e., objectives, roles, responsibilities, and opportunities)***

100. The promotion of local leadership is a key aspect of capacity-building for the conservation of coastal biodiversity<sup>29</sup>. As such, contributing to the motivation, training, and strategic vision of the officers in key positions in the government of each national and provincial jurisdiction is of the highest importance. This specific Product/Output of the project will help to ensure the sustainability of the ISCMPA once the project is completed.

101. Senior and mid-level government officials will participate in management training activities focused on understanding the costs and benefits of establishing the ISCMPA in the country and on its objectives, roles, responsibilities, and opportunities.

102. Experiences and lessons learned will be exchanged with integrated systems of CMPAs from other parts of the world.

103. At least 60 government officials including 30 political positions and 30 technical staff in mid-level positions (approximately five from each jurisdiction) will participate in training activities using current international “state of the art” practices for managing integrated systems of CMPAs, receiving instruction on issues such as: i) ecosystem-based approaches to coastal-marine biodiversity conservation, ii) adaptive management in CMPAs, iii) ecosystem monitoring, iv) assessments of effectiveness and planning, and v) community-based conservation. This skill-building program will be implemented throughout the life of the project.

104. During the second year of the project period, an “ISCMPA Handbook” will be published in electronic and paper formats. The handbook will include, among other topics, the technical and political rationale of the ISCMPA; criteria for the admission of new CMPAs into the ISCMPA; current principles of integrated management of the CMPAs; best practices for CMPAs uses and threats reduction to be implemented.

105. The ISCMPA Handbook will be used as one of the main educational materials in all subsequent training and capacity-building activities.

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<sup>29</sup> Committee on International Capacity Building for the Protection and Sustainable Use of Oceans and Coasts. 2007. Increasing Capacity for Stewardship of Oceans and Coasts: A Priority for the 21st Century. National Research Council, National Academies Press. (See: <http://www.nap.edu/catalog/12043.html>)

***Output 1.6. Key stakeholders, local communities, and production sectors (i.e., fisheries, oil, and tourism) informed of the ISCMPA, its objectives, and institutional structure***

106. The development and implementation of a Communication Plan for the ISCMPA will focus on positioning the CMPAs as key components of Argentina's development and the conservation of its natural heritage. Communication activities will employ different methods and strategies, according to the target audience. As part of the Communication Plan, a corporate branding strategy will be designed for the ISCMPA and for the CMPA Agency.

107. Opportunities will be offered for participation, communication, and training for members of the civil society as well as the private sector, aimed at promoting the need to strengthen CMPA management capacity, and the importance of establishing the ISCMPA. Local stewardship will be encouraged among local citizens that voice concern about the state of coastal biodiversity and that actively seek assistance from the government in the face of concrete threats to CMPAs. These activities will complement the education, training, and communication activities to be implemented at the project's pilot sites (Outcome 2).

108. At the local level, the project will raise awareness regarding the state of the pilot sites and what is being done to conserve them. At the provincial and national levels, the project will seek to raise awareness regarding the need to integrate and coordinate the actions of the different authorities charged with managing CMPAs. In addition, the emerging ISCMPA will be publicly promoted as a key initiative designed to strengthen CMPAs. The project will also assist Argentina in presenting its CMPAs on the international stage as natural sites harboring significant global biodiversity, that are being expanded and strengthened in order to increase ecological representation and management effectiveness, and as places where international visitors can enjoy top-quality wilderness experiences.

109. A core activity within the dissemination of information and training of local communities and production sectors will be the creation of an Information System for the ISCMPA. This system will consist of an Internet portal, a regularly updated database, and GIS covering all of the CMPAs of Argentina. The website will house publicly available files on the ISCMPA and the CMPA it includes, as well as interactive maps and images. The portal will also provide online access to specific reports, legislation, management plans, and news on CMPAs and the biodiversity they contain. Periodically, special documents will be released on paper and in CD format, and distributed by regular mail, especially to key stakeholders in towns and sites near CMPAs with little access to the Internet. Finally, an institutional brand for the ISCMPA Agency and the SIAPCM will be created.

***Outcome 2: Piloting CMPAs incorporates priority marine areas and provides lessons for ISCMPA management agreements***

*(Total cost: 3,205,000 US\$; GEF 700,000 US\$; Co-financing 2,505,000 US\$).*

110. This Outcome will be the result of on-the-ground testing of a variety of governance models and management systems of CMPAs, with experiences extracted and lessons learned compiled, as part of a strategy for developing an effective ISCMPA in a multi-stakeholder environment, with the sharing of responsibilities and management costs among a wide range of institutions, organizations and individuals. The CMPAs selected as pilot sites will allow the testing of innovative legal and political frameworks, and the design and assessment of tools to strengthen management effectiveness. New funding mechanisms will be tried and analyzed; training and education activities will be performed (also mentioned under Outcomes 1 and 3) and lessons learned to be shared at the national, regional and global levels will be produced. Pilot CMPAs are designed to be cost-effective tools for testing methods for strengthening capacities at all levels, while in doing so at the same time providing concrete conservation benefits by increasing protection to marine environments. As carefully documented demonstration processes these pilot sites will contribute lessons that will benefit global conservation.

**Output 2.1. At least four pilot CMPAs are implemented to include marine areas and/or to improve management**

111. During the preparatory phase of the project four (4) areas were selected based on the barriers that need to be overcome for the establishment of an effectively managed and financially sustainable ISCMPA system and that will serve as pilot sites to test the proposed solutions. These pilot sites are: (i) Golfo San Matías special management area, (ii) Punta Tombo Natural Reserve, (iii) Magellan Penguin corridor, and (iv) Burwood Bank (no-fishing area). These areas were originally identified in the PIF and their relevance as pilot sites was validated during the PPG phase and the lessons learnt from these would feed into the larger ISCMPA framework. Information on the pilot sites is summarized in Table 5 (see Annex 8.4).

112. For each of these pilot sites the following will be achieved: i) new boundaries gazetted and management plans developed with ecological criteria for delimiting size and use restrictions; ii) objectives, procedures, and institutional roles defined for CMPA management functions; iii) monitoring and surveillance systems developed for determining CMPA management effectiveness and threat reduction; and iv) finance plans defined with costs and revenue options.

**Table 5:** Selected project pilot sites

<b>Pilot Site</b>	<b>Main issues to be addressed</b>	<b>PA management category (assigned or proposed)</b>	<b>PAs or sites of biodiversity importance where lessons learned could be replicated</b>
Golfo San Matías special management area	<ul style="list-style-type: none"> <li>Expand management area,</li> <li>Build financial sustainability from private sector</li> <li>Benefit sharing of a multi-use PA-fisheries</li> <li>Implement best practices (catch reduction and ecosystem fisheries management plan)</li> </ul>	Managed Resource Protected Area (IUCN Category VI) Proposed	<ul style="list-style-type: none"> <li>Bahía San Blas</li> <li>Isla de los Estados</li> <li>Patagonia Austral Inter-jurisdictional Park (Golfo San Jorge)</li> </ul>
Punta Tombo Natural Reserve	<ul style="list-style-type: none"> <li>Improve financial sustainability</li> <li>Expand marine protection area</li> <li>Develop responsible tourism assays</li> </ul>	Touristic Natural Reserve with Specific Objective - Provincial Protected Natural Area (Proposed IUCN Category II, Provincial Park)	<ul style="list-style-type: none"> <li>Península de Valdés Punta Bermeja</li> <li>Cabo Dos Bahías , Bahía San Antonio</li> </ul>
Magellan Penguin corridor (Proposed)	<ul style="list-style-type: none"> <li>Develop effective inter-jurisdictional governance.</li> <li>Refine inter-jurisdictional agreements to prevent or mitigate the oil threat</li> <li>Strengthen financial sustainability (from private sector: petroleum).</li> </ul>	Managed Resource Protected Area, IUCN Category VI proposed	<ul style="list-style-type: none"> <li>Other relevant faunal corridors in the coastal zone (Canal Beagle, Cabo Vírgenes and mouth of Magallanic Strait, to be proposed as new PAs),</li> </ul>
Burwood Bank (Re categorization proposed)	<ul style="list-style-type: none"> <li>Strengthen institutional and governance structures (re-categorization of the non-fishing zone to incorporate stronger biodiversity conservation goals as “marine reserve”).</li> </ul>	Protected landscape (IUCN Category V) Assigned	<ul style="list-style-type: none"> <li>Costa Atlántica Tierra del Fuego</li> <li>Isla de los Estados</li> </ul>

113. All pilot sites will be areas that are important for global biodiversity. In all of them, capacity-building and strengthening, aimed at achieving significant increases in management effectiveness and long-term viability, should be feasible.

114. During the two initial years of the project, pilot sites will be strengthened in those issues that were detected as top priorities specific to each one. Depending on the special features of each pilot area, activities may include a combination of some of the following: assisting the formulation and approval of management plans; advising on the formulation of drafts for new legal regulations, helping with mitigation and threat avoidance to local biodiversity, or the encouragement of public participation in CMPA management decision processes as normal practice. In all cases, initial assessments will be performed jointly with authorities and local stakeholders, on the degree of present protection (compared to the intended or desired level) of the biodiversity elements scoped as conservation targets. These assessments will help identify agreed priority actions for re-designing or expanding the selected sites, in particular regarding marine habitats that need increased protection to ensure the viability of wildlife populations that inhabit the terrestrial portions of CMPAs. The success of this Product depends on the delivery of the remaining outputs under this outcome, and particularly, on the strengthening of local leadership. Lessons learned in each pilot site will be documented, to be used in the preparation of educational and communication materials.

115. A Workshop on CMPA pilot sites will be convened that will be attended by key stakeholders from each jurisdiction, representatives from a variety of governmental agencies, NGOs and academia. During this workshop, selected pilot sites, planned activities and the implementations agreements will be presented and assessed.

116. If needed, rapid surveys might be undertaken in order to complete the baseline information in each selected pilot site, during the first year of the project the timing of which will be driven by the optimal moment in the season. Of particular importance is the survey of habitat types (littoral, marine and terrestrial) so as to produce digital maps at appropriate scales, and to compile available information on biodiversity, management and current level of funding. Possible effects of climate change at the local level will be also assessed using existing data. All baseline information on pilot sites will be used by the Project consultants to produce one or two desirable scenarios regarding expansion, boundary re-design or zoning of each area.

117. “Participatory workshops” to be attended by community stakeholders will be convened in specific towns and cities relevant to each pilot site, during months six to eight of the first year. Results of these workshops will produce a diagnosis of the environmental, social and economic issues that are of concern to the local communities and that mobilize them. Starting from these diagnoses, it will be possible to elaborate participatory action plans, in which the commitment of certain stakeholders to implement specific actions will be evaluated. These concrete actions might include, among others: legally protected new zones or the expansion of existing ones, the mitigation or avoidance of threats to biodiversity, planning for the integrated management of the area, strengthening of human or financial resources for the site, performing of training and education activities, etc. The participatory nature of each intervention by the Project in each pilot site is a key requirement in order to: 1) minimize the risk of lack of continuity in Governmental policies produced by changes in officers, and 2) build a constituency based on local community buy-in. The commitment of local (municipal) governments, private sector representatives and the civil society in the follow-up and stewardship of the agreed capacity-building actions in each pilot site will be instrumental to the continuity of the ISCMPA.

118. These “participatory workshops” to be held in each selected pilot site, will result in letters of agreement, signed with key stakeholders (depending on each case: national, provincial and local authorities; NGOs, business organizations, companies). In these letters, the corresponding responsibilities, tasks, collaboration commitments, plans, timeframes and operational budgets will be stated.

119. Consultations and meetings with key stakeholders will be performed, to agree on the possible expansion, redesign and zoning of pilot sites. Agreements reached will be summarized in brief technical documents, distributed to authorities and congressmen during the second semester of the Project. Follow-up activities will then be undertaken as required, such as providing technical advice, and modifying or updating proposals.

120. Upon request from the authorities from each jurisdiction, the Project will offer technical advice, coordination and facilitation for the elaboration of management plans and annual operational plans for those pilot CMPAs that still lack them. If appropriate, the agreed proposals on site expansion or boundary re-design will be included in the management plans. Once the completed planning documents are submitted to the authorities, follow-up actions will be undertaken to promote their official approval and enforcement. These activities will take place during years two and three of the Project.

121. In each pilot site, managers will be assisted in the implementation of an efficient monitoring scheme, the indicators of which will be assessed annually. Issues to be monitored will include state of conservation of biodiversity (indicator species and habitats, management effectiveness, and current level of funding). The Project will encourage analyses of the monitoring information, so as to implement adaptive management actions, the effectiveness of which can be periodically assessed and modified if and when needed, in order to gradually enhance protection of biodiversity at the site level.

122. Starting in the second year of the Project, the implementation of sustainable financing plans for pilot sites (prepared and agreed under Outcome 3) will be promoted. These activities include assisting pilot site managers in mobilizing economic resources from different sources, and speeding up procedures and negotiations aimed at obtaining and spending governmental and private funds that are granted.

123. The Project will promote and facilitate the formation of “participatory management committees” for planning management of pilot sites, assist in the develop the applicable legislation, as well as invite local support groups from the civil society to take part in the process. These groups might encompass representatives of municipal governments, NGOs and committed citizens, and will provide ongoing support for the conservation of CMPAs, and contribute to building a sense of community ownership

***Output 2.2. Best practices for mitigation and avoidance of threats to biodiversity in pilot sites identified and implemented***

124. There are several factors, most of them anthropogenic, that threaten coastal and marine biodiversity in CMPAs of Argentina. Without taking into account the yet unknown effects of global warming, the most outstanding threats are chronic pollution from ships; hydrocarbon spills; over-fishing; by-catch of turtles, birds and mammals in fishing gear; fisheries discards; pollution due to urban and industrial development; undesired effects of massive, unregulated tourism; and invasive exotic species. The Project will seek to incorporate the management of CMPAs and conservation of biodiversity as two important issues in the agenda of the private sector, thus avoiding the traditional opposition between the growth of economic activities and conservation of biodiversity. For each threat detected, the Project will promote identification of best practices (including avoidance and mitigation measures) and its adoption and implementation in selected pilot sites by the involved stakeholders.

125. Eventually, almost all the human activities that are developed in coastal marine waters close to the CMPAs, especially those related with navigation, hydrocarbon industry and fisheries, cause incidents with wildlife, such as oil spills in which several hundreds of birds and mammals are affected every year. Although for the most part accidental (most of them on small scale) these incidents are of high concern to local communities, and hence must be mitigated or solved promptly by the nearest conservation initiative (usually, CMPAs are involved in most cases). Strengthening recovery and rehabilitation activities of wild marine animals, in the framework of the ISCMPA, is a valuable part of a cost-effective mitigation strategy, and is also a powerful communication tool for stressing the value of CMPAs (see Outcome 1.3).

126. The approach of the Project regarding threats that might impact very large areas, and hence are difficult to prevent (such as the effects exotic species) will be to share knowledge and adopt experiences from other parts of the world that promote regional mitigation and adaptation strategies (including, for instance, a number of site-scale actions of adaptation to climate change).

127. The Project will promote identification of high-priority threats in each pilot site, taking advantage of the information obtained during the Participatory Workshops (Outcome 2/Output 2.1) and facilitating participatory diagnosis exercises with private sector representatives. Agreements on the main problems affecting the viability of pilot sites will be reached by means of consensus-building techniques, and specific actions will be designed to test the recommended best practices for each problem. Once specific actions to reduce threats are designed, negotiations and follow-up actions will be promoted in order to ensure adoption on the ground. Examples might include actions to reduce frequency of entanglement of seals or by-catch of turtles, birds and mammals in fishing gear being used by fisheries nearby or within the CMPAs, or the avoidance of collisions between ships and cetaceans in the marine portions of the protected sites. Annual monitoring activities mentioned in Outcome/Output 2.1 will assess the effectiveness of interventions, and provide suggestions for changes as needed.

128. During the first year of the Project specific agreements will be signed with private sector representatives and corporate chambers (mainly from the fisheries, tourism and hydrocarbon sectors) in order to promote the adoption of the best practices regarding prevention and mitigation measures, and to plan the necessary training activities. Awareness-raising and training actions will be implemented, aimed specifically at private sector stakeholders that work in areas that influence pilot sites, with the aid of ad-hoc educational and outreach materials produced by the Project. Surveys on the degree of implementation and effectiveness of mitigation practices will be performed starting in the second year of the Project. In the fourth year, a final report will compile lessons learned in order to provide feedback to the involved business sectors and to the community.

129. During the second half of the first year of the Project, a Workshop on Mitigation and Adaptation to Global Climate Change in CMPAs in Argentina will be convened, aimed at sharing knowledge and experiences with experts on the subject, and to draft a document with specific recommendations for a national strategy for CMPAs. The workshop will include a discussion on the threat of invasive exotic species. The target audience will include political levels and technical staff from relevant governmental departments, specialists in global climate change; NGOs, chambers of commerce, the media and members of the public. The main conclusions of the workshop will be included in the ISCMPA Handbook, to be developed as part of Outcome 1.

130. Regardless of being selected as pilot sites<sup>30</sup>, some potential new CMPAs whose creation was being analyzed by the government during preparatory phase could receive technical support from the Project, upon formal request from relevant authorities, and taking into account the need to complement the efforts of other GEF projects being implemented. Output 2.3. Local leaders and educational community members are motivated and trained on the importance of coastal – marine protected areas and involved as stewards of its conservation.

***Output 2.3. Local leaders and educational community members are motivated and trained on the importance of coastal – marine protected areas and involved as stewards of its conservation***

131. Educational materials will be produced, compiling the lessons learned in pilot sites. These materials will include the ISCMPA Handbook (Outcome 1), technical guidebooks for site managers on monitoring and CMPA management; articles on CMPAs and the biodiversity they protect; case studies; and educational guidelines for teachers and school directors.

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<sup>30</sup> These sites include the following: Special management area of San Matías Gulf (Province of Río Negro); the marine expansion of the Punta Tombo Provincial Reserve (Province of Chubut); the Seasonal Corridor to protect the migration routes of the Magellanic penguin<sup>30</sup>; and the Recategorization (as Marine Reserve) of the permanent no-take zone of the Burdwood Bank, in the Southern edge of the Argentine continental shelf.

132. The identification and support of outstanding individuals that will become local leaders concerning CMPAs is a key tool in the strengthening strategy for pilot sites and the long term sustainability of CMPAs as a whole. The Project will meet the training and experience exchange needs of managers of candidate sites to be included in the ISCMPA. Leadership in all sectors involved with CMPAs including NGOs, independent professionals, volunteers, local Governmental officers, school directors, local and provincial-level businesses will be encouraged and acknowledged. By the end of the fourth year of the implementation period, an estimated 400 people will have been identified, involved and empowered, in the areas of management, conservation, education, outreach and sustainable use of CMPAs.

133. Managers from the pilot sites and other CMPAs will be trained in three different ways: on a one-to-one basis using specially tailored courses; “in service” training with the aid of experts; and internships in other CMPAs or organizations. About 25 officers and technical staff will take part in these activities each year, during the four years of the Project. Training will include biodiversity conservation, monitoring and adaptive management, participatory planning of protected areas, sustainable finance planning, recovery and rehabilitation of wildlife and administration and management related to CMPAs.

134. School directors and teachers will be trained on the importance of CMPAs as valuable sites for teaching topics in the current school syllabus, environmental education being one of them. Actions will be developed to raise awareness among teachers on the importance of CMPAs as tools for conservation and wise use of both biodiversity and coastal-marine ecosystems. Training courses and workshops, both in-person and correspondence (with some topics being taught on-line) will be undertaken in different towns of coastal provinces. At least 50 teachers and directors from the different jurisdictions will take part in these activities each year.

135. During the first year, an education “demonstration plot” will be carried out in one CMPA to put in practice specially designed activities on education and awareness-raising for the conservation of key species. A group of local volunteers will be organized and trained for this purpose. Successful activities will be replicated in other sites of the Argentine coast.

136. In order to contribute to the sustainability of the emerging ISCMPA, educational programs will be developed on the importance of CMPAs for the conservation of biodiversity, aimed at schoolchildren of different levels. A number of specific materials (educational documents, technical and outreach reports on the CMPAs and their importance in the future ISCMPA) will be published and distributed.

137. Local communities in towns adjacent to CMPAs that are part of the ISCMPA will benefit from open activities on information and training, carried out by the Project. Beneficiaries will include NGOs, chambers of commerce, labor unions, officers and technical staff from municipal Governments, and other stakeholders from the community. Activities will include training workshops, courses and meetings, chats and round-tables. Issues to be addressed will include Conservation of coastal-marine wildlife; collaborative negotiation, legal mechanisms to enhance access to public information related to CMPAs; mainstreaming protected area management with sustainable economic activities. At least 50 people per year will take part in these activities.

138. The creation of a virtual network of teachers and community members with expertise and interests in CMPAs conservation will be promoted. The network will have an on-line platform to allow the sharing of experiences, and a virtual library. By the end of the fourth year of the Project, the Network will have at least 400 members.

***Output 2.4. Local community members and coastal population informed about project’s activities and outcomes related to pilot and other CMPAs***

139. A communication strategy will be developed containing tools and resources to promote scenarios that allow public participation, stewardship and access to information by key stakeholders and coastal

communities. Production and dissemination of information aimed at different stakeholder groups and at public opinion in general will be an important tool for the financial sustainability of CMPAs.

140. In the short term, the flow of information, by means of different media, has two objectives: involving groups of key stakeholders that are building local capacity for the effective management of CMPAs in Argentina; and accountability to society, by providing relevant information on activities undertaken with public financial resources. In the long term, communication activities will contribute to building a robust governance framework for the ISCMPA, and will reinforce the achievements of environmental education at the community level. The Project will distribute relevant information and messages through different media, including the traditional ones at local, provincial and national levels (radio, newspapers, magazines, TV), the Internet, and personal communication. The initiative will gain visibility and promote consensus and synergy with individuals and groups that will contribute to its development.

141. Four electronic newsletters will be released each year, with news on project activities and of those undertaken by associated organizations. The newsletter will target the media and opinion shapers in the coastal Provinces and at the national level. Newsletters and other press reports will be stored in the on-line library of the Information System of the ISCMPA (see Outcome 1).

142. Communication pieces to be prepared will include lessons learned from case studies, couched in language that is suitable for a varied audience. Each year, at least one discussion on a case study will be produced, in the form of a brief document that will discuss management, conservation and administration of pilot sites. Communication of case studies will emphasize the identification and replication of successful management practices in CMPAs, and will have an educational purpose. They will be used in training activities and made available through the Information System of the ISCMPA (See Outcome 1, Output 1.6.).

143. Special events including workshops, chats and presentations, will allow for dialogue, participation and the establishment of links among stakeholders relevant to CMPAs. Suitable scenarios will be created to increase the impact and sustainability of Project activities. In addition, the ISCMPA will establish an “Effective Management Prize for CMPAs” to be awarded on a bi-annual basis to CMPAs that make significant progress in management practices and conservation.

144. The preparation of different communication materials is key to increased institutional visibility and responsible tourism in the CMPAs included in the ISCMPA. The Project will collaborate in the design and production of specific communication tools for each of the member sites within the ISCMPA, taking into account their specific cultural and environmental contexts.

### **Outcome 3: A financial strategy for a sustainable ISCMPA and its constituent CMPAs**

*(Total cost: 4,370,954 US\$; GEF: 759,954 US\$; Co-financing: 3,611,000 US\$).*

145. The Project will carry out actions aimed at increasing the budgets devoted to CMPAs in each jurisdiction, and giving financial sustainability to the emerging ISCMPA in the long term. Emphasis will be placed in developing plans and tools that decrease the current funding gaps of CMPAs, thus allowing the enhancement of operation standards for each management category. Sustainable finance plans will be agreed with the involved Governments, and will be aimed at raising enough financial resources so as to cover the costs of effective management of CMPAs and of the ISCMPA. They will be based upon balanced financial assessment, and will take into account the possibility of increasing revenue produced by the protected areas on their own, and obtaining additional funds from different external sources that are related to CMPAs in some way.

146. Financial aspects of the ISCMPA will be faced in a systemic, innovative way. An active process of assessment and prioritization of potential funding sources in order to reduce the financial deficits of CMPAs will be undertaken jointly with the involved governments. A jointly-agreed financial strategy will be produced, and the approved revenue-generating mechanisms will be tested on the ground.

147. The Project will contribute to building capacity to achieve financial sustainability of CMPAs. The status of sustainable financing of the emerging ISCMPA will be assessed and monitored using the “UNDP’s Financial Sustainability Scorecard”; income-generating mechanisms that best fit each situation will be identified, and efficiency in the use of funds will be enhanced, thus preparing the foundations for reducing current funding gaps of CMPAs. This process will be reinforced by education and awareness-raising activities, aimed at spreading the message that PAs are public goods, and that their long-term viability depends on the provision of public funds that should be foreseen in the governmental budget.

148. The Project will catalyze a significant increase in the global annual budget for CMPAs from the national and provincial governments, of at least 100 % over the baseline (estimated in about US\$ 3 million per year). It is expected that at least five percent of funds raised for CMPAs management from public and private sources are used to cover operation costs of the ISCMPA, as a result of project actions.

### ***Output 3.1. Revenue-generation schemes piloted***

149. During the preparatory phase of this Project, progress was made with the application of the UNDP-GEF Financial Sustainability Scorecard for National Systems of Protected Areas<sup>31</sup> to the 43 CMPAs (see Sec. 3 FSS). Results show that most of CMPAs of Argentina are not properly funded, with the exceptions of the Monte León and Tierra del Fuego National Parks and the Provincial Reserves of Península Valdés, Punta Tombo (both in Chubut province), and Punta Bermeja (in Río Negro province).

150. Viability of alternative mechanisms for revenue generation will be assessed by means of the analysis of their potential financial flow, in order to increase the potential long-term income of the ISCMPA and their member sites. These analyses will be part of the strategy for the sustainable finance plans for the CMPAs and the ISCMPA.

#### ***1) Visit and service fee system, including fee-leveling and scaling:***

151. The PPG feasibility studies indicate that this as a mechanism that in the short term could provide significant resources and potentially contribute to close the financial gap by 30%, currently at 11.6 million US\$ per year (see Sec. 3 FSS). The following two approaches will be considered:

##### ***1a- Implementation of an effective entrance-fee system for CMPAs***

152. The project will work with administrators and governments (provincial and national) to establish efficient mechanisms for collection of entrance fees to CMPAs. More specifically, the following activities will be developed: i) an entrance fee price valuation taking into account existing fees, types of visitors (i.e., international, national, and local) and the ecological and landscape features of each CMP; ii) an assessment of current and future visiting levels; iii) an evaluation of the feasibility and alternatives for effective fee collection, including contracts with NGOs (as the one currently under implementation in Punta Bermeja, Río Negro Province) or the establishment of decentralized agencies similar to the Administradora de Península Valdés in Chubut Province; iv) an assessment of the needs of training; and options of agencies responsible for each CMPA and v) agreements to develop an entrance fee system in the short term.

##### ***1b- Pilot a unified ticketing system or passes for a group of CMPA within several provinces***

153. Among the mechanisms that were identified during the PPG phase of the Project, and that will be assessed and tested during the execution period of the Project are the following: payment of a single access fee by every person arriving by airplane or cruise-ship intending to visit specific regions such as coastal Patagonia; the establishment of a hotel tax, and a single entrance voucher for all CMPAs (by means of a system of numbered cards).

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<sup>31</sup> Bovarnick A. 2010. Financial Sustainability Scorecard for National Systems of Protected Areas – 2nd. Edit. PNUD, 24pp. (See: [www.undp.org/gef/kmanagement/newpublication.html](http://www.undp.org/gef/kmanagement/newpublication.html)).

154. Benefits from distinct models of entrance fees will be assessed, including differentiated fees for nationals and foreigners, or adjusted to the time a visitor is going to spend in the area. Feasibility of these mechanisms on the ground will be decided starting in the second year of the Project. Examples of the successful implementation of these mechanisms are “Eagle Golden Pass”; “Bonaire National Marine Park” and the “Pact Belize”<sup>32</sup>.

***2) CMPAs’ ecological services to fisheries are valued and payment mechanisms are outlined and tested:***

155. The feasibility of funding mechanisms under the framework of payment for ecosystem services (PES) will be assessed. Among the ideas to be explored is the payment of differential royalties and surcharges to fees for commercial fishing licenses, applied to specific fisheries that might benefit from protection of fish stocks in CMPAs.

156. This mechanism will be designed and agreed in a participative way, in order to encourage the involvement of fishing companies in funding conservation actions. In addition, proposals will be submitted to the administration bodies of federal funds devoted to fisheries research and development in order to secure a percentage of those financial resources for investing in CMPAs conservation activities. Specific assessments in fisheries within or adjacent to pilot CMPAs, and a feasibility analysis of the payment for ecosystem services approach will be undertaken beginning in the second year of the project.

157. Based on consultations with fisheries representatives of government and private parties during the PPG phase of the project, it was concluded that there are two main approaches on how to increase the contributions to CMPAs by this sector. One is to increase the assignment of resources to CMPAs management that the sector already contributes to the Federal Fisheries Fund (FONAPE). The second approach is to pilot specific cases in which the fisheries fund some of the management costs of a CMPA (e.g. the pilot sites in the Golfo San Matías Specially Management Area or the Magellanic Penguin corridor that could be financed in part by private fisheries, see Output 2.1). It is estimated that these two approaches together will close the financial gap by roughly between 5 and 10%.

158. The Project will develop non-traditional forms of Payment for Ecosystem Services that will increase financial support from the fisheries sector for CMPA management. This will be tested at selected pilot sites and will serve as a basis for future mechanisms for cross-subsidizing of CMPAs. The necessary steps include: i) the determining of the actual contribution of a specific CMPA to the fisheries (valuation studies), and ii) the testing of mechanisms for the transparent distribution and use of financial resources. One possible means is through a special fund to be developed by the project; another “site level” option is to apply these resources to directly cover a specific and agreed portion of the actual costs of CMPA management.

***3) Scenic beauty and conservation tourism (national/provincial) tax-related proposal is drafted and allocation mechanisms are agreed upon:***

159. Taking into account that CMPAs are the base of growing tourism activities, the Project will promote the design of fiscal income-generating mechanisms (including procedures to distribute funds raised) by scenic beauty and nature tourism. Other closely-related mechanisms will also be explored from the first year of the Project that takes full advantage of the potential attractions of each area. Examples include royalties currently not being charged in several CMPAs, for instance: fees for intense use of some areas; and the right to use some of the more exclusive or fragile resources (e.g. whale watching, and diving and sailing in certain areas); commercial filming or photography rights; concession rights of facilities for commercial use (food services, souvenirs) within public lands; license fees for tourism companies and guides; merchandising of licensed products; parking or transit fees; sale of bidding condition documents for builders or service providers, among others.

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<sup>32</sup> See: [www.nps.gov/fees\\_passes.htm.bak](http://www.nps.gov/fees_passes.htm.bak) ; [www.bmp.org/history.html](http://www.bmp.org/history.html); [www.belizenet.com/pact/what.html](http://www.belizenet.com/pact/what.html)

160. In some CMPAs, potential new activities by responsible tourism could be explored within the framework of the ISCMPA that take advantage of scenic beauty and wildlife spectacles. These new activities, to be implemented during years two and three of the Project, have potential for generating greater income for some CMPAs, thus helping achieve sustainable financing of these areas. In all cases of new income-generating mechanisms, a clear resource-distribution procedure among the relevant Government areas will be encouraged.

**4) Framework for oil industry CMPA Contingency–Conservation Fund designed and agreed upon with oil companies operating in the LME:**

161. A preliminary design will be developed of the institutional and financial structure of a new Conservation and Contingency Fund for CMPAs that will be analyzed and agreed upon together with the relevant Governments, the corporate sector (oil companies) and NGOs. A potential source for this Fund could be new royalties per oil-barrel produced. Some examples from abroad to be considered are the “Louisiana Oil Spill”, “Alaska Permanent Fund”, “Maryland Oil Disaster Containment”, and the “Clean-Up and Contingency Fund”<sup>33</sup>.

162. The creation of a legal framework for the Conservation and Contingency Fund for CMPAs will be promoted from the first year of the Project execution. The operating mechanism of the Fund will be agreed in meetings and workshops with the relevant stakeholders. The Fund will be managed through a scheme that allows participation of founder and donor sectors, to ensure accountability and efficiency, as well as sustainability. The planned fundraising activities and mechanisms will be implemented during the second year, starting with an initial “seed-funding” contribution from the Project’s budget, and support from different Government levels will be required. In the first stages of the implementation of the Fund, emphasis will be put on building capacity regarding emergency prevention and relief (for instance, for oil spills or other human-induced damage affecting coastal wildlife). This will be achieved by means of contingency-plan preparation; training of officers and technical staff; and the acquisition of equipment, among others. One of the Project pilot areas will be used as a demonstration site for contingency prevention and relief actions. With support from the Project, a specific contingency plan will be drafted and a procedures manual will be produced with the relevant stakeholders (based upon baseline information), educational materials will be issued and training courses will be implemented.

163. In order to sustainably increase resource allocation for CMPAs by at least 100 %, the Project will implement institutional strengthening and capacity-building activities, aimed at National and Provincial Governments that increase the effectiveness of existing CMPA financing methods and build in new funding mechanisms and procedures.

**Output 3.2. A financial strategy and business plan for the emerging ISCMPA and business plans for pilot CMPAs**

164. The Project will define a strategy and a sustainable finance plan to ensure the sustainability of the ISCMPA. This strategy will encompass key elements requiring Government decisions, including: assignation of institutional responsibilities, allocation of funds (including those necessary to cover ISCMPA operation costs), fundraising mechanisms, staffing, financial incentives, and sustainable finance plans. To enable the development of the financial aspects of the ISCMPA, the Project will promote the modification or creation of the relevant legal regulations and policies. The adoption of procedures that provide incentives for the effective and efficient use of available funds within the ISCMPA and pilot CMPAs will be encouraged (for example, criteria for allocation of funds based on the fulfillment of objectives in management plans of CMPAs).

165. An important goal regarding the financial sustainability of CMPAs is the implementation of enhanced financial data-gathering mechanisms within the framework of the ISCMPA. This will be

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<sup>33</sup> See: [www.2.bren.ucsb.edu/~vbroje/oil%20spill%20publications.htm](http://www.2.bren.ucsb.edu/~vbroje/oil%20spill%20publications.htm) ; [www.en.wikipedia.org/wiki/Alaska\\_Permanent\\_Fund](http://www.en.wikipedia.org/wiki/Alaska_Permanent_Fund); [www.loosco.state.la.us/pdf\\_docs/OSPRA\\_2003.pdf](http://www.loosco.state.la.us/pdf_docs/OSPRA_2003.pdf) ; <http://www.mde.maryland.gov/assets/document/factsheets/oilcontrol.pdf>

essential in order to monitor financial sustainability according international standards (for instance, UNDP's Financial Sustainability Scorecard). Data-gathering tools will be first implemented in pilot sites, as a model of what should be a standard in the entire ISCMPA in subsequent years (see Outcome 2).

166. An essential requirement for delivery of this product is the need for updated management plans (and their corresponding annual operation plans) implemented in all pilot sites during the first year of the Project (see Outcome 2).

167. In order to achieve significant improvements in the financial sustainability of all CMPAs, the Project will apply an adaptive strategy, starting with specific actions in the pilot sites, and taking advantage of existing cooperation agreements between FPN, the Provinces and the National Government. Activities aimed at achieving financial sustainability will increase in scale as the Project unfolds, so that by the fourth year, the modifications and/or creation of policies and legal regulations allow for the continuous operation and growth of the ISCMPA. In addition, a special effort will be made to help Governments (by means of training and technical support) optimize fund allocation and use (for instance, compliance with the goals stated in management plans of specific CMPAs).

168. The Project will take advantage of the experience gained with financial issues in pilot sites, to better assess data on income and expenditures in different CMPAs, and further use this information to assist the preparation of sustainable finance plans for each protected area included in the ISCMPA. It is expected that these methods will motivate increased commitment by the Governments to the management of their respective CMPAs, thus promoting the necessary budget increases. At the international level, there are some examples that are being taken into account by the Project: the "Belize Model", "Costa Rica For Ever" and "Amazonia Brazil"<sup>34</sup>.

***Output 3.3. Government officials and technical staff in pilot CMPAs and provincial institutions trained in business plans and financial management***

169. Training programs will focus on issues relevant to challenges in financial management of CMPAs during the XXI Century that have been identified as priorities by key stakeholders during assessments of capacity-building needs. The Project will empower CMPA personnel by increasing their abilities to produce and implement finance and business plans, taking into account that gaps in resource allocation (not only of a budgetary nature, but also of all current capacities) is a barrier to achieving biodiversity conservation objectives.

170. Training activities will include budget execution and exploration of possible sources of income for CMPAs. Regarding budget execution, emphasis will be placed on tools and generating abilities for efficient financial management. Regarding income issues, it is essential to increase awareness and understanding about the potential sources available and mechanisms for revenue generation, so as to empower managers in the design of those combinations of funding sources that are more suitable to meet the needs of each CMPA.

171. Training activities will start in the first year of the Project in selected pilot sites, and will be later expanded to the rest of the areas within the System. In the pilot sites, the Project will provide guidance and support for the development of sustainable finance plans and long-term business plans, as well as for implementing these plans effectively. These activities will serve as models for planners in other CMPAs, and will provide useful lessons for the development of a business plan for the entire ISCMPA. Having acquired the necessary abilities, managers of pilot sites will be better prepared for implementing the fundraising and income-generating mechanisms identified in their business plans. Training activities will include: information on suitable conditions for the use of each financial tool, preconditions and examples of success, abilities and knowledge required in each case, and market features and opportunities.

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<sup>34</sup> See: [www.belizenet.com/pact/what.html](http://www.belizenet.com/pact/what.html)

172. The Project will consider the creation of a knowledge management system (KMS) to enhance experience exchange on development, implementation and monitoring of sustainable finance initiatives for CMPAs.

**Output 3.4. Community informed of the value and importance of the ISCMPA, and forms a constituency for the sustainable financing process**

173. Sustainable funding of CMPAs will be possible once the public is aware of the value and importance of these sites, and understands the need to support activities aimed at raising funds for their conservation. To achieve this, it is essential that the community is kept informed of the achievements of the Project regarding conservation finance.

174. The Project will carry out public campaigns and educational activities aimed at specific audiences (for example teachers or students) on the need to engage the community in providing support to their CMPAs, so as to ensure their effective conservation.

175. Specific activities will be developed in towns and communities located near the areas in the ISCMPA, aimed at promoting citizen awareness and participation. Outreach materials will be produced and distributed, and participatory workshops will be undertaken to provide feedback to local stakeholders on the achievements of the Project and the benefits obtained.

**2.4 PROJECT KEY INDICATORS, RISKS AND ASSUMPTIONS**

176. Project indicators are detailed in the Results Framework, which is included in Section III of this Project Document. A summary of the project’s indicators is provided below (see Table 6). The risks that might prevent the project from being achieved are presented in 3.2. Project Results Framework.

**Table 6.** Indicators at the level of Objective/Outcomes

Objective / Outcome	Indicators	Goal (4 years)
<u>Objective:</u> The framework for an effectively managed and financially sustainable Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) is developed for the conservation and sustainable use of Argentina’s coastal marine biodiversity.	Increase in total coastal-marine area under protection. (Increase in the marine mammals and birds habitat under protection in the coastal-marine zone).	– At least 25,000 km <sup>2</sup> protected by project end (increase in at least 8,854 km <sup>2</sup> ).
	Breeding populations of Magellanic Penguin remain stable or increase in 50% of the penguin colonies in the Argentinean CMPAs.	– At least 1 million pairs nesting in the Argentinean CMPAs by project end
	Change in financial capacity of the ISCMPA in Argentina as measured through the Total Average Score for all CMPAs in the UNDP-GEF Financial Sustainability Scorecard.	– Total score from 50 (or 21.5%) to 96 (or 41.2%)
	Number of CMPAs that achieve sustainable funding needed to meet basic management requirements.	– At least fifteen (15) CMPAs by project end
	Reduction in by-catch and wildlife mortality due to improved fisheries practices in areas surrounding pilot CMPAs.	– Less than 1,000 seabirds dead per season – Less than 50 sea turtles dead per season – Less than 300 dolphins dead per season
<u>Outcome 1:</u> Governance framework developed for an effective Inter-	Existence of an ISCMPA.	– An ISCMPA by project end
	Number of CMPAs within the ISCMPA	– At least twenty (20) CMPAs within the ISCMPA by project end

Objective / Outcome	Indicators	Goal (4 years)
jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors.	Number of CMPAs with annual operating plans approved within the framework of the ISCMPA	– At least ten (10) CMPAs by project end
	Number of national and provincial government officials trained on the new ISCMPA framework	– At least 60 officials trained by project end
	Existence of agreements with the private sectors (tourism, fisheries, and oil) in support of the ISCMPA	– At least three (3) agreements in place by project end (one per sector)
	Increase in the management effectiveness of at least 30 (70%) CMPAs as measured by METT scores	<ul style="list-style-type: none"> <li>– Punta Bermeja: 89%</li> <li>– Caleta de los Loros: 65%</li> <li>– Bahía San Antonio: 69%</li> <li>– Islote Lobos: 47%</li> <li>– Puerto Lobos: 38%</li> <li>– Punta Buenos Aires: 50%</li> <li>– Punta Loma: 70%</li> <li>– Punta Tombo: 71%</li> <li>– Patagonia Austral (G. San Jorge): 66%</li> <li>– Ría de Puerto Deseado: 61%</li> <li>– Estuario Río Gallegos: 45%</li> <li>– Reserva Costera Gallegos: 82%</li> <li>– Cabo Vírgenes: 100%</li> <li>– Costa Atlántica Tierra del Fuego: 59%</li> <li>– Playa Larga: 55%</li> </ul> <p>* Scores for the remaining CMPAs (28) to be determined during the first 6 months of project implementation</p>
<u>Outcome 2:</u> Piloting CMPAs incorporates priority marine areas and provide lessons for ISCMPA management agreements.	Change in level (coverage) of protection of key habitat for coastal and marine mammals and birds.	<u>Feeding areas:</u> <ul style="list-style-type: none"> <li>– Magellanic penguins: 20%</li> <li>– Sea lions: 30%</li> <li>– Imperial cormorants: 30%</li> <li>– La Plata dolphins: 5%</li> </ul> <u>Migration routes:</u> <ul style="list-style-type: none"> <li>– Magellanic penguins: 20%</li> </ul>
	Change in total coastal marine ecosystem representation under protection.	– At least 5% represented in the ISCMPA by project end.
	Number of CMPAs with new boundaries and/or management categories and approved management plans	– At least four (4) by project end
	Reduction of threats to key species measured by: <ul style="list-style-type: none"> <li>• # oiled Magellanic Penguins treated at rehabilitation centers</li> <li>• # Southern Elephant Seals in the colonies of the Península Valdés impacted by fisheries activities.</li> <li>• # of collisions between vessels and Southern Right Whales in breeding areas in the Península Valdés.</li> </ul>	<ul style="list-style-type: none"> <li>– Less than 100 oiled penguins per year by project end</li> <li>– Less than (5) injured animals per year by project end</li> <li>– Less than (5) collisions per year by project end</li> </ul>

Objective / Outcome	Indicators	Goal (4 years)							
	Existence of participatory management plans (PMPs) for CMPAs.	- An additional four (4) PMPs for pilot CMPAs by project end							
	Number of government officials, private sector managers, and community members trained in CMPA management and monitoring.	- 400 (100 per year) by project end							
	Number of awareness programs undertaken to inform the public about CMPA project activities.	- At least four (4) (one for each pilot CMPAs), and one (1) general awareness program by project end							
<b>Outcome 3:</b> A financial strategy for a sustainable ISCMPA and its constituent CMPAs.	Increase in annual budgeting for CMPAs from the national and provincial governments.	- 6,000,000 US\$/year by project end							
	Change in the financial gap to cover basic MPA management costs and investments.	- 5,829,274 US\$ (50% reduction in the gap)							
	Existence of budget for the ISCMPA administration and operation.	- 300,000 US\$/year (5% of budget assigned to CMPAs by the government) by project end							
	Number of officials from pilot CMPAs and provincial institutions trained in business plan development and financial management.	- 100 officials (25/year) by project end							
	Number of members of coastal communities informed of the value and importance of the ISCMPA.	- At least 400,000 persons informed by project end (20% of the coastal population estimated at 2 million)							
	Number of proposals from coastal communities that contribute to the financial sustainability of the ISCMPA and its constituent CMPAs.	- At least five (5) proposals by project end							
	Increase in financial of the ISCMPA in Argentina as measured through the Total Average Score for all CMPAs in the UNDP Financial Scorecard.	- 5,829,274 US\$ (50% reduction) <table border="1"> <thead> <tr> <th>Scorecard</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Component 1</td> <td>50 (50.0%)</td> </tr> <tr> <td>Component 2</td> <td>20 (32.8%)</td> </tr> <tr> <td>Component 3</td> <td>26 (36.6%)</td> </tr> </tbody> </table>	Scorecard	Target	Component 1	50 (50.0%)	Component 2	20 (32.8%)	Component 3
Scorecard	Target								
Component 1	50 (50.0%)								
Component 2	20 (32.8%)								
Component 3	26 (36.6%)								

## 2.5 FINANCIAL MODALITY

177. This project will fund activities directed at expanding protection and ensuring the conservation of biodiversity of global significance through the development of a framework for an effectively managed and financially sustainable Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) that adopts an ecosystem approach nested within the broader planning process for marine resources management. More specifically, project activities will result in a) a formal governance framework for the ISCMPA that will include institutional mandates, cohesive jurisdictional policies, principles for strengthening the management capabilities of national and provincial authorities and guidelines for links with sectorial planning; b) piloting of CMPAs to expand the protection of key habitats for marine species and ground-truthing of operational matters concerning the ISCMP agreements necessary for inter-jurisdictional CMPA management; and c) the development of a financial strategy and ISCMPA-wide business plan based on a diverse portfolio of complementary funding sources for the financial sustainability of the ISCMPA and its constituent CMPAs. The financial support to be provided by GEF will consist of a grant to cover the incremental costs of these activities. Thus, GEF resources will be used mostly to provide technical assistance for this purpose.

## 2.6 EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

178. The project's expected environmental benefits are represented in the protection of critical areas of the Patagonia Shelf Large Marine Ecosystem. The ecosystem approach to conservation that will be implemented through the project will link coastal areas to facilitate the protection of breeding, feeding,

and migration habitats for key populations of resident and migratory species, including birds (Magellan penguin, Black-browed albatross, and Red Knot), and mammals (Southern Right Whale, South American Sea Lion, and Southern Elephant seal). Recent population estimates indicate that approximately one million breeding pairs of Magellan penguins breed in the project area in more than 60 colonies<sup>35</sup>. South American Sea Lions are estimated to number over 100,000 individuals, distributed in over 85 colonies<sup>36</sup>. The Peninsula Valdes waters are visited annually by over 2,000 Right Whales, representing 40% of world population (estimated in excess of 5,000 individuals)<sup>37</sup>. The greatest concentration of breeding individuals of Southern Elephant Seals in the Project area occurs at Peninsula Valdes. During the peak of the breeding season, the most recent survey recorded 25,000 individuals, and the estimate of the total number of individuals that visit the area every year is at around 50,000<sup>38</sup>.

179. Protection will also be provided to several local fish species including the eye-spot skate, the spot-back skate, the white-dotted skate; sharks such as Patagonian smooth hound, the picked dogfish, and the tope shark; and the Wreck-fish that breed in other parts of the world but depend on the oceans within Argentina's jurisdictional waters for their survival. The project will also contribute to the conservation of special-interest trans-boundary species that breed on the coast and islands of Argentina, but that much of the time feed in areas beyond Argentine waters (for example, Royal albatross, Wandering albatross, and smaller petrels).

180. With increased protection at sea, foraging areas of key marine mammals (e.g. South American Sea Lion, Southern Elephant Seal and Killer Whale) and birds (e.g. Black-browed albatross, Imperial and Grey Cormorants, South American Tern) included in CMPAs will be doubled, and 10% of feeding and migration areas of Magellanic penguins will be included.

## **2.7 COST-EFFECTIVENESS.**

181. This project is being proposed on the basis that an ISCMPA is a cost-effective alternative to the existing single protected area/single government alternative to marine biodiversity conservation in Argentina. The ISCMPA will allow national and provincial CMPAs to operate cooperatively and synergistically within the context of the larger coastal-marine ecosystem, promote the sustainable management of CMPAs, share management costs, and maximize marine biodiversity conservation benefits. The governance framework will integrate legal and institutional responsibilities resulting in non-overlapping functions, and a more efficient allocation of resources; connectivity will be enhanced by incorporating key additional habitats into existing CMPAs and in some cases linking them together, reducing the management effort per unit area. The ISCMPA will connect institutions and people involved in the CMPAs' management, leading to greater opportunities to share training, knowledge, and skills. Finally, this project is a natural progression from the foundations established in earlier projects and will build on multiple processes that are underway, thereby maximizing the use of existing technical and human resources.

## **2.8 SUSTAINABILITY**

### ***Ecological sustainability***

182. The Project aim is maximizing environmental sustainability, focusing on increasing management effectiveness of CMPA to withstand major current and potential threats to the conservation of Argentine coastal-marine biodiversity, which is of global importance; building capacities to mitigate and prevent these threats near CMPA and increasing coverage to include key marine feeding and migration areas. The project strategy promotes increased ecological representation and environmental resilience through

<sup>35</sup> Schiavini & col. 2005. Hornero 20: 5-23, Buenos Aires.

<sup>36</sup> Crespo & col. 2008. Atlas de Sensibilidad Ambiental de la Costa y el Mar Argentino. Mamíferos marinos: *Otaria flavescens*.  
See: [http://atlas.ambiente.gov.ar/tematicas/mt\\_02/pdfs/MM\\_01\\_Otaria\\_flavescens.pdf](http://atlas.ambiente.gov.ar/tematicas/mt_02/pdfs/MM_01_Otaria_flavescens.pdf)

<sup>37</sup> Crespo & col. 2008. Atlas de Sensibilidad Ambiental de la Costa y el Mar Argentino. Mamíferos marinos: *Eubalaena australis*.  
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<sup>38</sup> Lewis M & Campagna C. 2008. Marine mammals, In: Conservation status of the Patagonian Sea and its Area of Influence.  
See: <http://www.marpatagonico.org/libro/articulo.php?id=lewis-campagna-mamiferos-marinos>

an ISCMPA with an integrated ecosystem vision, an increase in size of the existing CMPAs and the creation of new ones. In addition, the project seeks to integrate other conservation areas into its overall scheme, such as "wildlife corridors", and no-fishing areas associated with fish breeding habitats. The strategy is to prioritize ecological sustainability.

### ***Institutional Sustainability***

183. FPN is an institution with more than 20 years of conservation work in Patagonia and a proven track record in implementing large-scale projects. Throughout its existence FPN has demonstrated leadership and successful partnerships with national and provincial governments. The ISCMPA Project will work with these same stakeholders.

184. An important consideration is the incorporation of national and provincial government officials in the current "Project Steering Committee", which is a significant indication of their increasing concern and commitment to consolidate improvements in the allocation of existing resources related to CMPAs. Increased institutional sustainability of the Project processes and initiatives will be supported by this participation, building support and consensus.

185. In spite of the various financial crisis suffered by Argentina in the last decade, the number of CMPAs and the size of the area protected continued to grow during the same period. From an institutional point of view, the hierarchy of institutions responsible for CMPAs in different jurisdictions has also increased, as well as the number of people assigned to CMPAs, and there have been improvements in training and a slight increase in budgets. However, these are not sufficient and fall far short of the current CMPA needs. The implementation of this project will correct this situation and steepen these trends.

186. Another prominent issue, related to the expanding productive sector (especially tourism and oil), is its growing economic support of conservation activities. At the same time, mention should be made of the increasingly frequent claims that governments are presenting in court for indemnities for environmental damages caused by economic activities, and the incorporation in the different jurisdictions of prior environmental impact assessments (EIA) in operations that may cause negative impacts (environmental damage). The Project will support and strengthen the institutionalization of these mechanisms.

### ***Financial sustainability***

187. The revenue-generating mechanisms and management costs of existing CMPAs vary between provinces, making it difficult to maintain effective and uniform satisfactory management throughout the CMPAs. Different jurisdictions have different capacities to provide financial resources for CMPA operations. Mechanisms for involving the private sector in the financing of protected areas vary between provinces, and are generally underdeveloped. The Project aims to remove these barriers, and generate viable financing mechanisms to take advantage of the potential fundraising possibilities, by implementing innovative fundraising mechanisms, creating a conservation fund, and securing the responsible commitment of the private sector (oil industry, fishing and tourism).

188. The project will develop a funding strategy and a business plan for the ISCMPA based on a variety of complementary sources of financing to make the ISCMPA, and CMPAs included therein, sustainable. The project will provide personnel with training in the development of business plans, funding and financial management. It will also assist at least 25 officials from pilot site CMPAs and relevant provincial institutions in the management of the ISCMPA and financial sustainability of the CMPAs. Business plans will be developed for the pilot CMPAs, in order to generate financial resources from various sources, aside from those received from the government. This will be complemented by developing and testing different mechanisms for generating resources that are particularly relevant to the coastal-marine environments, which will increase both resource use and the protection.

## ***Social sustainability***

189. The social context associated with CMPAs in Argentina varies substantially, as some CMPAs are located in urban or neighboring areas, whilst others are in remote sites.

190. The Project will provide social sustainability in the following way: i) encouraging increased local benefits to communities (such as more sustainable incomes and diversification of labor demand), especially those involved in Project pilot sites, and ii) improving the overall positive perception of key stakeholders and the global community in general, about the importance of CMPAs and advantages of the ISCMPA. A “Stakeholder Participation Plan” and a “Communications Plan” will be developed with these guidelines.

### **2.9 REPLICABILITY**

191. During the preparatory phase of the Project, a Steering Committee was consolidated with relevant government institution representatives (officials) from the five coastal provinces, and the national government. This committee is inter-jurisdictional, and therefore constitutes the institutional basis for the construction of a system of protected areas. Its members have a common vision on the need to integrate and strengthen the management of coastal-marine protected areas in the country, so they act as bridges between the Project and government agencies in each jurisdiction to deal with policies involving management of the coast (management of protected areas, tourism, fishing, hydrocarbons, etc.). Once the lessons learned are documented and disseminated, this process of institutional building can be replicated in other initiatives with similar project challenges and goals.

192. The private sector (represented by corporations and business associations) will have an important role to play in two aspects of the project. On one hand, it will be invited to participate in seeking consensus in the diagnosis of threats from human activities to CMPAs, and identifying the most feasible mitigation measures to offset such threats. On the other, the corporate sector will play an important role in adopting and implementing new financing mechanisms for protected areas. Both dimensions will contribute to reaching the Project goal and results, and will serve as test cases for other scenarios. The support of the private sector is important, in attending meetings, the strengthening of capacities in key stakeholders, presentations, exchange of information, and participating in national and regional forums.

193. The Project will associate with academic institutions and research centers (local, national, regional and international), working on coastal and marine issues. It will require expert advice and cooperation. At the same time, the project will offer its expertise and experience to advance and promote knowledge sharing, lessons learned and promoting good practices in use and funding, establishing agreements for cooperation and technical assistance.

194. The NGOs working in the Project area represent an opportunity to establish and increase the potential impact of the ISCMPA. These NGOs bring with them an important group of professionals, with years of experience in the region. Some regional networks to integrate efforts have been created, in which FPN has an important role and is very active. Some of these NGOs will contribute to the results of the Project by applying the ISCMPA guidelines and standards in the private protected areas they are responsible for.

195. At a local level, the Project will work actively to involve local communities, social organizations and receptive members of the community as a whole, in those locations that are relevant to strengthening of CMPAs pilot cases, and replication of lessons learned in other local and regional areas. These stakeholders have an important role to play in the participatory formulation of action plans in their respective areas, which will include topics such as financial and administrative strengthening, hazard mitigation, and environmental education, among others.

### 3. STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT

#### 3.1 INCREMENTAL COST ANALYSIS

##### *Global and National objectives*

196. The so-called “Patagonian coastal marine large ecosystem” is one of the most productive in the world. It hosts large populations of marine birds and mammals of global importance that reproduce off the coast of Patagonia, South Atlantic islands, and distant places such as Antarctica and New Zealand. The goal of the project is to conserve the globally important coastal-marine biodiversity of Argentina. The project objective is to develop the framework for an effectively managed and financially sustainable integrated system of coastal-marine protected areas for the conservation and sustainable use of Argentina’s coastal marine biodiversity. The financing support to be provided by GEF will consist of a grant to cover the incremental costs of these activities. Thus, GEF resources will be used mostly in providing technical assistance.

##### Baseline Scenario

197. Under the baseline scenario, several major initiatives will be implemented in the CMPAs, but they will not be sufficient to overcome the barriers that obstruct effective conservation of coastal-marine biodiversity in Argentina. These initiatives of the baseline can be divided into three areas that correspond to the three outcomes of the Project. These are describe the below.

198. **Governance of CMPAs.** The existing and planned investments for the baseline activities for the period 2010-2104 are estimated at 1,829,541 US\$<sup>39</sup>. These government funds include major investments in infrastructure within the CMPAs, planned by national and provincial governments until 2014, and part of the operating budgets of the existing CMPAs (only a portion of less than 30% will go towards strengthening management). Therefore, progress is not expected in the establishment of an inclusive and consistent management system for coastal and marine protected areas, nor one that will ensure governance with an ecosystem approach. The CMPAs of each jurisdiction will tend to maintain their differences in management and financing, and incentives will be insufficient for changes aimed at integrating the management of their CMPAs with other protected sites on the coast. The current level of interaction between CMPA management and the private sector remains low and their contributions in funding will continue to be insufficient.

199. **Protection of key habitats for marine species and CMPA management.** Existing and planned investments for baseline activities for the period 2010-2104 are estimated at 1,232,000 US\$. These government funds mainly include the operating budgets of existing CMPAs, both of national (National Parks) and provincial administrations until 2014, in which management effectiveness in general is marginally unsatisfactory (No significant investments are foreseen in training or incorporation of best practices in CMPA use in the region).

200. **Long-term financial strategies for CMPAs.** Existing and planned investments for the baseline activities for the period 2010-2104 are estimated at 12,463,199 US\$. These government funds principally include existing investments and those planned through 2014, for public-use infrastructure (such as access

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<sup>39</sup> **Provincial CMPAs Budgets:** Includes the normal operating expenses in the PAs, such as fuel vehicles undergoing the PA; the salaries of staff residing in Pas; warden clothing; maintenance of equipment in daily use and payment of the principal services (communications, energy, etc.) (Source: Government authorities consulted during the PPG stage in 5 provinces). **Support infrastructure:** Includes construction carried out in the PAs (buildings and offices); electricity, water and communication services (and in general logistics); maintenance; purchase of vehicles (trucks, four-tracks, motorcycles) and other equipment and installation (radios, binoculars, etc.). (Source: Government authorities consulted during the PPG stage in 5 provinces). **Research and institutional strengthening:** Includes project funds (underway and planned to for implementation between 2010 and 2014) by CONICET (the National Research Agency), by National Universities and by provincial research centers (such as the San Antonio IBMyP in Río Negro), carried out in the PAs. (Source: CONICET, Universities and provincial application authorities consulted during the PPG stage). **Sustainable development:** Includes strengthening activities envisaged for stakeholders working in the Pas, agencies and staff, and partial operational budgets of other organizations that support the management of these areas. (Source: SAYDS, APN and Government authorities consulted during the PPG stage in 5 provinces).

trails and roads) for existing CMPAs (operating budgets of CMPAs represent less than 10%), both of national (National Parks) and provincial administrations.

### ***GEF Alternative to Generate Global Benefits***

201. An analysis of the baseline shows that without GEF intervention, there will be limited progress in the establishment of a coherent and inclusive system for the management of CMPAs, and it will not be possible to ensure environmental governance with a comprehensive ecosystem approach; as a result, current threats to coastal-marine biodiversity will not be eliminated. Furthermore, without the GEF alternative, the financial sustainability of the Argentina's CMPAs will also remain uncertain.

202. Under the alternative GEF scenario, the conservation and sustainable use of Argentina's coastal-marine biodiversity will be made possible through the adoption of an ecosystem approach to marine conservation and the development of a formal governance framework for the ISCMPA. This approach will include institutional mandates, cohesive jurisdictional policies, and principles for strengthening the management capacities of national and provincial authorities, and guidelines for links with productive sector planning. The GEF alternative will allow the creation and expansion CMPAs (new or existing areas) that contain under-represented habitats. The GEF alternative will also improve CMPAs management with the signing of an Inter-jurisdictional Agreement between the national government and provinces that will allow the coordination of conservation actions, and promotion of mechanisms to ensure the effective financing of CMPAs; furthermore, it will promote the sustainable use of marine resources by outlining coordination and consultation mechanisms with industries that rely on CMPAs, thereby reducing threats to marine biodiversity such as over-fishing and by-catch, and impacts on selected species by crude oil pollution and unsustainable tourism practices.

203. In the alternative scenario, the implementation of this Project will guarantee the following objectives:

#### ***i- A formal governance framework for the ISCMPA***

204. The incremental funding will be 4,032,000 US\$, of which GEF will provide 500,000 US\$, and the other sources of co-financing 3,532,000 US\$. Significant progress will be made in establishing an integrated and coherent system for sustained governance of the CMPAs. This will reduce management and financing differences between jurisdictions, and will increase incentives for change aimed at integrating CMPA managements with other protected sites on the coasts. Thereby increasing the degree of effective protection of coastal-marine biodiversity in all jurisdictions, and especially in the case of trans-boundary or migratory species (whales, elephant seals, penguins, etc.).

205. The level of interaction with the private sector will increase, and the main threats to marine biodiversity will decrease in comparison with recent years in the CMPAs, especially in the case of over-fishing and incidental capture of marine fauna in fisheries (by-catch), crude oil pollution, the introduction of exotic species, pollution from urban and industrial sources, and unsustainable tourism.

206. Agreements will be signed (general and inter-jurisdictional) between the five provincial governments and the national government for the integrated management of CMPAs, within the framework of an ISCMPA. Operational guidelines and standards for the administration of the ISCMPA and CMPAs will be defined and agreed upon and will include strategic and operational guidelines to minimize the impact of fisheries, crude oil industry, shipping and tourism. Legal instruments will be generated to integrate jurisdictions and articulate the roles of the different levels of government. In addition, government officials and technical staff will be trained and assisted in ISCMPA management, and stakeholders (international, local communities and productive sectors) will be informed of ISCMPA objectives, benefits and organizational structure.

#### ***ii) Piloting of CMPAs to expand the protection of key habitats for marine species and ground-truthing operational issues for the ISCMP agreements necessary for inter-jurisdictional CMPA management***

207. Incremental funding will be 3,205,000 US\$ of which GEF will provide 700,000 US\$, and other sources of financing 2,505,000 US\$. The implementation of the project will result in a significant increase in marine protected area (in sites already identified by the project and pre-selected together with government representatives during the PPG stage), and Argentina will approach the goals it agreed to internationally.

208. With increased protection at sea, foraging areas of marine birds and mammals included in CMPAs will be duplicated, and 10% of feeding and migration areas of Magellanic penguins will be included. This will contribute to sustaining the growth of populations of species of high conservation value (such as penguins and cormorants, whales, dolphins, sea lions and elephant seals).

209. The project will help reduce and control risks of introducing exotic species, working together and articulated with other initiatives being implemented in Argentina, especially in CMPAs.

210. The Project will develop training and practice skills related to administration and effective management (governance) of CMPAs, and will seek means to continue the capacity building effort in the long term. Communication and environmental education are key issues of the work to be carried out, in order to promote the value of biodiversity conservation in local communities and in regional and government spheres.

211. Ecological representation and effective management will be advanced in at least five CMPAs selected as pilot sites. Best practices for the prevention and mitigation of threats to biodiversity will be put to the test at these pilot sites, and results will be replicated in other Argentine CMPAs. Local leaders and the education community will be motivated and trained in the valuation of CMPAs services and benefits, and will be involved in management decision making. This will be supplemented with a communications program aimed at local communities and the urban population of coastal provinces to keep them informed about the activities and outputs of the project in pilot sites and other CMPAs. It is expected that before the end of the project, at least 25 Argentine CMPAs will have been proposed for inclusion in the ISCMPA.

*iii) A financial strategy and ISCMPA-wide business plan based on a diverse portfolio of complementary funding sources for the financial sustainability of the ISCMPA and its constituent CMPAs*

212. Incremental funding will be 4,370,954 US\$ of which GEF will provide 759,954 US\$ and the co-financing sources 3,611,000 US\$.

213. Of the total 43 CMPAs on the Argentine coast, only 11 charge entrance fees. The average number of visitors to these CMPAs for the years 2008 and 2009 was close to a million each year and almost 3.5 million US\$ was raised in entrance fees. With the implementation of project activities it is expected that this income will at least be duplicated. The number of CMPAs in which funds are raised will be doubled, and revenues will be increased in each of them. Successful mechanisms will be replicated in other CMPAs to improve their management and funding.

214. The project will increase revenue from "alternative" sources of funding (including PSA), and these mechanisms will be replicated. Finally, the project will create conditions for investment (public and private) in conservation of CMPAs to increase significantly over the next four years, significantly closing the financial gap in these areas.

215. Income-generating systems for CMPAs will be evaluated and developed, to be implemented and fully operative upon completion of the project (e.g. differential entrance fee systems). CMPA ecosystem services to fisheries will be assessed and payment mechanisms will be outlined and tried (e.g. PSA for fishing). Mechanisms will be designed to generate tax revenues associated with scenic beauty and nature tourism, including procedures for the allocation of resources. In coordination with the government and the oil companies, the project will design and seek private commitment to a contingency fund for the conservation of coastal-marine biodiversity in Argentina. In addition, it will create and implement a financing strategy for the emerging ISCMPA, and business plans for pilot CMPAs under the coordination

of the CMPA Agency. This will be supported by actions to strengthen the qualifications of pilot CMPA staff and technicians, as well as the staff of provincial institutions, in financing plans and financial management. Finally, the project will implement a communications and education plan to inform the community about the value and importance of the ISCMPA, and the need for providing it with financial sustainability.

### ***System Boundary***

216. The project area of action extends from the Rio de la Plata to Tierra del Fuego, and includes approximately 4,500 km of coastline, ranging from temperate (36° S) to sub-Antarctic latitudes (55° S). This area includes the coastal waters of five Argentine provinces, reaching from south of Cape San Antonio to the Beagle Channel (see Figure 1), representing five land and five marine bioregions (or biomes) (see Figure 2 in Annex 8.7). The project will provide benefits to the 43 existing CMPAs and will help create and extend at least five protected areas that together will cover at least 16,000 km<sup>2</sup>. The project will also develop activities to inform an estimated population of 2 million people about the CMPAs and their value as well as the importance of coastal and marine biodiversity.

### ***Incremental costs summary***

217. The incremental cost matrix that follows summarizes baseline costs and incremental activity costs for each outcome of the project. The total baseline amounts to 15,524,740 US\$. The costs of the incremental activities required that contribute to global benefits are 12,907,727 US\$ (100%), 2,177,727 US\$ (16.87%) of which will be financed by GEF and 10,730,000 US\$ (83.13%) which will be provided by co-financers. The latter have stated their commitment to the project through written letters signed by their legal representatives. The GEF Alternative has a total cost of 28,432,467 US\$ (100%), of which GEF resources represent 7.66% (excluding PPG resources).

### *Incremental Cost Analysis*

218. The total cost of the alternative strategy is estimated in 28,432,467 US\$. This figure is composed of the baseline plus incremental costs. The baseline is formed by national and provincial budgets assigned to CMPAs, estimated during PPG phase and funds committed by other public institutions, NGOs and international financing organizations. These funds will be assigned to the improvement of facilities and/or equipment to monitor and support CMPAs during the organization and implementation stages of new CMPAs, to strengthen institutional capacities and/or provide resources for research, and/or to provide better equipment in public areas that will generate increased monetary benefits. This baseline is estimated in about 15,524,740 US\$, which with the addition of the incremental costs of 12,907,727 US\$; make up the total cost mentioned above. These incremental costs, in turn, can be broken down into 2,177,727 US\$ of GEF support and 10,730,000 US\$ of incremental co-financing. This last figure constitutes 83.13% of the total incremental cost, and the balance of 16.87% financed by GEF. The Incremental Cost Matrix shows the distribution of these values for each outcome of the project. The following matrix provides a summary of global, national and local benefits obtained with the implementation of the project.

<b>Benefits and Costs</b>	<b>Baseline (\$)</b>	<b>Alternative</b>	<b>Increment (\$)</b>
	A	A+B	B
Global benefits	Continued reduction in populations of threatened, near threatened and vulnerable species. Degradation of key marine ecosystems	The alternative scenario will ensure improvement of local populations of vulnerable and threatened species supported by the creation of the ISCMPA and a PAs system effectively managed.	Barriers to PAs expansion, financial sustainability and ISCMPA creation have been removed.
National and local benefits	Reduced ecosystem services derived from marine ecosystems due to fish stock depletion, habitat damage, negative impacts on intra-species and inter-species population structures and marine pollution.	Ecosystem services derived from marine systems increases due to maintained fishery stocks in and around key PAs, prevention and mitigation of habitat damages, reduction of negative impacts on intra-species and inter-species population structures and reduction of marine pollution.	Enhanced capacities of PAs administrators, including financial Management; expanded CMPAs coverage; improved targeting of management through sensitive zone identification; revised and applied financial plans for PAs; new revenue generating mechanisms; institutional agreements on the cost of CMPAs and revenue generation; etc.
<u>Outcome 1:</u> Governance framework is developed for an effective Inter- jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors	National Budget: 114,200 US\$ (*) Provincial Budget: 564,800 US\$ (**) Support infrastructure: 626,500 US\$ (***) Research and institutional strengthening: 376,500 US\$ (****)	Baseline: 1,829,541 US\$ Co-financing: 3,532,000 US\$ National Government: 570,000 US\$ Provincial Government: 2,332,000 US\$ International NGOs: 200,000 US\$ Research Institutes: 280,000 US\$ Others (Private Sector and FPN): 150,000 US\$ GEF: 500,000 US\$	GEF: 500,000 US\$ Co-financing: 3,532,000 US\$

<b>Benefits and Costs</b>	<b>Baseline (\$)</b>	<b>Alternative</b>	<b>Increment (\$)</b>
	A	A+B	B
	Sustainable development: 147,541 US\$ (*****)		
	<b>Sub-total Baseline: 1,829,541 US\$</b>	<b>Sub-total alternative: 5,861,541 US\$</b>	<b>Sub-total increment: 4,032,000 US\$</b>
<u>Outcome 2:</u> Piloting CMPAs to incorporate priority marine areas and provide lessons for ISCMPA management agreements.	National Budget: 441,200 US\$ (*) Provincial Budgets: 790,800 US\$ (**)	Baseline: 1,232,000 US\$ Co-financing: 2,505,000 US\$ National Government: 475,000 US\$ Provincial Governments: 1,330,000 US\$ International NGOs: 300,000 US\$ Research Institutes: 200,000 US\$ Others (Private Sector and FPN): 200,000 US\$ GEF: 700,000 US\$	GEF: 700,000 US\$ Co-financing: 2,505,000 US\$
	<b>Sub-total Baseline: 1,232,000 US\$</b>	<b>Sub-total alternative: 4,437,000 US\$</b>	<b>Sub-total increment: 3,205,000 US\$</b>
<u>Outcome 3:</u> Development of a financial strategy for a sustainable ISCMPA and its constituent CMPAs	National Budget: 173,700 US\$ (*) Provincial Budgets: 858,199 US\$ (**) Public use facilities: 11,431,300 US\$	Baseline: 12,463,199 US\$ Co-financing: 3,611,000 US\$ National Government: 760,000 US\$ Provincial Governments: 2,081,000 US\$ International NGOs: 270,000 US\$ Research Institutes: 300,000 US\$ Others (Private Sector and FPN): 200,000 US\$ GEF: 759,954 US\$	GEF: 759,954 US\$ Co-financing: 3,611,000 US\$
	<b>Sub-total Baseline: 12,463,199 US\$</b>	<b>Sub-total alternative: 16,834,153 US\$</b>	<b>Sub-total increment: 4,370,954 US\$</b>
Project management		Baseline: 0 Co-financing: 1,082,000 US\$ National Government: 95,000 US\$ Provincial Governments: 257,000 US\$ International NGOs: 730,000 US\$ Research Institutes: 0 US\$ Others (Private Sector and FPN): 0 US\$ GEF: 217,773 US\$	GEF: 217,773 US\$ Co-financing: 1,082,000 US\$
	<b>Sub-total Baseline: --</b>	<b>Sub-total alternative: 1,299,773 US\$</b>	<b>Sub-total increment: 1,299,773 US\$</b>

Benefits and Costs	Baseline (\$)	Alternative	Increment (\$)
	A	A+B	B
<b>TOTAL</b>	<b>TOTAL BASELINE: 15,524,740 US\$</b>	<b>TOTAL ALTERNATIVE: 28,432,467 US\$</b>	<b>TOTAL INCREMENT: GEF: 2,177,727 US\$ Co-financing: 10,730,000 US\$ TOTAL: 12,907,727 US\$</b>

\* Others include Private Sector, Research Institutes and Executing Agency

Exchange rates 1 US\$ = 3.80 \$Arg.

(\*) All funds of Monte Leon NP and CMIPPA are applied to Outcome 2. The rest of the National Park Administration budget is distributed among the three results in the same proportion as it was required to GEF.

(\*\*) Provincial CMPAs Budgets: Include the normal operating expenses in the PAs, as fuel vehicles undergoing the PA; the salaries of staff residing in Pas; warden clothing; maintenance of equipment, daily usage and payment of the principal services (communications, energy, etc.) (Source: Application authorities consulted during the PPG stage in 5 provinces).

(\*\*\*) Support infrastructure: Includes infrastructure in the PAs (buildings and offices); electricity, water and communications services (cost of logistics); the purchase of vehicles (trucks, four-tracks, motor-cycles) and other equipment (radios, binoculars, etc.). (Source: Application authorities consulted during the PPG stage in 5 provinces).

(\*\*\*\*) Research and institutional strengthening: Includes projects (currently underway or planned for implementation between 2010 and 2014) by CONICET (the National Research Agency), by National Universities and by provincial research centers (such as the San Antonio IBMyP in Río Negro), carried out in PAs. (Source: CONICET, Universities and provincial application authorities consulted during the PPG stage).

(\*\*\*\*\*) Sustainable development: Includes strengthening activities for organizations that support the management of the PAs. (Source: SAyDS, APN and Application authorities consulted during the PPG stage in 5 provinces).

### 3.2 PROJECT RESULTS FRAMEWORK:

<b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b> The country will have implemented the promotion of productive development through incorporation of technological changes consistent with the creation of decent employment and environmental
<b>Country Programme Outcome Indicators:</b> 1.3: The country will have implemented strategies and policies for sustainable management and use of natural and environmental resources; 1.3.1: Policies and strategies designed and implemented for sustainable and equitable management and conservation of lands, forests, water resources and biodiversity, at national, provincial and local level
<b>Primary applicable Key Environment and Sustainable Development Key Result Area :</b> 2. Catalyzing environmental finance
<b>Applicable GEF Strategic Objective and Program:</b> BD-2 BD-1
<b>Applicable GEF Expected Outcomes:</b> SO – SP3
<b>Applicable GEF Outcome Indicators:</b> Hectares of Seascape

Objectively verifiable indicators	
<b>Goal / Objective</b>	<p>The <b>goal</b> of the project is to conserve the biodiversity of global importance in coastal marine habitats of Argentina.</p> <p>The project <b>objective</b> is to develop the framework for an effectively managed and financially sustainable Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) for the conservation and sustainable use of Argentina's coastal marine biodiversity.</p>

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<b>Project Objective:</b> The framework for an effectively managed and financially sustainable Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) is developed for the conservation and sustainable use of Argentina's coastal marine biodiversity.	Increase in total coastal-marine area under protection. (Increase in marine mammals and birds habitat under protection in the coastal marine zone.)	– 16,146 km <sup>2</sup> (terrestrial-coastal habitats: 7,919 km <sup>2</sup> ; marine habitats: 8,227 km <sup>2</sup> ) protected by 2009.	– At least 25,000 km <sup>2</sup> of coastal and marine habitat protected by project end (an additional 8,854 km <sup>2</sup> ).	– Official gazette. – Maps/GIS and remote sensing data.	– Political will among decision-makers for the expansion and creation of CMPAs is maintained or increases.
	Breeding populations of Magellanic penguin remain stable or increase in 50% of the penguin colonies in the Argentinean CMPAs.	– Average of 1 million pairs breeding in the Argentinean CMPAs (2009).	– At least 1 million pairs breeding in the Argentinean CMPAs by project end.	– Field survey datasheets. – Databases for annual monitoring.	– Natural disturbances, including climate change, within normal variability ranges.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Change in financial capacity of the ISCMPA in Argentina as measured through the Total Average Score for all CMPAs in the UNDP-GEF Financial Sustainability Scorecard.	– Total score 50 (or 21.5%)	– Total score 96 (or 41.2%)	– Financial Sustainability Scorecard update – Project monitoring and evaluation reports	– Willingness of sectors to adopt biodiversity-friendly use practices continues or increases.  – Initial feasibility studies of revenue mechanisms and support indicated by the GoA and co-funders are sustained
	Number of CMPAs with sustainable funding needed to meet basic management requirements.	– Five (5): three provincial CMPAs (P. Bermeja, P. Valdés, and P. Tombo) and two national parks (Monte León National Park and Tierra del Fuego National Park).	– At least fifteen (15) CMPAs by project end.	– Budget appropriations. – Financial and expense reports.	
	Reduction in by-catch and wildlife mortality due to improved fisheries practices in areas surrounding pilot CMPAs.	– Between 2,500 and 2,700 seabirds died annually due to trawling in the Golfo San Jorge (Patagonia) between 2004 and 2009. – Between 100 and 110 sea turtles died annually due to gillnets in northern coastal zones of the Buenos Aires Province between 2004 and 2009. – Between 500 and 650 dolphins died annually due to gillnets in northern coastal zones of the Buenos Aires Province between 2004 and 2009.	– Less than 1,000 seabirds dead per season. – Less than 50 sea turtles dead per season. – Less than 300 dolphins dead per season.	– Vessel-level survey datasheets. – Patrol reports. – Databases for annual monitoring.	
<b>Outcome 1.</b> Governance framework developed for an effective ISCMPA and coordinated with	Existence of an ISCMPA.	– No ISCMPA.	– An ISCMPA by project end.	– Proposal for creation. – Official gazette.	– Continued commitment by the national and provincial governments to establish the
	Number of CMPAs within the ISCMPA.	– Zero (0).	– At least twenty (20) CMPAs by project end.	– Requests for inclusion. – Certificate of	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
production sectors.				acceptance.	ISCMPA.
	Number of CMPAs with annual operating plans approved within the framework of the ISCMPA.	– Zero (0).	– At least ten (10) CMPAs by project end.	– Approved annual plans.	
	Number of national and provincial government officials trained on the new ISCMPA framework.	– Zero (0).	– At least 60 officials trained by project end.	– Training reports and databases. – Project progress reports.	
	Existence of agreements with the private sectors (tourism, fisheries, and oil) in support of the ISCMPA.	– Zero (0) agreements in place.	– At least three (3) agreements in place by project end (one per sector).	– Signed agreements – Project records	– Willingness of the private sector to support the ISCMPA and its policies.
	Increase in the management effectiveness of at least 30 (70%) CMPAs as measured by METT scores.	<ul style="list-style-type: none"> <li>– Punta Bermeja: 69%</li> <li>– Caleta de los Loros: 45%</li> <li>– Bahía San Antonio: 49%</li> <li>– Islote Lobos: 27%</li> <li>– Puerto Lobos: 18%</li> <li>– Punta Buenos Aires: 30%</li> <li>– Punta Loma: 50%</li> <li>– Punta Tombo: 51%</li> <li>– Patagonia Austral (G San Jorge): 46%</li> <li>– Ría de Puerto Deseado: 41%</li> <li>– Estuario Río Gallegos: 25%</li> <li>– Reserva Costera Gallegos: 62%</li> <li>– Cabo Vírgenes: 82%</li> <li>– Costa Atlántica Tierra del Fuego: 39%</li> <li>– Playa Larga: 35%</li> </ul> * Scores for the remaining	<ul style="list-style-type: none"> <li>– Punta Bermeja: 89%</li> <li>– Caleta de los Loros: 65%</li> <li>– Bahía San Antonio: 69%</li> <li>– Islote Lobos: 47%</li> <li>– Puerto Lobos: 38%</li> <li>– Punta Buenos Aires: 50%</li> <li>– Punta Loma: 70%</li> <li>– Punta Tombo: 71%</li> <li>– Patagonia Austral (G San Jorge): 66%</li> <li>– Ría de Puerto Deseado: 61%</li> <li>– Estuario Río Gallegos: 45%</li> <li>– Reserva Costera Gallegos: 82%</li> <li>– Cabo Vírgenes: 100%</li> <li>– Costa Atlántica Tierra del Fuego: 59%</li> <li>– Playa Larga: 55%</li> </ul>	– METT score cards	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		CMPAs (28) to be determined during the first 6 months of project implementation.			
<b>Outputs:</b>					
1.1. An Inter-jurisdictional Agreement for CMPAs management between the national government and the five provincial governments.					
1.2. A CMPA Agency liaises and coordinates ISMPA initiatives.					
1.3. Operational guidelines and standards defined for ISCMPA administration and its constituent CMPAs, including guidelines to minimize impacts of the fisheries, oil, transportation, and tourism industries.					
1.4. Legal instruments developed for clarifying jurisdictions and roles among different levels of government.					
1.5. National and provincial government officials and technical staff trained in the new ISCMPA framework (i.e., objectives, roles, responsibilities, and opportunities).					
1.6. Key international stakeholders, local communities, and production sectors (i.e., fisheries, oil, and tourism) informed of the ISCMPA, its objectives, and institutional structure.					
<b>Outcome 2.</b> Piloting CMPAs incorporates priority marine areas and provides lessons for ISCMPA management agreements.	Change in level (coverage) of protection key habitat for coastal and marine mammals and birds.	<u>Feeding areas:</u> – Magellanic penguins: 0% – Sea lion: 5% – Imperial cormorants: 5% – La Plata dolphins: 3% <u>Migration routes:</u> – Magellanic penguins: 0%	<u>Feeding areas:</u> – Magellanic penguins: 20% – Sea lions: 30% – Imperial cormorants: 30% – La Plata dolphins: 5% <u>Migration routes:</u> – Magellanic penguins: 20%	– Maps/GIS and remote sensing data. – Official gazette.	– Willingness of national and provincial governments for re-engineer existing CMPAs (expansion and/or realignment of management categories) and/or creation of new areas continues or increases.
	Change in total coastal marine ecosystem representation under protection.	– Less than 1%.	– At least 5% represented in the ISCMPA by project end.	– Maps/GIS and remote sensing data.	– The oil and, fisheries sector continues to show willingness in adopting biodiversity-friendly practices near CMPAS
	Number of CMPAs with new boundaries and/or management categories.	– Zero (0).	– At least four (4) by project end.	– Official gazette.	– No significant increase in maritime
	Reduction of threats to key species measured by: - # oiled Magellanic Penguins treated at rehabilitation centers - # Southern Elephant	– Annual average of 200 oiled penguins during between 2004 and 2009. – Close of ten (10) animals injured annually, between 2004 and 2009. – Close of seven (7) collisions	– Less than 100 oiled penguins per year by project end. – Less than (5) injured animals per year by project end – Less than (5) collisions per year by project end –	– Rehabilitation center registry.	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	Seals in the colonies of the Península Valdés impacted by fisheries activities. - # of collisions between vessels and Southern Right Whales in breeding areas in the Península Valdés.	annually between 2004 and 2009.			traffic.  – Institutions and individuals apply new skills.
	Existence of participatory management plans (PMPs) for CMPAs.	– Six (6) PMPs.	– An additional four (4) PMPs for pilot CMPAs by project end.	– Drafts of management plans. – Project records and reports.	
	Number of government officials, private sector managers, and community members trained in CMPA management and monitoring.	– Zero (0).	– 400 (100 per year).	– Training reports and databases. – Project progress reports.	
	Number of awareness programs undertaken to inform the public about CMPA project activities.	– Zero (0).	– At least four (4) (one for each pilot CMPA), and one (1) general awareness program by project end.	– Project progress reports. – Annual surveys.	
<p><b>Outputs:</b></p> <p>2.1. At least four pilot CMPAs are implemented to include marine areas and/or to improve management.</p> <p>2.2. Best practices for mitigation and avoidance of threats to biodiversity in pilot sites identified and implemented.</p> <p>2.3. Local leaders and educational community members are motivated and trained on the importance of coastal – marine protected areas and involved as stewards of its conservation.</p> <p>2.4. Local community members and coastal population informed about project’s activities and outcomes related to pilot and other CMPAs.</p>					
<b>Outcome 3.</b> A financial strategy	Increase in annual budgeting for CMPAs from the national and	– 2,943,000 USD/year during 2008 and 2009.	– 6,000,000 USD/year by project end.	– Budget appropriations	– National and international

	<b>Indicator</b>	<b>Baseline</b>	<b>Targets End of Project</b>	<b>Source of verification</b>	<b>Risks and Assumptions</b>
for a sustainable ISCMPA and its constituent CMPAs.	provincial governments.			<ul style="list-style-type: none"> <li>– Financial and expense annual reports.</li> <li>– Financial Sustainability Scorecard results</li> </ul>	<p>economic conditions remain stable.</p> <ul style="list-style-type: none"> <li>– Willingness within the national and provincial governments of Argentina to increase funding for CMPAs.</li> <li>– Officials apply new skills</li> <li>– Continued public interest in supporting the ISCMPA and individual CMPAs.</li> </ul>
	Change in the financial gap to cover basic MPA management costs and investments.	– 11,658,548 US\$	– 5,829,274 US\$ (50% reduction)	<ul style="list-style-type: none"> <li>– Financial Sustainability Scorecard update</li> <li>– Annual budgets</li> <li>– Project monitoring reports</li> </ul>	
	Existence of budget for the ISCMPA administration and operation.	– 0 US\$.	– 300,000 US\$/year (5% of budget assigned to CMPAs by the government) by project end.	<ul style="list-style-type: none"> <li>– ISCMPA financial plans.</li> <li>– Government budget allocations.</li> <li>– Financial and expense annual reports.</li> </ul>	
	Number of officials from pilot CMPAs and provincial institutions trained in business plan development and financial management.	– Zero (0).	– 100 officials (25/year) by project end.	<ul style="list-style-type: none"> <li>– Training reports and databases</li> <li>– Project progress reports</li> </ul>	
	Number of members of coastal communities informed of the value and importance of the ISCMPA.	– Zero (0).	– At least 400,000 persons informed by project end (20% of the coastal population estimated at 2 million).	<ul style="list-style-type: none"> <li>– Project progress reports.</li> <li>– Site-level surveys results</li> <li>– Information events attendance/participation records.</li> </ul>	
	Number of proposals from coastal communities that contribute to the financial sustainably	– Zero (0) proposals.	– At least five (5) proposals by project end.	<ul style="list-style-type: none"> <li>– Cooperation agreements/memoranda of agreement (MOU).</li> <li>– Drafts of proposals.</li> <li>– Award notifications.</li> </ul>	

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions																
	of the ISCMPA and its constituent CMPAs.																				
	Change in the financial capacity of the ISCMPA in Argentina as measured through the Total Average Score for all CMPAs in the UNDP-GEF Financial Scorecard.	– Total score 50 (or 21.5%) <table border="1"> <thead> <tr> <th>Scorecard</th> <th>Baseline</th> </tr> </thead> <tbody> <tr> <td>Component 1</td> <td>25 (25.0%)</td> </tr> <tr> <td>Component 2</td> <td>9 (15.0%)</td> </tr> <tr> <td>Component 3</td> <td>16 (22.5%)</td> </tr> </tbody> </table>	Scorecard	Baseline	Component 1	25 (25.0%)	Component 2	9 (15.0%)	Component 3	16 (22.5%)	– Total score 96 (or 41.2%) <table border="1"> <thead> <tr> <th>Scorecard</th> <th>Baseline</th> </tr> </thead> <tbody> <tr> <td>Component 1</td> <td>50 (50.0%)</td> </tr> <tr> <td>Component 2</td> <td>20 (32.8%)</td> </tr> <tr> <td>Component 3</td> <td>26 (36.6%)</td> </tr> </tbody> </table>	Scorecard	Baseline	Component 1	50 (50.0%)	Component 2	20 (32.8%)	Component 3	26 (36.6%)	– Financial Sustainability Scorecard update.	
Scorecard	Baseline																				
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Scorecard	Baseline																				
Component 1	50 (50.0%)																				
Component 2	20 (32.8%)																				
Component 3	26 (36.6%)																				
<p><b>Outputs:</b></p> <p>3.1. Revenue-generation schemes piloted, including: (i) visit and service fee system, including fee-leveling and scaling; (ii) CMPAs' ecological services to fisheries are evaluated and payment mechanisms are outlined and tested; (iii) scenic beauty and conservation tourism (national/provincial) tax-related proposal is drafted and allocation mechanisms are agreed upon; (iv) framework for oil industry CMPA Contingency – Conservation Fund designed and agreed upon with oil companies operating in the LME.</p> <p>3.2. A financial strategy and business plan for the emerging ISCMPA and business plans for pilot CMPAs.</p> <p>3.3. Governments' officials and technical staff in pilot CMPAs and provincial institutions trained in business plans and financial management.</p> <p>3.4. Community informed of the value and importance of the ISCMPA, and forms a constituency for the sustainable financing process.</p>																					

\* Missing scores to be determined during the first six months of this project implementation.

#### 4. TOTAL BUDGET AND WORKPLAN

<b>Award ID:</b>	00059115	<b>Project ID(s):</b>	00074400
<b>Award Title:</b>	<i>Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA)</i>		
<b>Business Unit:</b>	ARG10		
<b>Project Title:</b>	<i>Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA)</i>		
<b>PIMS</b>	4248		
<b>Implementing Partner (Executing Agency)</b>	<b>Fundacion Patagonia Natural (FPN)</b>		

<b>GEF Outcome/Atlas Activity</b>	<b>Donor Name</b>	<b>Atlas Budgetary Account Code</b>	<b>ATLAS Budget Description</b>	<b>Amount Year 1 (USD)</b>	<b>Amount Year 2 (USD)</b>	<b>Amount Year 3 (USD)</b>	<b>Amount Year 4 (USD)</b>	<b>Total (USD)</b>	<b>See Budget Note:</b>
<b>OUTCOME 1:</b> Governance framework developed for an effective Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors	GEF	71300	Local Consultants	38,000	38,000	38,000	37,090	151,090	1
		71600	Travel	10,000	10,000	10,000	10,000	40,000	2
		72100	Contractual services	35,000	30,000	32,000	33,000	130,000	3
		72200	Equipment	5,000	3,000	5,000	3,000	16,000	4
		74200	Audiovisual and print production costs	5,000	10,000	5,000	10,000	30,000	5
		74500	Miscellaneous	10,000	10,000	12,000	12,000	44,000	6
		75700	Training	18,000	18,000	18,000	18,910	72,910	7
		72400	Communication	4,000	4,000	4,000	4,000	16,000	8
			<b>Total Outcome 1</b>	<b>125,000</b>	<b>123,000</b>	<b>124,000</b>	<b>128,000</b>	<b>500,000</b>	
<b>OUTCOME 2:</b> Piloting CMPAs incorporates priority marine areas and provide lessons for ISCMPA management	GEF	71300	Local Consultants	40,000	40,000	40,000	40,000	160,000	9
		71600	Travel	10,000	10,000	10,000	5,000	35,000	10
		72100	Contractual services	41,000	46,000	41,000	45,000	173,000	11
		72200	Equipment	10,000	5,000	10,000	7,000	32,000	12
		74200	Audiovisual and print production costs	15,000	55,000	15,000	55,000	140,000	13
		72500	Supplies	8,000	8,000	8,000	8,000	32,000	14

agreements		75700	Training	32,000	32,000	32,000	32,000	128,000	15
			<b>Total Outcome 2</b>	<b>156,000</b>	<b>196,000</b>	<b>156,000</b>	<b>192,000</b>	<b>700,000</b>	
<b>OUTCOME 3:</b> A financial strategy for a sustainable ISCMPA and its constituent CMPAs	GEF	71300	Local Consultants	40,000	40,000	40,000	40,000	160,000	16
		71600	Travel	10,227	5,000	10,000	10,000	35,227	17
		72100	Contractual services	75,000	60,000	67,000	67,000	269,000	18
		72200	Equipment	8,000	5,000	5,000	8,000	26,000	19
		74200	Audiovisual and print production costs	13,000	23,000	15,000	15,000	66,000	20
		74500	Miscellaneous	17,000	17,000	17,000	17,727	68,727	21
		72500	Supplies	3,000	3,000	6,000	3,000	15,000	22
		75700	Training	30,000	30,000	30,000	30,000	120,000	23
			<b>Total Outcome 3</b>	<b>196,000</b>	<b>183,000</b>	<b>190,000</b>	<b>190,727</b>	<b>759,727</b>	
<b>PROJECT MANAGEMENT UNIT (INCLUDES MONITORING AND EVALUATION)</b>	GEF	71300	Local Consultants	20,000	20,000	20,000	20,000	80,000	24
		71600	Travel	3,000	3,000	3,000	3,000	12,000	25
		72100	Contractual services	1,500	4,000	4,000	2,000	11,500	26
			<b>Project Management Sub-total (a)</b>	<b>24,500</b>	<b>27,000</b>	<b>27,000</b>	<b>25,000</b>	<b>103,500</b>	
		71200	International Consultants	0	30,000	0	40,000	70,000	27
		72100	Contractual services	8,000	3,000	4,500	6,500	22,000	28
		71600	Travel	7,773	5,500	4,000	5,000	22,273	29
			<b>M &amp; E Sub-total (b)</b>	<b>15,773</b>	<b>38,500</b>	<b>8,500</b>	<b>51,500</b>	<b>114,273</b>	
	<b>Total Management (a + b)</b>	<b>40,273</b>	<b>65,500</b>	<b>35,500</b>	<b>76,500</b>	<b>217,773</b>			
<b>PROJECT TOTAL</b>				<b>517,273</b>	<b>567,500</b>	<b>505,500</b>	<b>587,227</b>	<b>2,177,500</b>	

### Total Budget Summary

Donor Name	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)
GEF	517,500	567,500	505,500	587,227	2,177,727
National Government (APN, SAyDS, CFP-SAGPyA )	300,000	350,000	600,000	650,000	1,900,000
Provincial Governments (Buenos Aires, Río Negro, Chubut, Santa Cruz and Tierra del Fuego)	750,000	750,000	2,000,000	2,500,000	6,000,000
International NGOs	500,000	500,000	300,000	200,000	1,500,000
Research Institutes (UNCo)	195,000	195,000	195,000	195,000	780,000
Others (Private Sector and FPN)	50,000	100,000	200,000	200,000	550,000
<b>TOTAL</b>	<b>2,312,500</b>	<b>2,462,500</b>	<b>3,800,500</b>	<b>4,332,227</b>	<b>12,907,727</b>

### Atlas Budget Summary

Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	%
71200	International Consultants	0	30,000	0	40,000	70,000	3.21%
71300	Local Consultants	138,000	138,000	138,000	137,090	551,090	25.31%
72100	Contractual services	160,500	143,000	148,500	153,500	605,500	27.81%
71600	Travel	41,000	33,500	37,000	33,000	144,500	6.64%
72200	Equipment	23,000	13,000	20,000	18,000	74,000	3.40%
72400	Communication	4,000	4,000	4,000	4,000	16,000	0.73%
72500	Supplies	11,000	11,000	14,000	11,000	47,000	2.16%
74200	Audiovisual and print production costs	33,000	88,000	35,000	80,000	236,000	10.84%
74500	Miscellaneous	27,000	27,000	29,000	29,727	112,727	5.18%
75700	Training	80,000	80,000	80,000	80,910	320,910	14.74%
	<b>Total</b>	<b>517,500</b>	<b>567,500</b>	<b>505,500</b>	<b>587,227</b>	<b>2,177,727</b>	<b>100%</b>

### Budget Summary by GEF Outcomes

GEF Outcome	Budget	Percentage of total budget (%)
<b>OUTCOME 1:</b> Governance framework developed for an effective Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors	500,000	22.96
<b>OUTCOME 2:</b> Piloting CMPAs to incorporate priority marine areas and provide lessons for ISCMPA management agreements	700,000	32.14
<b>OUTCOME 3:</b> Development of a financial strategy for a sustainable ISCMPA and its constituent CMPAs	759,954	34.90
<b>Project Management Unit</b> ( includes MONITORING and EVALUATION)	217,773	10.00
<b>TOTAL</b>	<b>2,177,727</b>	<b>100.00</b>

### Budget Notes

General comments: National consultants (services) were budgeted within the values approved by the Ministry of Foreign Affairs, International Cooperation Secretariat, on November 23, 2009 and informed by UNDP-RP-2009-0193 and valid from January 1, 2010. International contracts will be calculated based on UNDP values and international standards depending on activities carried out. Contracts for services will be calculated depending on the job/activity carried out. It should be noted that the project covers and immense area (over 4,000 km of shoreline). This, together with the strong focus on participation of a wide range of stakeholders, means that extensive travel will be required. Cost of travel and participation of the majority of stakeholders in project workshops, events and training is covered by co-funding. GEF resources will be used for covering the travel cost of specialized consultants hired to each event; and in some exceptional cases to facilitate the participation of representatives of civil society and key stakeholder groups.

Atlas Description	Atlas Code	Budget Notes
<b>Outcome 1- Governance framework developed for an effective ISCMPA and coordinated with production sectors</b>		
1. Local Consultants	71300	– Biodiversity Management and Protected Area specialists (2) to lead the political actions, organizational activities for the creation of the ISCMPA including the signing of agreements with each jurisdiction, and the creation of the CMPA agency with the relevant operational and administrative guidelines. (Total cost: 151k US\$; 48 months - \$ 3,148 US\$/month)
2. Travel	71600	– Travel costs of Coordinators and Consultants (ISCMPA & CMPA) to organize and lead meetings with Federal and provincials government officials and engage key individuals from the private sector and community in the development of the ISCMPA and the CMPA Agency and to provide technical support for CMPA management; Assist governments and legislators with the preparation of the legal instruments supporting the ISCMPA. (Total cost: 40k US\$)
3. Contractual Services	72100	– Contractual services of technical, legal and political expertise on CMPA governance for assistance with the preparation of the necessary legal instruments; technical base and capacity building for government officials and legislators in each jurisdiction. (Estimated total cost: 100 pers/months - \$1300 US\$ per month)

4. Equipment	72200	– Office equipment (Computers, notebooks, scanner) for technical assistance with the ISCMPA. (Total cost: 16k US\$)
5. Audiovisual and print production costs	74200	– Printing and distribution of ISCMPA publications, newsletters and promotional materials; ISCMPA Information System; ISCMPA Handbook and technical reports, developed and published in electronic and paper format. (Total cost: 30k US\$)
6. Miscellaneous	74500	– Fuel costs; services, office maintenance and supplies; security and insurance costs; banking costs and incidental expenses. (Total cost: 44k US\$). Unforeseen expenses incurred by currency fluctuations
7. Training	75700	– Organization and implementation of trainings in the five provinces and in Buenos Aires city aimed at: a) key stakeholders, local communities and production sectors; and b) governments officials and technical staff involved with the development and implementation of the ISCMPA (Estimated total cost: 72.91k US\$)
8. Communication	72400	– Telephone, internet costs and postage. (Total cost: 16k US\$)
<b>Outcome 2 – Piloting CMPAs incorporates priority marine areas and provide lessons for ISCMPA management agreements</b>		
9. Local Consultants	71300	– Technical Coordinator and Training and Environmental Education Consultant, for: i) implementing 5 pilot CMPAs management processes in areas identified by the Steering Committee, included developing management plans, etc., ii) collating lessons learned and replicating results, ii) updating baseline information, iv) developing best practices to mitigate or avoid threats, v) implementing a recovery and rehabilitation network, vi) conducting training courses for local leaders and educational community (on biodiversity conservation, monitoring, and participatory planning of protected areas) in the five coastal provinces. (Total cost: 160k US\$; 48 months, 3,333 US\$/month)
10. Travel	71600	– Travel to collect and update baseline information on wildlife in selected CMPAs for monitoring of biodiversity indicators. (Total cost: 10k US\$) – Travel costs for implementing pilot protected areas. Participatory workshops to develop and CMPA management plans. (Total cost: \$15k US\$) – Field trips to rescue coastal wildlife and provide treatment and rehabilitation support in CMPAs. (Total cost: \$10k US\$)
11. Contractual Services	72100	– Contracts agreed with participating research institutions, universities and NGOs to undertake specialized tasks (e.g. best practices analysis; research on impact of climate change on CMPAs; specific studies on biodiversity for CMPAs management purposes). (Total cost: \$173k US\$)
12. Equipment	72200	– Minor infrastructure and visitation improvement at selected pilot CMPAs to implement identified management actions including wildlife surveys and monitoring and others such a fee collection. (binoculars, telescopes, GPS, etc). (Total cost: \$32k US\$)
13. Audiovisual and print production costs	74200	– Design, editing, printing and distribution of executive CMPAs documents and manuals containing operational guidelines, protocols and management standards for selected pilot sites. (Total cost: 40k US\$; 20k US\$/yr in yrs 2 and 4) – Development of digital maps for the ISCMPA and scaled up maps of selected pilot CMPAs. (Total cost: 40k US\$; 20k US\$/year in years 2 and 4) – Production of management plans and materials used in training courses and awareness brochures for the ISCMPAs and selected pilot CMPAs. (Total cost: 40k US\$; 10k US\$/year) – Design and uploading on the project website of four electronic newsletters per year. (Total cost: 20k US\$; 5k US\$/year)

14. Supplies	72500	– Education materials for use with guides, schools and wardens on CMPAs. (Total cost: 32k US\$)
15. Training	75700	– Organize and conduct training courses on biodiversity conservation, monitoring, and participatory planning of protected areas in the five coastal provinces. (Total Cost: 128k US\$; 32k US\$/year)
<b>Outcome 3 –A financial strategy for a sustainable ISCMPA and its constituent CMPAs</b>		
16. Local Consultants	71300	– Executive Coordinator and Social Communication Consultant responsible for: i) steering the development and coordination process for the sustainable financing of the ISCMPA and the pilot CMPAs, ii) creating the necessary legal and political support and for building stakeholder support, ii) establishing suitable communication with relevant groups of stakeholders, iii) developing an external communications program, and iv) supervising information exchange among project partners. (Total cost: 160k US\$; 48 months, 3,333 US\$/month)
17. Travel	71600	– Airfares, land travel costs, vehicle maintenance aimed at gathering and collating financial information on CMPAs, signing formal agreements and developing, coordinating and testing financial mechanisms, evaluating and replicating results across the ISCMPA. (Total cost: 35.2k US\$)
18. Contractual Services	72100	– Contracts with local and international research institutions, universities and NGOs for services and expertise involving research on CMPAs financial mechanisms, baseline financial studies of selected PAs, and monitoring of implementation of financial mechanisms. (Total cost: 269k US\$)
19. Equipment	72200	– Equipment to be used for the development of sustainable finance mechanisms for CMPAs, e.g. basic IT equipment and software for fee entrance collection and developing other revenue generating mechanisms. (Total cost: 26k US\$)
20. Audiovisual and print production costs	74200	– Designing, editing and distributing of printed materials for training courses and presentations to be used in participatory processes involving government and the community in the development of CMPA financial mechanisms (Total cost: 52k US\$) – Editing and published of a CMPA financial mechanisms manual (Total cost: 14k US\$)
21. Miscellaneous	74500	– Fuel costs; services, office maintenance and supplies; security and insurance costs; banking costs and incidental expenses. (Total cost: 68,727 US\$)
22. Supplies	72500	– Supplies and workshop materials for the development of CMPA sustainable financial mechanisms (Total cost: 15k US\$)
23-. Training	75700	– Workshops and training courses on CMPAs financing and protected area contingency funding development and management. (years 1-4; 30k US\$ per year)
<b>Project Management</b>		
24. Local Consultants	71300	– Project Administrator and Accounting Analyst and Auditor, Purchasing Manager (Total cost: 80k US\$; 40 months; estimated 1,667 US\$ per month)
25. Travel	71600	– Project implementation meetings, project agreements with governments and private sector (Total cost: 12k US\$)
26. Contractual Services	72100	– Design, maintenance and regular updating of project website (Total cost: \$11.5k US\$)
<b>Monitoring &amp; Evaluation</b>		
27. International Consultant	71200	– Contracts for mid-term and final evaluations (Total cost: 70k US\$)
28. Contractual Services	72100	– Contracted specialists for monitoring and evaluation (Total cost: 22k US\$)
29. Travel	71600	– Travel costs for monitoring and evaluation activities are budgeted (Total cost: 22.2k US\$)

## **5. MANAGEMENT ARRANGEMENTS**

219. The project shall be executed by the Fundación Patagonia Natural (FPN) under the responsibility of the Project Director (PD), undertaking the role of primary Executing Agency following the accounting-administrative procedures of UNDP-GEF for the disbursement of funds, the follow-up of objectives and outcomes as agreed in the project's work plan. FPN will perform project startup tasks such as management and coordination of project activities, with technical and strategic support from its partners. A Project Steering Committee will be established at the project inception and will be responsible for making management decisions for the project in particular when guidance is required. A Project Coordinator will be responsible for running the project on a day to day basis carried out by a Project Coordination Unit headquartered in FPN offices in Puerto Madryn (in Chubut Province). The term of the project shall be 4 years.

### **Results of capacity assessment of implementing partner**

220. HACT not applicable in Argentina.

221. The UNDP Country Office in Argentina has had ample opportunity to assess the management capabilities of the principal implementing partner of this project and is confident it has all of the necessary qualities for managing the project effectively and producing the best results possible. Furthermore, given the area covered by the project, the nature of the activities to be addressed and the expertise of FPN it is uniquely placed to undertake this project. FPN has extensive proven capacity in conservation of biodiversity and the sustainable use of marine resources on the Patagonian coast, including the successful facilitation of an integrated Patagonian Coastal Zone Management Program since the early 1990s (supported by the GEF-PNUD ARG/92/G31 and ARG/02/G31 projects).

### **UNDP Support Services**

222. The UNDP Country Office (UNDP-CO) will be in charge of the project's management, in close collaboration and consultation with the Executing Agency, as per the above-described distribution of duties and the roles and responsibilities outline in the following sections.

223. Specifically UNDP will be responsible for (i) ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the project document; (ii) coordinating and supervising the activities outlined in the project document; (iii) undertaking necessary organizational arrangements for all project meetings; (iv) hiring of and contract administration for qualified local and international experts who meet the formal UNDP/GEF requirements; (v) managing and being responsible for all financial administration to realize the targets envisioned, in consultation with the Executing Agency; (vi) mainstreaming project outcomes in its own national programme and considering funding opportunities from its own resources as appropriate; (vii) coordinating with the UN Country Team in Argentina, with a view to mainstreaming their interventions at the country level, and ensure funding as appropriate; (viii) establishing an effective networking between project stakeholders, specialized international organizations and the donor community; (ix) ensuring networking among country-wide stakeholders; (x) reviewing and making recommendations for reports produced under the project; and (xi) establishing and endorsing the thematic areas, with a view to ensuring linkage to national policy goals, relevance, effectiveness and impartiality of the decision-making process.

### **Collaborative arrangements with related projects**

224. Argentina has defined a strategy for strengthening conservation through protected areas that includes two complementary approaches. One will work largely from the federal level to develop biodiversity corridors similar to those used in terrestrial ecosystems but that are also applicable to the marine biomes. A second approach will focus on pilot CMPAs that are mostly under provincial jurisdiction, and will incorporate adjoining national areas to establish connectivity with marine bird and mammal foraging areas at sea. Once the working framework tailored to these environments is established it will be integrated with the broader SiFAP initiative. The ISCMPA project is fully aligned with this

strategy and is being developed as a natural progression of the foundations established in earlier projects and responds to a specific request from the governments.

225. This ISCMPA project is complementary to the World Bank GEF *Rural Corridors and Biodiversity Conservation* project to be implemented by Argentina's National Parks Administration (APN) that will create protected areas in priority biodiversity sites along conservation corridors in the Patagonian Steppe and Grand Chaco, and will strengthen the SiFAP with special emphasis on its financial aspects and multi-stakeholder participation. Given that most existing protected areas in Argentina are terrestrial, the SiFAP by default focuses largely on strengthening terrestrial areas. It will however provide critical systemic elements that will enable the full expansion of a marine and coastal system once the framework for this has been put in place by the project proposed herein. The ISCMPA will be fully coordinated with the nascent SiFAP and will assist with those aspects that have to do with the process of inter-jurisdictional cooperation on coastal marine protected areas, tailored to the needs and characteristics of this natural environment. Both projects have agreed to coordinate their efforts to strengthen the SiFAP from different angles using complementary approaches (see below).

226. The National Parks Service of Argentina (APN) and the provincial governments will take a leading role in the formal governmental aspects of the ISCMPA. FPN will generate public support and provide technical backstopping and capacity building for the management of the pilot CMPAs and provide technical assistance for the development of the ISCMPA framework.

227. The President of Fundación Patagonia Natural (FPN) and the President of the National Parks Service of Argentina (APN) signed an agreement in May 2010 that states that both organizations will coordinate their efforts to avoid overlapping activities between the GEF funded projects that each will be implementing and will complement one another in all aspects related to coastal marine protected areas (CMPAs) of Argentina<sup>40</sup>.

228. The agreement (see Annex 8.5) identifies the specific areas and activities that each project will address and also discusses some of the areas where both projects complement one another. It also states that a representative of the National Parks Service will form part of the Steering Committee of this project thereby ensuring contact and coordination at all times (see Annex 8.5).

### **Prior obligations and prerequisites**

229. Argentina is signatory to the CBD and has ratified its commitment to the Convention. The country is also implementing its National Biodiversity Strategy with which the Project is fully compliant.

230. The National Government of Argentina and all of the relevant Provincial Governments participating in this Project represented in the PPG Steering Committee have signed their agreement to the Project and have formally expressed their commitment of counterpart funding.

### **Inputs to be provided by all partners**

231. The continued involvement of all participating Governments in the Project Steering Committee lies at the heart of the project. All participants without exception played an active part in this ad-hoc committee during the PPG phase, contributing ideas and providing solutions to challenges to be addressed by the project. Each one did so in a highly positive and constructive manner indicating a complete understanding of the goals of the project and a high level of commitment to addressing them. This level of interest and participation combined with the commitment of counterpart funding and support for the project objectives will form the basis of this Project and key to its success. Similar levels of interest have been expressed by members of the private sector and all of the NGOs that have been involved in the process of project development. Many have given time and funding during the project preparation stage

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<sup>40</sup> The APN "Rural Corridors and Biodiversity Conservation" project (<http://www.gefonline.org/projectDetailsSQL.cfm?projID=3830>) and the FPN "ISCMPA" project (<http://www.gefonline.org/projectDetailsSQL.cfm?projID=3910>).

and have expressed their commitment to remain heavily involved during the project implementation phase.

### **Audit arrangements**

232. The Government will periodically provide the Local UNDP Representative with a certified financial statement and an annual audit of the financial statement following the procedures of the UNDP-GEF Programming and Finance Manual. The audit shall be performed by a legally recognized auditor or by a commercial auditor proposed by the Government.

### **Agreement on intellectual property rights and use of logo on the project's deliverables**

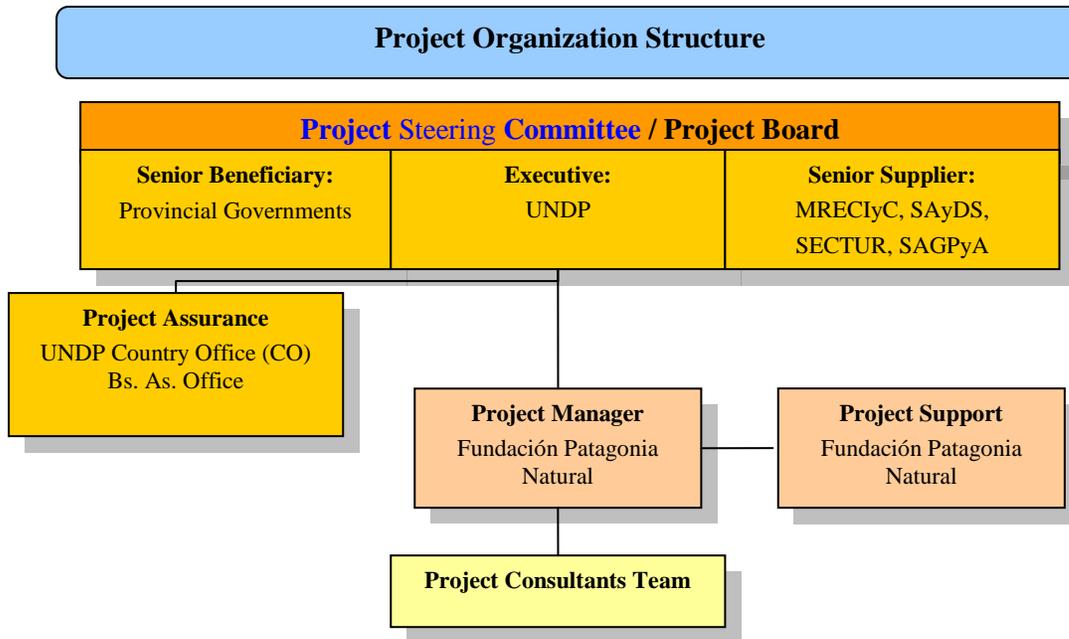
233. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

### **Roles and responsibilities of the parties involved in project management**

234. The primary Executing Agency will be responsible for coordinating the activities that will ensure achievement of the foreseen outcomes and for certifying expenses according to the project budget and work plan. In addition, it will facilitate monitoring and evaluation, with an emphasis on the project outputs and will coordinate cash flow from the different sources of funding. It will approve the Terms of Reference of consultants, calls for bids, contractors and subcontractors and in liaison with UNDP-GEF and in accordance with planned all project outputs and expected impacts.

235. The Executing Agency will carry out the project in close collaboration with the National Government (MRICEyC, SAyDS, SECTUR and SAGPyA) and the Governments of the provinces of Buenos Aires, Río Negro, Chubut, Santa Cruz and Tierra del Fuego, Antártida e Islas del Atlántico Sur; with national and local academic institutions, non-governmental organizations and the coastal community in general. For this purpose FPN will convene the necessary meetings to keep the project operational as per the following specific responsibilities: (i) together with UNDP-CO and UNDP-GEF select the Project Coordination Unit (PCU); (ii) Plan the monitoring of all technical aspects of the project and the progress in Outputs and the pertinent tasks; (iii) be an active coordinator of stakeholder participation in the project; d) prepare and distribute periodic reports and frequently follow-up on Project contractors, suppliers, consultants and beneficiaries; (iv) ensure the necessary cash flow to progress satisfactorily within the foreseen work plan and budget; (v) manage the budget and control commitments, expenses and planned expenditure according to the Budget and Work Plan; and (vi) implement and maintain a regular and proactive communication with stakeholders and the coastal community overall.

236. The basic reference structures to follow-up on the expected outcomes and eventually develop new policies during project implementation will be as follows: (i) the Project Steering Committee (PSC) ; (ii) the Project Coordination Unit (PCU) basically comprising professionals of the Executing Agency and located in Puerto Madryn, which shall ensure coordination among stakeholders; (iii) the Regional or Thematic Coordination Units (R&TCU), if created, will verify progress in project activities, on site and with professional specificity; and (iv) a Supervision and Follow-up Unit to guarantee proper fulfillment of the project.



### Project Steering Committee

237. The Project Steering Committee (PSC) will be in charge of making political decisions and of guiding/supervising the Executing Agency and the PCU. The PSC will play a key role in the monitoring and evaluation of process quality and outputs, using this evaluation to optimize resource management and the tapping of gained experiences. It will ensure that the required resources are committed and will decide on any project conflict or negotiate solutions vis-à-vis any problem that may arise with bodies external to the project management. In addition, it will select, agree upon duties and evaluate the Project Coordinator and any other delegation of duties deemed necessary during the different project phases. Based on the approved Annual Work Plan, the PSC can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

238. In order for a better management and control over the Project outcomes, the PSC will keep to a decision-making process in agreement with standards that will permit result-oriented management, a better economic and financial tapping, good faith, integrity, transparency and international competitiveness.

239. The representatives on the PSC are proposed by recommendation of the parties participating in the project and will be approved /confirmed at each annual meeting. The PSC must be set up before the Project Inception Workshop (PIW) and will include National Government representatives (MRECIyC, SAyDS, SECTUR and SAGPyA) and Provincial Government representatives (Buenos Aires, Río Negro, Chubut, Santa Cruz and Tierra del Fuego, Antártida e Islas del Atlántico Sur provinces), and these will review with a right to vote on the affairs of the project. The PSC members will represent the interests of key stakeholders and beneficiaries of the project concerning the expected results.

240. The PSC will be convened and logistically supported by the Project Coordinator and the PCU. The Committee will meet at least once a year (in November/December) to approve the Annual Work Plan (AWP) and the Annual Budget. Should a second meeting be held it will take place (preferably in July/August) to review relevant topics, among others, the Annual Report to UNDP-GEF. Should this second meeting not be held, in the last four months of each year the Project Coordinator and the PCU will circulate the most relevant topics that call for the opinion of the PSC.

241. The PSC will provide policies and guidelines during project implementation to (i) achieve appropriate coordination among governmental and non-governmental agencies; (ii) guide the project

implementation process with regard to: national and provincial policies, the sustainable use of resources, policies and strategies for biodiversity conservation and incorporation of the strategic environmental assessment; (iii) ensure that project activities do not overlap or compete for resources with other development initiatives in the region; (iv) supervise ongoing tasks during implementation, monitor progress and approve reports, and especially monitor the efficiency of project implementation; (v) supervise financial administration and approve related reports.

### **Supervision and Follow-Up Unit**

242. This Unit will guarantee the proper operation of the project and to this effect will supervise and monitor outputs and functions objectively and independently. It will be headed by UNDP Country Office and will report to PSC and work in close collaboration with the PCU.

### **Project Coordinator and Project Coordination Unit**

243. The Project Executive Coordinator (PEC) will be responsible for the implementation of the project on a daily basis on behalf of the Implementing and Executing agencies, with the restrictions imposed upon him/her by PSC. He/she will be initially responsible for ensuring fulfillment of outcomes envisaged in the project document, and for assuring appropriate quality standards, within the foreseen time frames and budgeted cost range. The PEC must have experience in at least one of the project technical fields and sound managerial and administrative skills that will allow him/her to make timely technical contributions within a clear management leadership position. He/She will work in close collaboration with the Executing Agency and main stakeholders.

244. The Project Technical Coordinator (PTC): He/She will be stationed at the PCU and will work with a team of collaborators coordinated by the PEC and will perform administrative, logistic and technical/professional roles to support project needs.

245. The Project Administrative/Financial Coordinator (PAC): He/She will be stationed at the Project Coordination Unit (PCU) and his/her role will be to support the PEC in project financial/accounting management and administration.

246. The PCU duties will include the following: (i) to achieve project objectives, outcomes and outputs; (ii) to manage project implementation on a daily basis, coordinating activities according to UNDP-GEF rules and procedures and as outlined by the PSC; (iii) to provide general coordination to the project and M&E plan; (iv) to render the necessary technical advice to achieve project outcomes; (v) to coordinate actions with stakeholders and other regional/national or provincial programs related to the project; (vi) to ensure as a part of the Executing Agency, together with UNDP-GEF, the fulfillment of all project objectives including those offered by subcontracted Technical Assistance missions, Service Providers, local and international consultants contracted through open competition (the PCU will draft documents containing requests for services or assistance and the pertinent terms of reference); (vii) to organize meetings within the Project framework (e.g., the PIW, PSC meetings and possibly meetings of the regional or thematic coordination units, etc.); (viii) to work in collaboration with UNDP-CO to organize and provide technical and logistic support to missions visiting the project and to consultants convened to participate therein; and, (ix) to prepare all reports arising from project implementation and execution.

247. Specific project activities and tasks will be commissioned by hiring technical consultants and/or NGOs where appropriate. These will undertake technical tasks related to the achievement of Outcomes and will work under the supervision of the PEC and PTC. Initially consultants are envisaged in specialized areas such as conservation, tourism, fisheries and PA financing.

### **Regional or Thematic Coordination Units**

248. When deemed necessary, these units will be set up to meet the necessary thematic or regional coordination or operational requirements to achieve project objectives, bringing together governmental

institutions, non-governmental, sectorial, and academic organizations that are connected with project implementation as well as with access to benefits stemming there from. These units will allow a better identification of requirements and will outline the scope of each project output. They will also help establish links between Project executors and/or beneficiaries in any given topic or province including, when necessary, experts from the public, private or civil sectors to discuss or participate in key topics during project implementation and execution.

## **6. MONITORING FRAMEWORK AND EVALUATION**

249. Project Monitoring and Evaluation (M&E) will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit (RCU) in Panama City. The Project Results Framework in Section 3 provides performance and impact indicators for project implementation along with their corresponding means of verification. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, and a mid-term and final evaluation. The following sections outline the principle components of the M&E Plan and indicative cost estimates related to M&E activities. The M&E Plan will be presented and finalized in the Project Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

### **Project Inception Phase**

250. A Project Inception Workshop (IW) will be held within the first 2 months of project start with the full project team, relevant Government of Argentina (GoA) counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF RCU, as well as UNDP-GEF headquarters (HQs) as appropriate.

251. A fundamental objective of this IW will be to assist the project team in understanding and taking ownership of the project goal and objective, as well as finalize preparation of the first annual work plan on the basis of the project results framework and the GEF SO1 Tracking Tool. This will include reviewing the results framework (indicators, means of verification, and assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators, in a manner consistent with the expected outcomes of the project.

252. Additionally, the purpose and objective of the IW will be to: (i) introduce project staff to the UNDP-GEF team that will support the project during its implementation, namely the UNDP-CO and responsible RCU staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff in relation to the project team; (iii) provide a detailed overview of UNDP-GEF reporting and M&E requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews including arrangements for annual audit, and mandatory budget re-phasing.

253. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for the project staff and decision-making structures will be discussed again, as needed in order to clarify for all, each party's responsibilities during the project implementation phase. The IW will also be used to plan and schedule the Tripartite Committee Reviews.

## **Monitoring Responsibilities and Events**

254. A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. This schedule will include: (i) tentative time frames for Tripartite Committee Reviews, Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms), and (ii) project related M&E activities.

255. Day to day monitoring of implementation progress will be the responsibility of the Project Coordinator based on the project AWP and its indicators. The Project Coordinator will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The Project Coordinator will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the IW with support from UNDP-CO and assisted by the UNDP-GEF RCU. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the AWP. Targets and indicators for subsequent years will be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

256. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the IW. The measurement of these will be undertaken through specific studies that are to form part of the project activities such as the quantification of the number of species for indicator groups.

257. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the project implementation team, or more frequently as deemed necessary. This will allow parties to take stock and troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. The UNDP-CO and UNDP-GEF RCU as appropriate, will conduct yearly visits to the project's field sites, or more often based on an agreed schedule to be detailed in the project's Inception Report / AWP to assess first-hand project progress. Any other member of the Project Steering Committee (PSC) can also accompany these site visits, as decided by the PSC. A Field Visit Report will be prepared by the UNDP-CO and circulated no less than one month after the visit to the project team, all PSC members, and UNDP-GEF.

258. Annual monitoring will occur through Tripartite Committee (TPC) Reviews. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to TPC review at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project proponent will prepare an Annual Project Report (APR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPC for review and comments.

259. The APR will be used as one of the basic documents for discussions in the TPC. The Project Director will be responsible for presenting the APR to the TPC, highlighting policy issues and recommendations for the decision of the TPC participants. The Project Director also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. The TPC has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the IW, based on delivery rates, and qualitative assessments of achievements of outputs.

260. The Terminal Tripartite Committee Review is held in the last month of project operations. The Project Director is responsible for preparing the Terminal Report and submitting it to UNDP-CO and to UNDP-GEF RCU. It shall be prepared in draft at least two months in advance of the TPC meeting in order to allow review, and will serve as the basis for discussions in the TPC meeting. The terminal TPC review considers the implementation of the project as a whole, paying particular attention to whether the

project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

### **Project Monitoring Reporting**

261. The Project Director in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process and that are mandatory.

262. A Project Inception Report will be prepared immediately following the IW. It will include a detailed First Year/AWP divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the RCU or consultants, as well as time-frames for meetings of the project's decision making structures. The Inception Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12-month time frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the Inception Report, the UNDP-CO and UNDP-GEF's RCU will review the document.

263. The Annual Project Report (APR) is a UNDP requirement and part of UNDP's CO central oversight, monitoring and project management. It is a self-assessment report by the project management to the CO and provides input to the country office reporting process and the Results Oriented Annual Report (ROAR), as well as forming a key input to the TPC Review. An APR will be prepared on an annual basis prior to the TPC Review, to reflect progress achieved in meeting the project's AWP and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The format of the APR is flexible but should include the following sections: (i) project risks, issues, and adaptive management; (ii) project progress against pre-defined indicators and targets, (iii) outcome performance, and (iv) lessons learned and good practice.

264. The Project Implementation Review (PIR) is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, a PIR must be completed by the UNDP-CO together with the project management. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPC review. The PIR should then be discussed in the TPC meeting so that the result would be a PIR that has been agreed upon by the project, the Executing Entity/Implementing Partner, UNDP-CO and the concerned RCU.

265. The individual PIRs are collected, reviewed and analyzed by the RCU prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP-GEF M&E Unit analyze the PIRs by focal area, theme and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis. The focal area PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP-GEF has prepared a harmonized format for reference.

266. Quarterly Progress Reports outlining main updates in project progress will be provided quarterly to the local UNDP CO and the UNDP-GEF RCU by the project team. Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform and the risk log should be regularly updated in ATLAS based on the initial risk analysis included here.

267. Specific Thematic Reports focusing on specific issues or areas of activity will be prepared by the project team when requested by UNDP, UNDP-GEF or the Implementing Partner. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learned exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

268. A Project Terminal Report will be prepared by the project team during the last three months of the project. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, objectives met or not achieved, structures and systems implemented, etc., and will be the definitive statement of the project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's activities.

269. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels. Technical Reports have a broader function and the frequency and nature is project specific.

270. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc., of these reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the GoA and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

### **Independent Evaluation**

271. The project will be subjected to at least two independent external evaluations as follows:

272. An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime (i.e., July 2012). The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-Term Evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF RCU.

273. The management response of the evaluation will be uploaded to the UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC). The GEF SO1 Tracking Tool will also be completed during the mid-term evaluation cycle.

274. An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the same issues as the Mid-Term Evaluation. The Final Evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC). The Terms of Reference for this evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF RCU. The GEF SO1 Tracking Tool will also be completed during the final evaluation.

### **Audit Clause**

275. The GoA will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted according to UNDP’s financial regulations, rules and audit policies by the legally recognized auditor of the GoA, or by a commercial auditor engaged by the GoA.

### **Learning and Knowledge Sharing**

276. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP-GEF RCU has established an electronic platform for sharing lessons between the project managers. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned.

### **M& E Workplan and Budget**

<b>Type of M&amp;E activity</b>	<b>Responsible Parties</b>	<b>Budget (\$)*</b>	<b>Time frame</b>
Inception Workshop	<ul style="list-style-type: none"> <li>Project Team</li> <li>UNDP CO</li> <li>UNDP GEF</li> </ul>	8,500 (GEF)	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> <li>Project Team</li> <li>UNDP CO</li> </ul>	Costs covered by counterpart sources	Immediately following IW
Measurement of Means of Verification of project results	<ul style="list-style-type: none"> <li>UNDP GEF RTA / Project Director will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	Costs covered by counterpart sources	Start, mid-point, and end of project
Measurement of Means of Verification for Project Progress and Performance (measured	<ul style="list-style-type: none"> <li>Oversight by Project Director</li> <li>Project Team</li> </ul>	No separate M&E cost: to be absorbed within salary and travel costs of project staff	Annually prior to ARR/PIR and to the definition of annual work plans

Type of M&E activity	Responsible Parties	Budget (\$)*		Time frame
on an annual basis)				
ARR and PIR	<ul style="list-style-type: none"> <li>Project Director and Team</li> <li>UNDP-CO</li> <li>UNDP-GEF</li> </ul>	None		Annually
Tripartite Committee Reviews and Reports	<ul style="list-style-type: none"> <li>GoA counterparts</li> <li>UNDP CO</li> <li>UNDP GEF RCU</li> </ul>	None		Annually, upon receipt of APR
Project Steering Committee Meetings	<ul style="list-style-type: none"> <li>Project Team</li> <li>UNCP-CO</li> <li>GoA representatives</li> </ul>	10,000 (GEF) (average 2,500 per year)		Two times per year
Quarterly progress reports	<ul style="list-style-type: none"> <li>Project Coordinator and Team</li> </ul>	None		Quarterly
Technical reports	<ul style="list-style-type: none"> <li>Project Coordinator and Team</li> <li>Hired consultants as needed</li> </ul>	3,000 (GEF)		To be determined by Project Team and UNDP-CO
Mid-term Evaluation	<ul style="list-style-type: none"> <li>Project Director and Team</li> <li>UNDP- CO</li> <li>UNDP-GEF RCU</li> <li>External Consultants (i.e. evaluation team)</li> </ul>	30,000 (GEF)		At the mid-point of project implementation
Final Evaluation	<ul style="list-style-type: none"> <li>Project Director and Team</li> <li>UNDP- CO</li> <li>UNDP-GEF RCU</li> <li>External Consultants (i.e. evaluation team)</li> </ul>	40,000 (GEF)		At least three months before the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>Project Team</li> <li>UNDP-CO</li> </ul>	3,000 (GEF)		At least three months before the end of the project
Lessons learned	<ul style="list-style-type: none"> <li>Project Coordinator and Team</li> <li>UNDP-GEF RCU (suggested formats for documenting best practices, etc)</li> </ul>	8,000 (GEF) (average 2,000 per year)		Yearly
Audit	<ul style="list-style-type: none"> <li>UNDP-CO</li> <li>Project Coordinator and Team</li> </ul>	12,000 (GEF) (average 3,000 per year)		Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>UNDP-CO</li> <li>UNDP-GEF RCU (as appropriate)</li> <li>GoA representatives</li> </ul>	No separate M&E cost: paid from IA fees and operational budget		Yearly
<b>TOTAL INDICATIVE COST</b> (*Excluding project team staff time and UNDP staff and travel expenses)		GEF	114,500	
		<b>Total</b>	<b>114,500</b>	

## 7. LEGAL CONTEXT

277. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Argentina and the United Nations Development Programme, signed by the parties on February 26, 1985 and approved by Law 23,396 of October 10, 1986. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

278. The UNDP Resident Representative in Argentina is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes: (i) revision of, or addition to, any of the annexes to the Project Document; (ii) revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation; (iii) mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and (iv) inclusion of additional annexes and attachments only as set out here in this Project Document.

279. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

280. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

281. The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

282. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

283. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## **8. ANNEXES**

### **8.1 RISK ANALYSIS**

### **8.2 TERMS OF REFERENCE**

### **8.3 STAKEHOLDERS PARTICIPATION PLAN**

### **8.4 PILOT COSTAL MARINE PROTECTED AREAS**

### **8.5 ACTS OF THE WORKSHOPS OF THE SIAPCM PROJECT & NATIONAL PARKS SERVICE (APN) AND FUNDACIÓN PATAGONIA NATURAL (FPN) AGREEMENT**

### **8.6 ANALYSIS OF MANAGEMENT EFFECTIVENESS**

### **8.7 MAPS**

### **8.8. TRACKING TOOLS (SEE SEPARATE FILE)**

### **8.9 CO-FUNDING LETTERS (SEE SEPARATE FILE)**

## 8.1 RISK ANALYSIS

(See Sec. 1.2. THREATS, ROOT CAUSES, LONG-TERM SOLUTION AND BARRIERS ANALYSIS)

For UNDP GEF projects in particular, please outline the risk management measures including improving resilience to climate change that the project proposes to undertake.

<b>Project Title:</b> <i>Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA)</i>	<b>Award ID:</b> 59115	<b>Date:</b> June 2010
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Changes in political authorities at the State governments may delay decision making process	When was the risk first identified  <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i>	Political	P = 3 I = 3	The project is closely aligned with national strategies and priorities and has been endorsed at provincial and national levels and different Secretariats and as such the commitment to the objectives is likely to continue facilitating the eventual approval of laws. In addition the Steering Committee is made up by government personnel from different jurisdictions that are therefore unlikely to change all at once lending the committee greater resilience to institutional changes. Furthermore the project will incorporate a mix of approaches that combine improved enforcement of existing laws and norms with the development of incentives for new practices thereby further reducing the effect of this risk on the achievement of overall objectives.	FPN	FPN	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	Insufficient political will to adopt changes in PAs management		Political	P = 2 I = 2	The provinces have made formal commitments to the objectives of the Project and have taken on the responsibility of providing co-financing to demonstrate their political commitment. In addition, relevant national and provincial authorities in PAs will be actively involved in project implementation through their participation on the Steering Committee. Furthermore, the project's communication	FPN	FPN		

					strategy envisages a strong communication component specifically targeted at decision-makers. In addition the project will promote active cooperation from non-governmental organizations that will also help increase civil participation and maintain high levels of interest. Several NGOs will be actively participating in the implementation of specific outputs of the project and will be invited to participate in opinion forums and follow-up of the proposed initiatives. One international NGO has signed specific commitments and has committed resources to participate in the Project.				
3	Climate Change		Environmental	P =2 I = 2	<p>The large ecosystem approach of the project, together with the generation of accessible information on environmental parameters will enable the project to contribute to better identify the trends and develop responses, as well as management and conservation strategies, that address changes that may occur.</p> <p>Possible effects of climate change at the local level will be assessed with existing data. All baseline information on pilot sites will be used by the Project to produce one or two desirable scenarios regarding expansion, boundary re-design or zoning of each area.</p> <p>The approach of the Project regarding threats that might impact very large areas, and hence are difficult to prevent will be to share knowledge and adopt experiences from other parts of the world that promote regional mitigation and adaptation strategies to climate change.</p> <p>The project includes strategies for working</p>	FPN	FPN		

					with different stakeholders to address this risk. It will especially engage academia and the private sector to develop a strategy for adapting to cc that minimizes medium and long term risks beyond the end of the project.				
4	Organized PAs attract more people and increase pressures on the coasts		Operational	P =2 I = 2	<p>To offset any potential risks associated with increased human pressure on protected areas the Project will introduce financial and business planning and will support a diversification of financing sources for the PAS to financial sustainability while at the same time keeping visitor numbers and human pressure within limits.</p> <p>The project will support the updating and standardization of provincial and national regulations to facilitate monitoring of changes in the number of visitors. In addition, a specific commitment will be requested of the participating organizations to comply with the regulatory framework in place The strengthening of the PAs control and monitoring capacities through the Project will also help ensure that this risk does not occur.</p>	FPN	FPN		
5	Regulatory frameworks		Regulatory	P =2 I = 2	<p>Approval of regulations by provincial legislative bodies may last for long periods of time. Awareness raising and lobbying will ensure that the necessary adjustments to the regulatory frameworks are achieved in the duration of the project.</p> <p>Furthermore the project will incorporate a mix of approaches that combine improved enforcement of existing laws and norms with the development of incentives for new practices thereby further reducing the effect of this risk on the achievement of overall objectives</p>	FPN	FPN		

## **8.2 TERMS OF REFERENCE**

284. Following are the terms of reference for key project management staff. The Project Management Unit (PMU) will be staffed by the following, nationally-recruited positions:

- Project Executive Coordinator (full-time).
- Project Technical Coordinator (full-time).
- Project Administrator (full-time).

285. These will be further discussed and fine tuned during the inception workshop so that roles and responsibilities and UNDP GEF reporting procedures are defined. During this workshop the guidelines for terms of reference for specific consultants and subcontracts will be discussed and, for those consultancies to be undertaken in the first 6 months of the project, full terms of reference will be drafted along with the detailing of processes for selection and hiring.

### **Project Executive Coordinator**

#### **General Responsibilities:**

286. The Project Executive Coordinator (PEC) is a full-time position for the duration of the project. He/she shall liaise directly with the UNDP Argentine Country Office (CO), National Project Director and project partners in order to develop the annual work plan for the project. He/she will report to the UNDP-CO Environment Unit and the Project Director. He/she shall be responsible for the overall management and coordination of all executive aspects of the UNDP-GEF Project. He/she will provide overall supervision for all GEF-funded staff in the project. He/she will focus primarily on the policy aspects of the project, as well as guiding and supervising all external policy relations. He/she shall be responsible for delivery of all substantive, managerial and financial reports from and on behalf of the Project. Yet, while signing off on all financial and logistical matters, the day-to-day management of such project aspects will be delegated to his/her deputy, the Project Technical Coordinator (PTC).

287. The PEC shall liaise directly with designated Government officials, Members of the Project Steering Committee, the UNDP CO in Buenos Aires and UNDP-GEF Regional Technical Unit, Panama, existing and potential additional project donors, the GEF National Focal Point, and others as deemed appropriate and necessary by the Project Steering Committee or by the Project Coordinator him/herself. The budget and associated work plan will provide guidance on the day-to-day implementation of the approved Project Document and on the integration of the various donor-funded parallel initiatives.

#### **Specific Duties:**

The PEC will have the following specific duties:

- Manage the GEF-funded GEF - funded staff in the project, including consultants, and sign off on project budget and fund matters;
- Prepare Annual Operational Work Plan and related budget each year on the basis of the Project Document and project advances, under the general supervision of the Project Steering Committee and in close consultation and coordination with the Project Technical Coordinator, staff, GEF, partner Projects, and relevant donors;
- Undersign all project requests and progress/financial reports;
- Ensure that all technical reports (progress, annual Project Implementation Review (PIR), evaluations) as specified in the approved Project Document are prepared and submitted in a timely fashion to the GEF;
- Submit quarterly progress reports to the PSC;

- Coordinate and monitor the activities in line with milestones and as described in the work and M&E Plan;
- Design and establish the (i) monitoring and evaluation framework based on the Project Logical Framework to track project progress on national and site (PA Unit) levels;
- Direct the design of mechanism for exchange of experiences and lessons learned, along with the replication strategy to be developed from the demonstration projects;
- Supervise the maintenance of the project web-site information on project application guidance, monitoring and evaluation criteria, best practices and lessons learnt, as well as a database of ongoing activities;
- Oversee the development of information management tools to ensure evaluation, monitoring and replication activities;
- Ensure consistency between the various program elements and related activities provided or funded by other donor organizations;
- Sign off on Terms of Reference for consultants and contractors;
- Foster and establish close linkages with the other partner projects, with other related national GEF projects, and, where appropriate, other relevant regional GEF PA Management/Sustainable PA Financing projects within and outside of the region;
- Represent the Project at meetings and other project related forum within the region and globally, as required.

#### **Qualifications:**

- Academic: MSc degree (or equivalent experience) in environment, conservation, natural resources, or a development-related field.
- At least 10 years of relevant professional experience, including strong track record in management of protected areas projects, preferably from Argentina and the Latin American region;
- Demonstrated understanding of *in-situ* conservation, including new forms of *in-situ* conservation;
- Familiarity with UNDP and GEF modalities, rules and regulations;
- Experience in developing projects with Governments;
- Experience in project monitoring and evaluation.
- Skills: Project/program development, management and evaluation; excellent communication skills; negotiations; excellent management and facilitation skills; and supervisory skills.
- Language(s): Excellent networking and communication skills (written, verbal, interpersonal), fluency in Spanish and excellent command of English.
- Other: Excellent interpersonal, networking and team leading skills.

#### **Project Technical Coordinator**

##### **General Responsibilities:**

288. The Project Technical Coordinator (PTC) is a full-time position for the duration of the project. He/she shall liaise directly with the National Project Director, the Project Executive Coordinator and project partners in order to develop the annual work plan for the project. He/she will report to the Project Director and the PEC. He/she shall be responsible for the overall management and coordination of all technical aspects of the UNDP-GEF Project, in general and in particular. He/she will provide overall technical supervision for all

GEF-funded staff. He/she will focus primarily technical and field aspects of the project, as well as guiding and supervising all external academic-scientific relations. He/she shall be responsible for delivery of all technical-scientific and dissemination reports from and on behalf of the Project.

289. The PTC assist to the PEC to liaise with designated Government officials, Members of the Project Steering Committee, the UNDP CO in Buenos Aires and UNDP-GEF Regional Technical Unit, Panama, existing and potential additional project donors, the GEF National Focal Point, and others as deemed appropriate and necessary by the Project Steering Committee or by the PEC. The budget and associated work plan will provide guidance on the day-to-day implementation of the approved Project Document and on the integration of the various donor-funded parallel initiatives.

290. While the PEC will sign off on all financial and logistical matters, the day-to-day management of such operational project aspects will be delegated to the PTC.

#### **Specific Duties:**

291. The PTC will have the following specific duties:

- Manage the technical GEF-funded components, its staff, including consultants, and sign off on project budget and fund matters;
- Assist the PEC to prepare an Annual Operational Work Plan and budget on the basis of the Project Document, under the general supervision of the Project Steering Committee and in close consultation and coordination with staff, GEF, partner Projects, and relevant donors;
- Undersign all project requests and progress/financial reports;
- Assist the PEC to ensure that all technical reports (progress, annual Project Implementation Review (PIR), evaluations) as specified in the approved Project Document are prepared and submitted in a timely fashion to the GEF;
- Assist the PEC to submit quarterly progress reports to the PSC;
- Assist the PEC to coordinate and monitor the technical activities in line with milestones and as described in the work and M&E Plan;
- Assist the PEC to design and establish the (i) monitoring and evaluation framework based on the Project Logical Framework to track project progress on national and site (PA Unit) levels;
- Assist the PEC to direct the design of mechanism for exchange of experiences and lessons learned, along with the replication strategy to be developed from the demonstration projects;
- Supervise the maintenance of the project web-site information on project application guidance, monitoring and evaluation the technical aspects of best practices and lessons learnt, as well as a database of ongoing activities;
- Oversee the technical aspects of information management tools to ensure evaluation, monitoring and replication activities;
- Ensure technical consistency between the various program elements and related activities provided or funded by other donor organizations;
- Assist the PEC to define the terms of reference for consultants and contractors;
- Assist the PEC to foster and establish close linkages with the other partner projects, with other related national GEF projects, and, where appropriate, other relevant regional GEF PA Management/Sustainable PA Financing projects within and outside of the region;

- Represent the Project at meetings and other project related forum within the region and globally, as required.

**Qualifications:**

- Academic: MSc degree (or equivalent experience) in environment, conservation, coastal management, natural resources, or a development-related field.
- At least 10 years of relevant professional experience, including strong track record in management of protected areas projects, preferably from the Argentina Republic or Latin American region;
- Demonstrated understanding of *in-situ* conservation, including new forms of *in-situ* conservation;
- Familiarity with UNDP and GEF modalities, rules and regulations;
- Experience in developing projects with Governments (national/federal and provincials);
- Experience in project monitoring and evaluation.
- Skills: Project/program development, management and evaluation; excellent communication skills; negotiations; competent in word processing, spread sheets and data base management computer programmes; management and facilitation skills; and technical supervisory skills.
- Language(s): Excellent networking and communication skills (written, verbal, interpersonal), fluency in Spanish and command of English.
- Other: Excellent interpersonal, networking and team leading skills.
- Highly motivated; able to work with little supervision; and a willingness to occasionally travel outside Argentina to project sites and for regional and international meetings.
- This is a full time position and requires availability for extensive traveling throughout the country.

**Project Administrator**

**General Responsibilities:**

292. The Project Administrator (PA) is a full-time position for the duration of the project. The PA shall report directly to the Project Executive Coordinator (PEC).

**Specific Duties:**

293. The Project Administrator will have the following specific duties:

**Logistical and administrative support**

- Organize the Inception Workshop and other project-related meetings and event in collaboration with the PEC and the PTC;
- Based on Inception Workshop discussions, finalize the ToRs for the different Project Committees and Task Forces (such as the Project Steering Committee). Invite members of these Committees, and agree with them on *modus operandi*;
- Work as Secretary and logistically support the Project Steering Committee;
- Prepare minutes of meetings and ensure that copies of relevant documents are circulated to UNDP, the GEF, and key project partners;
- Prepare reports and presentation concerning the project to be presented to internal and external forum;
- Maintain records of project files and other support documents in hard and soft copies.

### Human resources management

- Manage all project-related human resources and consultant aspects (payments, TOR preparation and recruitment process, consultant and contractor contracts, subcontracts and other project-related transactions, ensuring updated records and information).

### Financial management

- Manage the GEF-funded budget and imprested fund;
- In close cooperation with PEC and PTC, ensure conformity of project disbursement requests with procedures, work-plans and availability of resources for expenditure;
- Advise PEC of budget development, and project progress;
- Alert PEC on shortfalls and over-expenditures. Synthesize and generate information on overall project resources (financial and staff needs);
- Together with UNDP, prepare and undertake budget revisions if and when required and in consultation with the PEC and project partners;
- Prepare and maintain monthly financial reports through knowledge and use of UNDP financial reporting tools (ATLAS) indicating the approved budget, monthly disbursements and commitments to identify unspent balance of project budget;
- Ensure that all financial reports as specified in the approved Project Document are prepared and submitted in a timely fashion to the GEF.
- Review quarterly financial reports vis-a-vis expected outputs based on the agreed work plan and correlate financial report with programme report. Advise and propose corrective actions, as necessary, including the re-phasing of activities and budgets;

### Monitoring and evaluation

- Ensure that hiring of project personnel, procurement of goods and services, and disbursement of funds are undertaken according to UNDP Project Policies and Procedures;
- Ensure project compliance with all UNDP and GEF policies, regulations and procedures;
- Organize project mid-term and final evaluation.
- Monitor project financial situation and analyze transactions to ensure conformity to agree project results, outputs, objectives, budget and work plan.

### **Qualifications:**

- Academic: MSc degree (or equivalent experience) in business administration, natural resources, or a development-related field.
- At least 7 years of relevant professional experience, including extensive experience and knowledge of procurement, human resources management and financial/budget preparation, management and monitoring.
- Extensive experience in working with the National Government of Argentina from previous involvement in project management;
- Proven, strong track record with UNDP and GEF modalities, rules and regulations;
- Previous experience in project reporting, monitoring and evaluation.
- Skills: Excellent communication skills; very competent in word processing, spread sheets and data base management computer programmes; excellent management and facilitation skills.

- Language(s): Native Spanish, and strong command of English, proven ability to prepare reports in English.
- Other: Excellent interpersonal and team leading skills.
- Highly motivated; able to work with little supervision; and a willingness to occasionally travel outside Argentina to project sites and for regional and international meetings.

#### **Other consultancies and subcontracts**

294. Additional national and international experts will be hired to lead key project components and/or provide technical assistance and expertise on specific issues at critical moments during the project's life. This will be determined by the Project Executive Coordinator, assisted by the National Project Director, the Project Technical Coordinator and UNDP-CO Argentina, with criteria and details as outlined in the Inception Workshop. The ToRs and hiring of key consultants will be undertaken in liaison with UNDP Argentina and the Regional Coordination Unit (RCU) office in Panama. Administrative and logistical support staff will be hired to oversee day-to-day implementation.

295. For the delivery of specific outcomes/activities other subcontracts will be required; for this purpose the project might seek the services of local organizations (e.g., NGOs, universities, research institutions, consulting groups). These contracts will be issued according to UNDP guidelines. Following the procedures and approaches determined in the Inception Workshop, the detailed ToRs will be prepared by the Project Executive Coordinator, assisted by the National Project Director, the Project Technical Coordinator and UNDP Argentina, according to the schedule of activities.

296. This project fits under the UNDP comparative advantage. UNDP was selected as the GEF Implementing Agency (IA) by the Government of Argentina for its experience in establishing governance systems and mechanisms for large marine ecosystems (LME) and protected area systems. UNDP has an extensive portfolio of protected area projects, many of which focus on marine and coastal areas, and has served as the IA for many LME projects. Moreover, the project is fully within UNDP's CA as it relates to integrated governance and policy development, human resources development, institutional strengthening, and non-governmental and community participation. Furthermore, UNDP is uniquely positioned to support the project as it has supported previous GEF projects along the Patagonian coastline with the FPN as the primary Executing Agency.

297. FPN as Executing Agency for this Project has extensive proven capacity in conservation of biodiversity and the sustainable use of marine resources in the Patagonian coast, including the successful facilitation of an integrated PCZMP since the early 1990s (the GEF-PNUD ARG/92/G31 and ARG/02/G31 projects). FPN will generate public support and provide technical backstopping and capacity building for the management of the CMPAs and provide a solid basis for the development of this ISCMPA framework.

### 8.3 STAKEHOLDER PARTICIPATION PLAN

#### *PPG Phase*

298. During project preparation, a stakeholder analysis was undertaken in order to identify key stakeholders with respect to protected area management and biodiversity conservation, and to assess their mandates, roles, importance and influence on the project. The analysis identified stakeholders from the federal government, the provincial governments, municipalities, universities, research facilities, NGOs and private sector. These are described in detail in the Table below in terms of their roles and mandates, interest in the project, potential impact on the project and mitigation strategies. During the PPG phase workshop, which gathered key representatives from all of the relevant governments, the key role of participation in project preparation and implementation was emphasized.

299. The project preparation also entailed an extensive consultation with a broad range of stakeholder groups through interviews, group discussions, site visits, formal and informal meetings, and workshops.

1. *A total of 3 workshops were held in Puerto Madryn, with the participation of 10 key representatives from the relevant governments:*

- Ministry of Foreign Affairs, International Trade and Religions of Argentina,
- Secretariat of Environment and Sustainable Development of Argentina,
- Secretariat of Tourism,
- National Parks Administration,
- Secretariat of Fishing of Argentina,
- Ministry of Environment and Sustainable Development of the Province of Chubut,
- Provincial Agency of Sustainable Development of Buenos Aires Province,
- Under Secretariat of Environment and Natural Resources of the Province of Santa Cruz,
- Secretariat of Natural Resources of the Province of Tierra del Fuego, Antarctic and South Atlantic Islands,
- Ecology and Environment Council of the Province of Río Negro

300. These workshops were aimed at: i) Generating political commitment to project objectives; ii) Assessing current levels of coastal protected areas management effectiveness; iii) Assessing biodiversity values of existing coastal marine PAs, identifying gaps in current PAs, describing global biodiversity values, and analyzing pressures and threats to this biodiversity; iv) Analyzing barriers to the implementation of an effective and sustainable CMPAs; and v) Consulting and adjusting proposed interventions to overcome these barriers.

2. *One on one and group meetings were held with key individuals from the public, private and non-governmental sectors , including:*

- Representatives of the Legislature
- Municipal Governments; Heads of Departments/Secretaries in charge of environmental topics, Municipal Authorities of all five provinces.
- Members of 16 NGOs that participate in the Forum of NGOs for the conservation of the Patagonian Sea. These include WWF, FVSA, FARN, WCS, BIRDLIFE, OCEANA, ECOCENTRO, AVES ARGENTINAS, ICB, Aquamarina, Cambio Democratico, CI among others).
- Private sector (fishing companies, aluminium plants, businesses, tourism entrepreneurs) including Harengus, Alpesca, Aluar, Argentinavision,
- Local communities and neighbours residing near PAs.
- Training and research institutions (CENPAT, CADIC, Instituto de Biología Marina Storni, Universidad de la Patagonia San Juan Bosco).

- Other projects (Patagonian Coastal Zone Management Plan; and the GEF project being developed by APN).

301. This process contributed to generating buy-in to the project objectives and leveraging substantial co-funding resources from international, national, municipal and local institutions, NGOs, other projects, thereby ensuring higher participation once the project enters implementation. Tangible support for the project is illustrated through the numerous letters of endorsement, support and co-financing obtained from the key stakeholders to be involved in the project implementation. The list of letters of intent is included.

### ***Project implementation***

302. Stakeholder participation in the implementation of the three outcomes of the project will be addressed in the following way:

*Outcome 1: Governance framework developed for an effective Inter-jurisdictional System of Coastal-Marine Protected Areas (ISCMPA) and coordinated with production sectors*

303. Because the outcome is primarily a structural matter that seeks to coordinate management among existing government departments, the participatory actions will be mostly limited to governmental and legislative agencies and departments. The project Executing Agency will work closely with the project Steering Committee to develop the framework and structure of the Inter-jurisdictional System of Coastal Marine Protected Areas in consultation with each of the relevant legal departments in each of the national and provincial governments and legislatures. The process will be coordinated with staff in the National Parks Service that is responsible for the development and implementation of the National System of Protected Areas SIFAP.

*Outcome 2: Piloting CMPAs incorporates priority marine areas and provides lessons for ISCMPA management agreements.*

304. A Workshop on CMPA pilot sites will be convened that will be attended by key stakeholders from each jurisdiction, representatives from a variety of governmental agencies, NGOs and academia. During this workshop, selected pilot sites, planned activities and the implementations agreements will be presented and assessed.

305. Working groups will be created for each selected pilot CMPAs involving led by the relevant government departments and involving wardens, tourism agents and guides. Workshops will be held in the local communities adjoining selected CMPAs to discuss sustainable financing mechanisms.

*Outcome 3: A financial strategy for a sustainable ISCMPA and its constituent CMPAs.*

306. The project will work with the financial managers of protected areas in the different government departments to develop business plans for the ISCMPA and the participating CMPAs.

307. A working group will be put in place to work with the tourism sector to develop mechanisms to generate mechanisms for plowing the necessary tourism moneys back into the ISCMPA and CMPAs a identified by the business planning process. Key representatives of the fishing business will be invited to participate in a working group for the development of mechanisms for generating funding from the fisheries sector for protected areas that preserve fishing resources.

308. A special working group will also be created with government and the oil sector to design the Conservation and Contingency Fund.

309. A public communication campaign will be carried out to increase public awareness of the need to use public money to maintain protected areas and assign the necessary budgets to this purpose.

### Summary of key stakeholders

Stakeholder	Institutional Jurisdictions / Responsibilities	Rol/ Interest in the Project	Potential problem / solution
UNDP Argentina	Contributes to human development, the establishment of sustainable patterns of production and consumption, and the eradication of poverty, within a context of institutional democracy and legitimate and responsible government. Provides technical assistance to national projects and priorities. Mobilize and administrates funds entrusted by beneficiary countries.	<ul style="list-style-type: none"> <li>- Monitors the administration of the project</li> <li>- Supervises the implementation of the project and the achievement of its goals</li> </ul>	-
FPN	NGO founded in 1989 with the purpose of promoting the perpetuity of flora and fauna in Patagonia, protecting the environment and promoting responsible management of resources and ecosystems in the region. Proven capacity for project management and the facilitation of participation processes.	<ul style="list-style-type: none"> <li>- Develops the project. Leads the PPG phase.</li> <li>- Executes the project on the ground.</li> <li>- Contributes expertise, experience and organizational skills for implementing GEF projects</li> </ul>	-
<b>National Government</b>			
MRECIyC – MFA Ministry of Foreign Affairs, General Directorate of Environmental Affairs Secretariat for International Coordination and Cooperation Directorate of International Cooperation Projects.	Functions include the programming of objectives and planning activities, which involve meetings, congresses and conferences at an international level, and the participation in international events, organizations and agreements in which Argentina participates. Participates in the design of policy and courses of action to be followed in terms of international cooperation. Controls the implementation of international cooperation procedures and financing alternatives. Responsible for monitoring progress of all international cooperation projects. <b>Project Steering Committee Member.</b>	<ul style="list-style-type: none"> <li>- Authorises the execution of th project in Argentina</li> <li>- Participates in decisions regarding project implementation.</li> <li>- Supervises the administration of the project</li> </ul>	-
Secretariat of Tourism of Argentina.	Responsible for the strategic plan and framework for tourism at the national level. Defines tourism policies at a national level. The National Parks Administration reports to this secretariat. <b>Project Steering Committee Member</b>	<ul style="list-style-type: none"> <li>- Participates in and endorses decisions regarding implementation.</li> <li>- Participates and assists with the development of</li> </ul>	-

		<p>agreements with the tourism sector.</p> <ul style="list-style-type: none"> <li>- Assists with the consolidation of strategies for financing protected areas used by tourism from national and international markets.</li> </ul>	
National Parks Administration	<p>Plans and executes, at a national and international level, conservation of biological and cultural diversity in the protected areas under national jurisdiction.</p> <p><b>Project Steering Committee Member</b></p>	<ul style="list-style-type: none"> <li>- Coordinates management involving National Parks on the coast.</li> <li>- Provides experience in training, planning and administrating and financing of National Parks.</li> </ul>	-
Secretariat of Environment and Sustainable Development	<p>Responsible for the design and implementation of national policies related to the rational use of natural resources, biodiversity conservation, development and implementation of policies for social, economic and ecological sustainability. Participates in environmental strategies at in-country regional level.</p> <p><b>Project Steering Committee Member</b></p>	<ul style="list-style-type: none"> <li>- Participates in the decisions regarding the project implementation.</li> <li>- Assists with the development of agreements with other actors that take part in the ISCMPA.</li> </ul>	
Ministry of Agriculture, Livestock, Fisheries and Food of Argentina - MAGPyA Under Secretariat for Fisheries and Aquaculture / National Directorate for Fishing Coordination.	<p>Administrates fishing at the national level. Promotes the maximum development possible that is consistent with the rational use of fishing resources.</p> <p>Responsible for the long-term conservation of living aquatic resources, overseeing the development of environmentally responsible industrial processes. Chairs the Federal Fisheries Council.</p> <p><b>Project Steering Committee Member</b></p>	<ul style="list-style-type: none"> <li>- Participates in and endorses decisions regarding project implementation.</li> <li>- Assists with the development of agreements with other actors that take part in the ISCMPA.</li> </ul>	<p>Must be well represented in the implementation process if it is to lend its support to protected area management that pertains to fisheries.</p> <p><u>MITIGATION STRATEGY</u> Broaden interaction with this department and develop new agreements.</p>
Federal Fisheries Council (CFP).	<p>Created by Law <u>24922</u>. Establishes national policies for fisheries and fishing resource research. Approves commercial and experimental fishing permits under national jurisdiction. Plans fishing development. Establishes the co-participation conditions for the National Fishing fund.</p> <p><b>Project Steering Committee Member</b></p>	<ul style="list-style-type: none"> <li>- Plays a part in the development of agreements on fisheries that relate to coastal marine protected areas.</li> </ul>	<p>Must be well represented in the implementation process if it is to lend its support to protected area management that pertains to fisheries.</p> <p><u>MITIGATION STRATEGY</u> Engage with the Council to increase its participation in protected area decision-making.</p>

Federal Council of Education.	Coordinates countrywide jurisdictions on cultural development: plans, coordinates, advises and determines all aspects pertaining to the National Education Policy.	<ul style="list-style-type: none"> <li>- Plays a supportive role in teacher training courses that relate to education on coastal marine protected areas.</li> </ul>	<p>If it feels that protected areas are an important part of school education it will promote the incorporation of themes on coastal marine protected areas in the curricula.</p> <p><u>MITIGATION STRATEGY</u> Work with the Ministry to inform and develop agreements</p>
<b>Government of Buenos Aires province.</b>			
<p>Provincial Agency for Sustainable Development (OPDS), Directorate of Protected Areas Directorate of Fishing</p> <p>Secretariat of Tourism General Directorate of Culture and Education</p>	<p>Responsible for Protected Areas in the province of Buenos Aires. Administrates fishing within the provincial jurisdiction.</p> <p><b>Project Steering Committee Member</b> Promotes maximum development possible consistent with the rational use of fishery resources. Member of the Federal Fisheries Council.</p> <p>Establishes strategies for the promotion of tourism. Establishes and implements educational policies for the province.</p>	<ul style="list-style-type: none"> <li>- Informs, becomes informed, participates in, interacts with and decides on matters that have to do with coastal zone management including protected areas.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no difficulty because it holds a position on the Steering Committee and participates actively in project activities.</li> </ul>
<b>Government of Rio Negro province.</b>			
<p>General Secretariat of the Provincial Government Council of Ecology and Environment (CODEMA).</p> <p>Ministry of Tourism</p> <p>Directorate for Fishing</p> <p>Ministry of Education</p>	<p>Responsible for protected areas in the province. Implements environmental conservation policies. Monitors potentially contaminating private activities. Responsible for EIAs.</p> <p><b>Project Steering Committee Member</b> Enforces tourism policies. Promotes tourism in the province. Has jurisdiction over protected areas that include tourist attractions.</p> <p>Administrates fishing in provincial jurisdiction. Promotes maximum development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council.</p> <p>Establishes and implements educational policies for the province.</p>	<ul style="list-style-type: none"> <li>- Informs, becomes informed, participates in, interacts with and decides on matters that have to do with coastal zone management including protected areas.</li> <li>- Participates in the development of agreements and activities related to tourism, protected areas, fisheries and education in the province.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no difficulty because it holds a position on the Steering Committee and participates actively in project activities.</li> </ul>

<b><i>Government of Chubut province.</i></b>			
Ministry of Environment and Sustainable Development	Defines and implements policy and environmental management in the province. <b>Project Steering Committee Member</b>	- Informs, becomes informed, participates in, interacts with and decides on matters that have to do with coastal zone management including protected areas.	- There is no difficulty because it holds a position on the Steering Committee and participates actively in project activities.
Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas Secretariat for Fishing	Promotes the development of tourism in the province and administrates the Provincial System of Natural Protected Areas.  Administrates fishing in provincial jurisdiction. Promotes maximum development possible consistent with the rational use of fishery resources. Member of the Federal Fisheries Council.	- Participates in the development of agreements and activities related to tourism, protected areas, fisheries and education in the province.	
Ministry of Education	Formulates and implements education policies for the province.		
<b><i>Government of Santa Cruz province</i></b>			
Chief Cabinet Minister / Under Secretariat for Environment	Environmental authority. Responsible for the application of EIA. <b>Project Steering Committee Member</b>	- Informs, becomes informed, participates in, interacts with and decides on matters that have to do with coastal zone management including protected areas.	- There is no difficulty because it holds a position on the Steering Committee and participates actively in project activities.
Council for Provincial Agriculture Under Secretariat for Fishing	Responsible for protected areas in the province. Administrates fishing in provincial jurisdiction. Promotes maximum development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council.	- Participates in the development of agreements and activities related to tourism, protected areas, fisheries and education in the province.	
Ministry of Production, Secretariat for Tourism	Responsible for provincial tourism policy, planning, management and negotiation for a balanced, integrated and sustainable development of tourism.		
Provincial Council for Education	Formulates and implements education policies for the province.		
<b><i>Government of Tierra del Fuego, Antártida e Islas del Atlántico Sur province.</i></b>			
Secretariat for Environment and Sustainable Development	Responsible for natural resource policies, protected areas and environmental conservation. <b>Project Steering Committee Member</b>	- Informs, becomes informed, participates in, interacts with and decides on matters that have to do with coastal zone management including protected areas.	- There is no difficulty because it holds a position on the Steering Committee and participates actively in project activities.
Directorate for Fisheries and Aquaculture	Administrates fishing in province. Promotes maximum possible development consistent with the rational use of fishery resources. Member of the Federal Fisheries Council.	- Participates in the development of agreements and activities related to tourism, protected areas,	
Tierra del Fuego Tourism Institute	Implementing authority for tourism.		
Ministry of Education	Formulates and implements education policies for the province		

		fisheries and education in the province.	
<b><i>Municipal Governments</i></b>			
28 coastal municipalities of the provinces of Buenos Aires, Río Negro, Chubut, Santa Cruz and Tierra del Fuego, Argentine Antarctic and South Sea Islands	Management of local municipal issues related to sustainable development and environmental protection. Generation of municipal level public policies.	<ul style="list-style-type: none"> <li>- Receive and provide information among their respective communities related to the ISCMPA.</li> <li>- Contribute to the implementation of the ISCMPA especially in those towns that are close to coastal National Parks.</li> </ul>	<p>Reduced or zero participation in the ISCMPA by key municipalities</p> <p><u>MITIGATION STRATEGY</u></p> <p>Establish a working group to help increase cooperation by municipalities and to develop agreements.</p> <p>Promote participation of municipal authorities and technical staff in meetings and workshops.</p> <p>Develop a communication and training plan.</p>
<b><i>Academic Institutions</i></b>			
National Universities: Univ. Buenos Aires, Univ. of La Plata, Univ. of Mar del Plata, Univ. of Comahue, Univ. of Patagonia, Univ. of Patagonia Austral.	Contribute to processes of cultural, social and economic development of the region. Organization of academic and research activities; publications.	<ul style="list-style-type: none"> <li>- Provide high quality knowledge, research and training to decision making and management of the ISCMPA.</li> </ul>	<p>Low or non-existent participation.</p> <p><u>MITIGATION STRATEGY</u></p> <p>Develop agreements for involvement in the protected area management process.</p> <p>Encourage participation in pilot protected area management.</p> <p>Conduct joint workshops on protected area management.</p>
Centers for research and development: Coastal Resources Center (CERC Bs. As.); Institute of Marine Biology and Fishing (IBMP Río Negro); Patagonian National Center (CENPAT) and Austral Center for Scientific Research (CADIC) of the National Counsel for Science and Technology (CONICET).	Spheres for scientific and technological development research. Training of researchers and technicians. Articulation of cooperation with government sectors, NGOs, universities, production and service sectors of the region. Established relationships with national and foreign institutions, international organizations, and entities related to production.	<ul style="list-style-type: none"> <li>- Provide high quality knowledge, research and training to decision making and management of the ISCMPA.</li> </ul>	<p>Low or non-existent participation.</p> <p><u>MITIGATION STRATEGY</u></p> <p>Develop agreements with research institutions and generate active involvement in the protected area management process.</p> <p>Encourage participation in pilot protected area management.</p> <p>Conduct joint workshops on</p>

			protected area management.
<b>Regional Organizations</b>			
Patagonian Parliament  Official Regional Agency for Tourism Patagonia	Non-binding multi-provincial advisory body integrated by legislators of the Patagonian provinces that meet regularly to work on issues of regional interest. Promotes and coordinates official and private recreational tourism.	<ul style="list-style-type: none"> <li>- Develops legislation that is coordinated among different provinces in the region.</li> <li>- Coordinates the development of tourism in the region.</li> </ul>	Low or non-existent participation. <u>MITIGATION STRATEGY</u> Engage with Parliamentary representatives. Inform the Parliament and help develop legislation providing the necessary background information.
<b>NGOs</b>			
Internacional organizations: WCS, WWF, BirdLife, Foro de ONGs para la Conservación del Mar Patagónico, Recopades, Avina, Red RHAPM, Red MCI-EcoCostas, UICN, Red GESTCON Nacional organizations: FVSA, Aves Argentinas, FARN, FHyD, Aquamarina, Mundo Marino, Museo del Mar, Procostas, Inalafquen, WEF, Ecocentro, Ambiente Sur, Centro Fueguino para el Desarrollo Sustentable, Fundación Habitat y Desarrollo	Conservation of biological diversity and natural resources. Promotion of sustainable development; the creation of natural protected areas; sustainable economies and markets, clean energy, human welfare, the elimination of poverty, monitoring of climatic change and participation in processes of adaptive management. Promotion of joint initiatives for conservation between the State and the private sector. Education and awareness building concerning environmental issues.	<ul style="list-style-type: none"> <li>- Participate actively in the generation of development strategies that are socio-economically sustainable.</li> </ul>	Low or zero participation in the ISCMPA. <u>MITIGATION STRATEGY</u> Ensure participation in an informed and efficient way in the implementation process. Involvement in pilot projects and best practice usage in: Communication plans Training plans Develop agreements for the implementation of project activities.
Chambers of commerce, tourism: Argentine Chamber of Tourism, Travel and Tourism Agents Association, associations of national and local fisheries	Community organizations that bring together businesses within specific sectors to better represent their combined interests. Bodies representing Argentine travel agencies and the tourism companies that seek to contribute to the protection of the environment, indigenous populations, and cultural identity, while at the same time monitor, control and train their member companies and organizations.	-Links with the private sector that ensure consensus, the search of financing and the implementation of sustainable practices in tourism and fisheries.	Low or zero participation. <u>MITIGATION STRATEGY</u> Create a follow-up Committee as to ensure participation in an informed and efficient way in the implementation process. Open involvement in the identification of financing mechanisms. Generate support and agreements for the: Communication plan Training plan

<p>Production sector companies: Tourism, Fishing, Oil and Gas, amongst others.</p>	<p>Private businesses established in the coastal-marine area that are economically viable.</p>	<p>Participate in decision-making concerning the management of protected areas. Activities relate and/or depend on, in different ways, to coastal marine protected areas.</p>	<p>Low or zero participation. Unwillingness to become involved especially in financial mechanisms for sustaining ISCMPA.  <u>MITIGATION STRATEGY</u>  Establish a working group to work with the private sector in an informed and efficient way in the implementation process. Maintain an open discussion of the cost-benefit of services provided by protected areas to each industry.</p>
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*Social conflicts*

310. The project will not produce negative social impacts. Perceptions that protected areas are opposed to development, in communities where they occur, will be changed with a communication plan. There are no marginal groups living within the project area, no indigenous groups, Women participate actively in the project on an equal standing with men.

*Special Clauses*

311. Do not apply for this Project.

## 8.4 PILOT COASTAL MARINE PROTECTED AREAS

### Main features of selected pilot-demonstrative sites

<b>SPECIAL MANAGEMENT AREA OF SAN MATÍAS GULF</b>	
<b>Demonstration</b> (main issues)	<ul style="list-style-type: none"> <li>• Expansion of the special management area,</li> <li>• Generating financial sustainability with private sector involvement</li> <li>• Demonstrating benefit-sharing of a multi-use PA-fisheries resource</li> <li>• Best-practice exercises (catch reduction and ecosystem fisheries management plan)</li> </ul>
<b>PA management category</b> (assigned / proposed)	Managed Resource Protected Area (IUCN Category VI) Proposed
<b>Land tenure</b>	Public, Provincial
<b>Size</b>	19.700 km <sup>2</sup> (coastal-marine)
<b>Main ecosystems/ habitat types</b>	<p>The area constitutes a basin of unique characteristics in the context of the Argentine maritime littoral region. Besides being the largest bay in the system, it has, maximum depths of around 180-200 m, deeper than much of the continental shelf. In the East, the gulf opens out into the Argentine continental shelf with a mouth that is 64 nm wide. In this area, the maximum depth is no more than 50 to 100 m. The difference in depth between this area at the mouth and the maximum depths in the centre of the gulf, make it a semi closed basin. This feature, along with the tides, produces a particular dynamic in ocean water circulation that affects the biological composition of the bay.</p> <p>Rocky shores, near-shore islands, sandy beaches, psammophyte shrubs, summer vegetation grasses</p>
<b>Biodiversity values</b>	The bay presents a rich species composition because it contains the transition between two biogeographic provinces: the Argentine and the Magellanic with components of both. Southern right whales are increasingly using this bay during the calving season (May to December). Also much of the northern population of South American Sea lions moves up the shores of Golfo San Matias during the winter months. Of special note is the northerly drift of the breeding range of the Magellanic penguin in this bay, a possible consequence of Climate Change and a phenomenon to be monitored during the course of the Project.
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>• CODEMA</li> <li>• Directorate for Fishing, Provincial</li> <li>• Fishing companies</li> </ul>
<b>Socioeconomic &amp; demographic context</b>	Two Municipalities San Antonio Oeste (20.500 hab) and Sierra Grande Main economic activities: tourism, fisheries
<b>Threats</b>	Overfishing, invasive exotic species, poorly planned urban development
<b>Conservation status</b>	Provincial Fisheries Park
<b>Current management context</b>	Special fisheries management, ecosystem fisheries based management plan under development
<b>PAs or sites of biodiversity importance where lessons learned could be replicated</b>	Bahía San Blas, Isla de los Estados, Patagonia Austral Inter-jurisdictional Park (Golfo San Jorge)

<b>PUNTA TOMBO</b>	
<b>Demonstration</b> (main issues)	<ul style="list-style-type: none"> <li>• Increasing financial sustainability with the development of new revenue streams,</li> <li>• Expansion of the marine protection area around the colony,</li> <li>• Development of responsible tourism pilot exercises.</li> </ul>
<b>PA management category</b> (assigned / proposed)	Natural Tourism Reserve with Specific Objective - Provincial Protected Natural Area (Proposed IUCN Category II, Provincial Park)
<b>Land tenure</b>	<ul style="list-style-type: none"> <li>• Público – Provincial</li> </ul>
<b>Size</b>	Total: 210 hectares: Terrestrial 210 ha + marine 0 ha.
<b>Main ecosystems/habitat types</b>	Patagonian Steppe - Coastal Marine Zone, North Magallanic Biorregion, Rocky porphyritic shores and sandy beaches.
<b>Biodiversity values</b>	Breeding area for IUCN red-listed species of birds (Magallanic Penguin <i>Spheniscus magellanicus</i> . The largest known colony of this species with over 200,000 pairs. Penguins are present in the colony between September and April each year for breeding purposes. Outside this period this species of penguin remain at sea. Also, Rock Cormorant <i>Phalacrocorax magellanicus</i> and Imperial Cormorant, <i>Palacrocorax albiventer</i> ). More than 100 terrestrial and coastal sea birds.
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>• Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas (Chubut)</li> <li>• Ministry of Environment and Sustainable Development (Chubut)</li> <li>• Patagonian National Center (CENPAT)</li> <li>• Univ. of Patagonia</li> <li>• NGOs (FPN).</li> </ul>
<b>Socioeconomic context</b>	<ul style="list-style-type: none"> <li>• Tourism: total visitors 104.700 (2006)</li> <li>• Touristic revenues 533,608 US\$</li> </ul>
<b>Threats</b>	Tourism development pressure fuelled especially by cruise ship tourism, could bring negative pressure on the wildlife. (There are days when over 4000 people visit the colony) Overfishing in areas where penguins forage and potential increased targeting of Argentine anchovy by the fisheries could threaten the principal food supply of Magellanic penguins.
<b>Conservation status</b>	Good Management of the terrestrial area. Weak fisheries enforcement control in coastal marine zone
<b>Current management context</b>	<ul style="list-style-type: none"> <li>• Management authorities: Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas (Chubut)</li> <li>Field staff 3 to 10 depending on tourism flow</li> <li>Weak fisheries enforcement in the Tombo's coastal marine zone.</li> <li>Abundant studies of the biological resources of the area.</li> </ul>
<b>PAs or sites of biodiversity importance where lessons learned could be replicated</b>	Península de Valdés, Punta Bermeja, Cabo Dos Bahías, Bahía San Antonio

<b>SEASONAL CORRIDOR TO PROTECT THE MIGRATION ROUTES OF THE MAGELLANIC PENGUIN</b>	
<b>Demonstration</b> (main issues)	<ul style="list-style-type: none"> <li>Addressing the inter-jurisdictional governance challenge.</li> <li>Development of Inter-jurisdictional agreements to prevent or mitigate the threat of oil pollution</li> <li>Strengthening of financial sustainability (from private sector: petroleum),</li> </ul>
<b>PA management category</b> (assigned / proposed)	Managed Resource Protected Area, IUCN Category VI proposed
<b>Land tenure</b>	Public (National and Provincial level)
<b>Size</b>	To be determined
<b>Main ecosystems/habitat types</b>	Coastal marine, continental shelf
<b>Biodiversity values</b>	Magellanic Penguin ( <i>Spheniscus magellanicus</i> ) key area. Magellanic penguins range northwards from the coast of Patagonia as far as the latitude of Rio de Janeiro in Brazil between the months of April and September. They do so especially along a fairly well defined “corridor” that runs parallel to the coast of Argentina. The protection of penguins in this migratory corridor is of special concern.
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>MRECIyC – MFA, Argentina</li> <li>Federal Fisheries Council</li> <li>Secretariat of Environment and Sustainable Development of Argentina,</li> <li>Ministry of Agriculture, Livestock, Fisheries and Food of Argentina, National Directorate for Fishing Coordination.</li> <li>Provincial Agency for Sustainable Development , Directorate of Protected Areas (Buenos Aires Province)</li> <li>Directorate of Fishing (Buenos Aires Province)</li> <li>General Secretariat of the Provincial Government Council of Ecology and Environment (Río Negro Province)</li> <li>Directorate for Fishing (Río Negro Province)</li> <li>Ministry of Foreign Trade, Tourism and Investment, Under Secretariat of Tourism and Protected Areas</li> <li>Secretariat for Fishing</li> </ul>
<b>Socioeconomic &amp; demographic context</b>	<ul style="list-style-type: none"> <li>Oil production and transportation route</li> <li>Fisheries zone</li> <li>Navigation routes</li> </ul>
<b>Threats</b>	Oil spills especially that occur at a time when Magellanic penguins are using this marine corridor are known to be severely harmful to this species. Responsible management of oily waste by ships and ballast water here is the prime focus of this effort.
<b>Conservation status</b>	This area is partially covered by the "Special Protection Areas” established by the Argentine National Coast Guard through Decree 12/98.
<b>Current management context</b>	Weak enforcement control of economic activities (fisheries, navigation risks)
<b>PAs or sites of biodiversity importance where lessons learned could be replicated</b>	Other faunal relevant corridors in the coastal zone (Canal Beagle, mouth of the Strait of Magellan, to be proposed as a new PA),

<b>MARINE RESERVE OF THE BURWOOD BANK</b>	
<b>Demonstration</b>	Addressing the Institutional and governance challenges (re-categorization of the non-fishing zone to fully protected area)
<b>PA management category</b> (assigned or proposed)	Non-fishing zone (actual); Protected landscape (IUCN Category V, Assigned)
<b>Land tenure</b>	National jurisdiction over this offshore marine site.
<b>Size</b>	1,800 km <sup>2</sup>
<b>Main ecosystems/habitat types</b>	Deep water benthic communities and the overlaying column of water.
<b>Biodiversity values</b>	Cold water corals that are highly sensitive to human impact and very slow growing are some of the species that are found in this area. The Bank is also the breeding area for many species of marine plants, vertebrates and invertebrates.
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>• MRECIyC – MFA</li> <li>• CFP</li> <li>• SAyDS</li> <li>• Secretariat for Fisheries and Aquaculture</li> <li>• Secretariat for Environment and Sustainable Development</li> <li>• Directorate for Fisheries and Aquaculture</li> </ul>
<b>Socioeconomic &amp; demographic context</b>	Indirectly important to the Argentine community as a whole.
<b>Threats</b>	Oil spills, bottom trawl fishing,
<b>Conservation status</b>	Non-fishing zone
<b>Current management context</b>	Notification to fisheries operating in the region. No enforcement.
<b>PAs or sites of biodiversity importance where lessons learned could be replicated</b>	Costa Atlántica Tierra del Fuego, Isla de los Estados

#### Threats on pilot demonstration sites

Main Threats	Special Management Area Of San Matías Gulf (Proposed)	Punta Tombo	Seasonal Corridor To Protect The Migration Routes Of The Magellanic Penguin	Marine Reserve Of The Burwood Bank
<b>Oil spill and transport</b>			<b>X</b>	<b>X</b>
<b>Overfishing</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Unplanned tourism</b>	<b>X</b>	<b>X</b>		
<b>Invasive Exotic species</b>	<b>X</b>			

**CMPA's pre-selected in the II SIAPCM Workshop (Madryn, October 2009) as candidates for incorporate to the "Inter-jurisdictional System of CMPA"**

<b>Province</b>	<b>Name of Protected Area (PAs)</b>	<b>Governmental support (Yes/No)</b>	<b>Local support (Yes/No)</b>	<b>Reason</b>	<b>Propose by</b>
<b>Buenos Aires</b>	Reserva Natural Mar Chiquita	N	Y	Commitments to MAB – UNESCO Need to develop management plan	Carlos Lasta, OPDS, Buenos Aires
	Bahía San Blas	N	N	By its connection to Patagonia	Carlos Lasta, OPDS, Buenos Aires
<b>Río Negro</b>	Isote Lobos	Y	N	Low-level conflict (opportunity)	Oscar Echeverría, CODEMA
	Caleta de los Loros	Y	N	Low-level conflict (opportunity)	Oscar Echeverría, CODEMA
	Pta. Bermeja	Y	Y	High possibility of resolution	Oscar Echeverría, CODEMA
	Pto. Lobos	Y	N	Low-level conflict (opportunity)	Oscar Echeverría, CODEMA
	Bahía San Antonio	Y	Y	High possibility of resolution	Oscar Echeverría, CODEMA
<b>Chubut</b>	Parque Inter-jurisdiccional Patagonia Austral, Golfo San Jorge	Y	Y	Need to develop management plan Great importance for biodiversity	Norma Santinelli / Claudio Chehébar, APN
	Península Valdés - El Doradillo	Y	Y	Updating and implementation of management programs Necessity of monitoring and control	Norma Santinelli
	Punta Buenos Aires	Y	-	Need to develop as a conservation area	Claudio Chehébar, APN
	Punta Loma	Y	Y	Need to develop management plan	Norma Santinelli
<b>Santa Cruz</b>	Cabo Blanco	Y	Y	Need to develop management plan Great importance for biodiversity	Mario Díaz, SSMA Santa Cruz
	Monte Loayza	Y	Y	Need to develop management plan Great importance for biodiversity	Mario Díaz, SSMA Santa Cruz
	Península San Julián	Y	Y	Need to develop management plan	Mario Díaz, SSMA Santa Cruz
	Parque Nacional M. León	Y	-	Need a marine conservation area	Claudio Chehébar, APN
<b>Tierra del Fuego, Antártida e Islas del Atlántico Sur</b>	Reserva Provincial Costa Atlántica Tierra del Fuego	Y	N	Pressure for urban development (short-term)	Nicolás Lucas, SDSyA, TdF
	Reserva Provincial Isla de los Estados	Y	Y	The (short-term) fishing pressure. The (long-term) pressure from tourism.	Nicolás Lucas, SDSyA, TdF
	Parque Nacional Tierra del Fuego	Y	-	Need a marine conservation area	Claudio Chehébar, APN

## 8.5 ACTS OF THE WORKSHOPS OF THE SIAPCM PROJECT & NATIONAL PARKS SERVICE (APN) AND FUNDACIÓN PATAGONIA NATURAL (FPN) LETTER OF AGREEMENT



### Reunión Preparatoria del Proyecto "Sistema Interjurisdiccional de áreas Protegidas Costero Marinas (SIAPCM)".

En la ciudad de Puerto Madryn, Provincia de Chubut, a los diecinueve días del mes de agosto de 2009, se realiza la primera reunión preparatoria del futuro Proyecto financiado por el Fondo para el Medio Ambiente Mundial, por intermedio del Programa de las Naciones Unidas para el Desarrollo (PNUD), que se llevará a cabo bajo el sistema de ejecución por ONG, a través de la Fundación Patagonia Natural como institución responsable de ejecución.

En esta reunión participativa, y de consulta, donde se presentan los objetivos del proyecto, se encuentran presentes representantes del Ministerio de Relaciones Exteriores, Comercio Internacional y Culto; de la Secretaría de Turismo de la Nación; de la Secretaría de Ambiente y Desarrollo Sustentable de la Nación; del Gobierno de Buenos Aires, del Gobierno de la Provincia de Río Negro; del Gobierno de la Provincia de Santa Cruz; del Gobierno de la Provincia de Tierra del Fuego, Antártida e Islas del Atlántico Sud; del Gobierno de la Provincia del Chubut; del Programa de las Naciones Unidas para el Desarrollo y de la Fundación Patagonia Natural.

Se destaca que el Proyecto busca facilitar el desarrollo y adopción de nuevos estándares de calidad para el conjunto de las áreas protegidas costero - marinas, principalmente a través de la articulación de acciones de manejo integradas y coordinadas entre las diferentes jurisdicciones, atendiendo al carácter único e interconectado del ecosistema. En consecuencia el objetivo principal consiste en desarrollar en forma participativa un marco de referencia para integrar un sistema interjurisdiccional de áreas protegidas costero - marinas, efectivamente manejado y financiado sustentablemente, para la conservación y el uso sustentable de la biodiversidad.

Es clave para alcanzar los objetivos del Proyecto la participación efectiva de la Nación y las Provincias desde la etapa de inicio. En función de ello, la iniciativa tiene tres líneas de trabajo principales: a) el fortalecimiento de los arreglos institucionales y sociales relacionados con la gobernabilidad de las reservas naturales; b) la mejora de los mecanismos de financiamiento para asegurar su manejo a largo plazo y c) la selección de áreas protegidas demostrativas que podrán ser fortalecidas, rediseñadas o ampliadas.

Con el objetivo mencionado, los participantes son informados acerca de los objetivos del Proyecto y de las actividades preparatorias que se realizarán hasta el mes de

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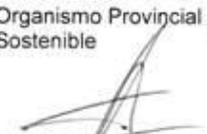
diciembre de 2009 y del rol de los Consorcionistas en la nueva propuesta de trabajo conjunto para elaborar el contenido definitivo del proyecto.

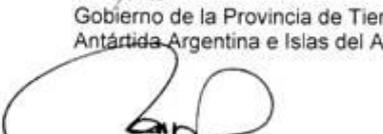
Se menciona que los integrantes del Proyecto se comunicarán con todas las partes a fin de recibir las recomendaciones que estas consideraran pertinentes para la elaboración del documento final del proyecto.

**Fernando Helderado Gauna**  
Ministerio de Relaciones Exteriores,  
Comercio Internacional y Culto.

  
**Juan Garitano**  
Ministerio de Ambiente y Control de Desarrollo  
Sustentable  
Provincia Del Chubut

  
**Carlos Lasta**  
Organismo Provincial para el desarrollo  
Sostenible

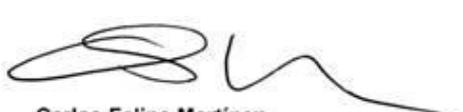
  
**Nicolás Juan Lucas**  
Secretaría de Desarrollo Sustentable y  
Ambiente  
Gobierno de la Provincia de Tierra del Fuego,  
Antártida Argentina e Islas del Atlántico Sud.

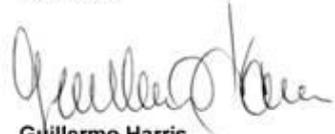
  
**Raúl Chiesa**  
Secretaría de Turismo

  
**Oscar Horacio Padin**  
Secretaría de Ambiente y Desarrollo  
Sustentable

**Oscar Echeverría**  
Consejo de Ecología y Medio Ambiente  
Gobierno de la Provincia de Río Negro

  
**Mario Díaz**  
Subsecretaría de Medio Ambiente  
Gobierno de la Provincia de Santa Cruz

  
**Carlos Felipe Martínez**  
Programa de las Naciones Unidas para el  
Desarrollo

  
**Guillermo Harris**  
Fundación Patagonia Natural.

Se deja constancia que el Sr. representante de la Secretaría de Agricultura Ganadería, Pesca y Alimentos de la Nación, Héctor Marcelo Santos, comunica su adhesión a los términos de la presente acta.



**Primer Taller Preparatoria del Proyecto  
"Sistema Integrado de Áreas Protegidas Costero Marinas  
(SIAPCM)". Proyecto ARG/09/G45**

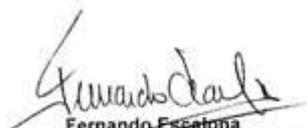
En la ciudad de Puerto Madryn, Provincia de Chubut, a los cinco días del mes de octubre de 2009, se realiza el primer Taller de preparación del proyecto definitivo financiado por el Fondo para el Medio Ambiente Mundial, por intermedio del Programa de las Naciones Unidas para el Desarrollo (PNUD), que se llevará a cabo bajo el sistema de ejecución por ONG, a través de la Fundación Patagonia Natural como institución responsable de ejecución.

En esta reunión participativa se encuentran presentes representantes del Ministerio de Relaciones Exteriores, Comercio Internacional y Culto; de la Secretaría de Turismo de la Nación; de la Secretaría de Ambiente y Desarrollo Sustentable de la Nación; de la Administración de Parques Nacionales, de la Subsecretaría de Pesca y Acuicultura de la Nación, del Gobierno de la Provincia de Buenos Aires; del Gobierno de la Provincia de Chubut; del Gobierno de la Provincia de Río Negro; del Gobierno de la Provincia de Santa Cruz; del Gobierno de la Provincia de Tierra del Fuego, Antártida e Islas del Atlántico Sur; del Programa de las Naciones Unidas para el Desarrollo y de la Fundación Patagonia Natural.

Se destaca que el Proyecto busca facilitar el desarrollo y adopción de nuevos estándares de calidad para el conjunto de las áreas protegidas costero - marinas principalmente a través de la articulación de acciones de manejo integradas y coordinadas entre las diferentes jurisdicciones, atendiendo al carácter único e interconectado del ecosistema. En consecuencia el objetivo principal de este proceso consiste en desarrollar en forma participativa un marco de referencia para integrar un sistema de áreas protegidas costero - marinas, efectivamente manejado y financiado sustentablemente, para la conservación y el uso sustentable de la biodiversidad.

En función de lo expresado se realiza este primer Taller de construcción de consensos y recomendaciones para la elaboración del documento final del proyecto definitivo, las que se adjuntan como Anexo al presente.

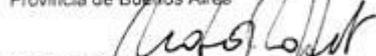
**Taller Preparatorio del Proyecto  
"Sistema Integrado de Áreas Protegidas Costero Marinas  
(SIAPCM)".  
Participantes**



**Fernando Escatona**  
Ministerio de Relaciones Exteriores, Comercio  
Internacional y Culto



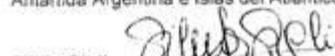
**Carlos Costa**  
Organismo Provincial para el Desarrollo  
Sustentable  
Provincia de Buenos Aires



**Matias Moffet**  
Programa de las Naciones Unidas para el  
Desarrollo



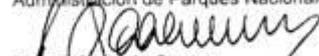
**Nicolás Juan Lucas**  
Secretaría de Desarrollo Sustentable y  
Ambiente  
Gobierno de la Provincia de Tierra del Fuego,  
Antártida Argentina e Islas del Atlántico Sur



**Silvia Gigli**  
Dirección de Áreas Protegidas y Biodiversidad  
Gobierno de la Provincia de Tierra del Fuego,  
Antártida Argentina e Islas del Atlántico Sur



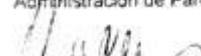
**Raul Ceresa**  
Secretaría de Turismo de la Nación y  
Administración de Parques Nacionales



**Hector Marcelo Santos**  
Subsecretaría de Pesca y Acuicultura de la  
Nación



**Claudio Chehebar**  
Delegación Regional Patagonia  
Administración de Parques Nacionales



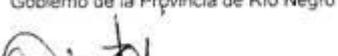
**Oscar Horacio Padin**  
Secretaría de Ambiente y Desarrollo  
Sustentable



**Nadia Boscarol**  
Grupo de trabajo de Recursos Acuáticos  
Secretaría de Ambiente y Desarrollo  
Sustentable



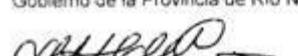
**Oscar Echeverría**  
Consejo de Ecología y Medio Ambiente  
Gobierno de la Provincia de Río Negro



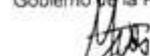
**Atilio Namuncura**  
Consejo de Ecología y Medio Ambiente  
Titular de Áreas Protegidas  
Gobierno de la Provincia de Río Negro



**Cecilia Vinci**  
Asesora de la Legislatura Provincial  
Gobierno de la Provincia de Río Negro



**Norma Santinelli**  
Ministerio de Ambiente y Control del Desarrollo  
Sustentable  
Gobierno de la Provincia de Chubut



**Mario Diaz**  
Subsecretaría de Medio Ambiente  
Jefatura de Gabinete de Ministros  
Gobierno de la Provincia de Santa Cruz



**Jorge Perancho**  
Subsecretaría de Medio Ambiente  
Jefatura de Gabinete de Ministros  
Provincia de Santa Cruz



**Guillermo Harris**  
Fundación Patagonia Natural



**Primer Taller Preparatorio del Proyecto  
"Sistema Integrado de Áreas Protegidas Costero Marinas  
(SIAPCM)". Proyecto ARG/09/G45**

En la ciudad de Puerto Madryn, Provincia de Chubut, a los seis días del mes de octubre de 2009, se realiza el primer Taller de preparación del proyecto definitivo financiado por el Fondo para el Medio Ambiente Mundial, por intermedio del Programa de las Naciones Unidas para el Desarrollo (PNUD), que se llevará a cabo bajo el sistema de ejecución por ONG, a través de la Fundación Patagonia Natural como institución responsable de ejecución.

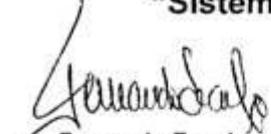
En esta reunión participativa se encuentran presentes representantes del Ministerio de Relaciones Exteriores, Comercio Internacional y Culto; de la Secretaría de Turismo de la Nación; de la Secretaría de Ambiente y Desarrollo Sustentable de la Nación; de la Administración de Parques Nacionales, de la Subsecretaría de Pesca y Acuicultura de la Nación, del Gobierno de la Provincia de Buenos Aires; del Gobierno de la Provincia de Chubut; del Gobierno de la Provincia de Río Negro; del Gobierno de la Provincia de Santa Cruz; del Gobierno de la Provincia de Tierra del Fuego, Antártida e Islas del Atlántico Sur; del Programa de las Naciones Unidas para el Desarrollo y de la Fundación Patagonia Natural.

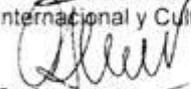
Se destaca que el Proyecto busca facilitar el desarrollo y adopción de nuevos estándares de calidad para el conjunto de las áreas protegidas costero - marinas, principalmente a través de la articulación de acciones de manejo integradas y coordinadas entre las diferentes jurisdicciones, atendiendo al carácter único e interconectado del ecosistema. En consecuencia el objetivo principal de este proceso consiste en desarrollar en forma participativa un marco de referencia para integrar un sistema de áreas protegidas costero - marinas, efectivamente manejado y financiado sustentablemente, para la conservación y el uso sustentable de la biodiversidad.

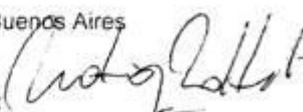
En función de lo expresado se realiza este segundo día del primer Taller de construcción de consensos y recomendaciones para la elaboración del documento definitivo. En este caso se consideró el Marco Lógico del Proyecto, sus principales componentes y aspectos claves como la comunicación y el fortalecimiento de las capacidades para el sector público, privado y sociedad civil. Se adjuntarán los comentarios en un Anexo al presente.

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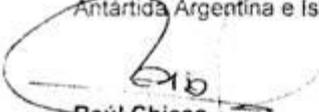
**Taller Preparatorio del Proyecto  
"Sistema Integrado de Áreas Protegidas Costero Marinas  
(SIAPCM)".  
Participantes**

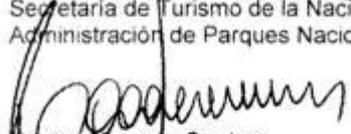
  
**Fernando Escalona**  
Ministerio de Relaciones Exteriores, Comercio  
Internacional y Culto.

  
**Carlos Lasta**  
Organismo Provincial para el Desarrollo  
Sustentable  
Provincia de Buenos Aires

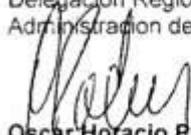
  
**Matias Mottet**  
Programa de las Naciones Unidas para el  
Desarrollo

  
**Silvia Gigli**  
Dirección de Áreas Protegidas y Biodiversidad  
Gobierno de la Provincia de Tierra del Fuego,  
Antártida Argentina e Islas del Atlántico Sur.

  
**Raúl Chiesa**  
Secretaría de Turismo de la Nación y  
Administración de Parques Nacionales

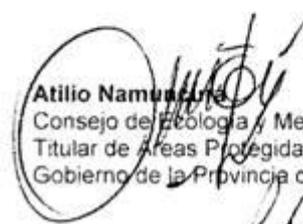
  
**Hector Marcelo Santos**  
Subsecretaría de Pesca y Acuicultura de la  
Nación

  
**Claudio Chehebar**  
Delegación Regional Patagonia  
Administración de Parques Nacionales

  
**Oscar Horacio Padin**  
Secretaría de Ambiente y Desarrollo  
Sustentable

  
**Nadia Boscarol**  
Grupo de trabajo de Recursos Acuáticos  
Secretaría de Ambiente y Desarrollo  
Sustentable

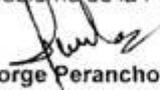
  
**Oscar Echeverria**  
Consejo de Ecología y Medio Ambiente  
Gobierno de la Provincia de Río Negro

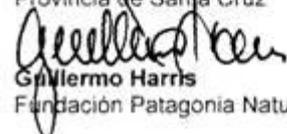
  
**Atilio Namuncurá**  
Consejo de Ecología y Medio Ambiente  
Titular de Áreas Protegidas  
Gobierno de la Provincia de Río Negro

  
**Cecilia Vinci**  
Asesora de la Legislatura Provincial  
Gobierno de la Provincia de Río Negro

  
**Norma Santinelli**  
Ministerio de Ambiente y Control del Desarrollo  
Sustentable  
Gobierno de la Provincia de Chubut

  
**Mario Diaz**  
Subsecretaría de Medio Ambiente  
Jefatura de Gabinete de Ministros  
Gobierno de la Provincia de Santa Cruz

  
**Jorge Perancho**  
Subsecretaría de Medio Ambiente  
Jefatura de Gabinete de Ministros  
Provincia de Santa Cruz

  
**Guillermo Harris**  
Fundación Patagonia Natural.

**Reunión Preparatoria del Proyecto  
"Sistema Interjurisdiccional de áreas Protegidas Costero Marinas"  
(SIAPCM)**

En la ciudad de Puerto Madryn, Provincia de Chubut, a los once días del mes de diciembre de 2009, se realiza el Segundo Taller de preparación del proyecto definitivo a ser financiado por el Fondo para el Medio Ambiente Mundial, por intermedio del Programa de las Naciones Unidas para el Desarrollo (PNUD), que se llevará a cabo a través de la Fundación Patagonia Natural como institución responsable de su ejecución.

En esta reunión participativa se encuentran presentes los representantes de la Secretaría de Turismo de la Nación; de la Secretaría de Ambiente y Desarrollo Sustentable de la Nación; de la Administración de Parques Nacionales, de la Subsecretaria de Pesca y Acuicultura de la Nación, del Gobierno de la Provincia de Buenos Aires; del Gobierno de la Provincia de Chubut; del Gobierno de la Provincia de Río Negro; del Gobierno de la Provincia de Santa Cruz; del Programa de las Naciones Unidas para el Desarrollo y de la Fundación Patagonia Natural.

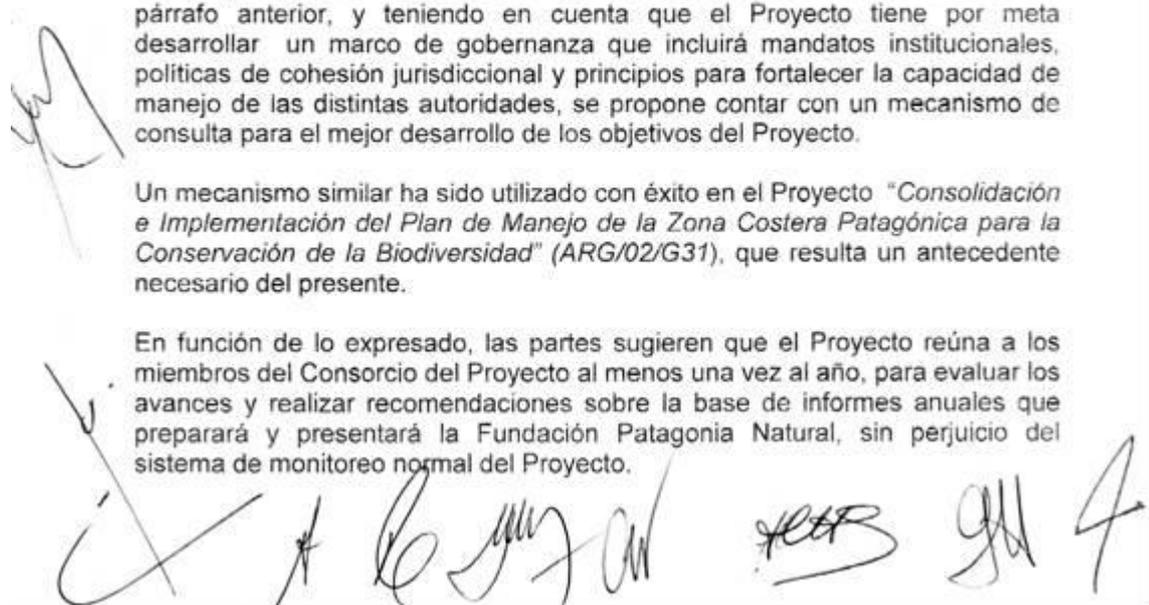
Con el presente taller se ha realizado, hasta el momento, una reunión preparatoria y dos talleres de preparación del Proyecto, con el objetivo de desarrollar en forma participativa un marco de referencia para integrar un sistema integrado de áreas protegidas costero-marinas, efectivamente manejado y financiado sustentablemente, para la conservación y el uso sustentable de la biodiversidad.

En las reuniones mantenidas se realizaron un conjunto de recomendaciones por parte de los representantes integrantes del Consorcio, que fueron ya integradas a la versión actual de documento de Proyecto en elaboración y se completan con las recomendaciones que se vierten en el Anexo a la presente.

Sin perjuicio de lo expresado en las recomendaciones mencionadas en el párrafo anterior, y teniendo en cuenta que el Proyecto tiene por meta desarrollar un marco de gobernanza que incluirá mandatos institucionales, políticas de cohesión jurisdiccional y principios para fortalecer la capacidad de manejo de las distintas autoridades, se propone contar con un mecanismo de consulta para el mejor desarrollo de los objetivos del Proyecto.

Un mecanismo similar ha sido utilizado con éxito en el Proyecto "*Consolidación e Implementación del Plan de Manejo de la Zona Costera Patagónica para la Conservación de la Biodiversidad*" (ARG/02/G31), que resulta un antecedente necesario del presente.

En función de lo expresado, las partes sugieren que el Proyecto reúna a los miembros del Consorcio del Proyecto al menos una vez al año, para evaluar los avances y realizar recomendaciones sobre la base de informes anuales que preparará y presentará la Fundación Patagonia Natural, sin perjuicio del sistema de monitoreo normal del Proyecto.

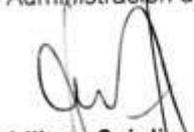


El Proyecto podrá convocar reuniones extraordinarias, o realizar aquellas consultas que no requieran de una presencia física a los efectos de recabar las opiniones de los miembros del Consorcio.

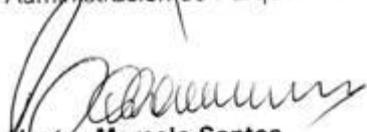
Los firmantes de la presente ratifican su apoyo a la iniciativa y su respaldo al Proyecto SIAPCMs, sus objetivos y resultados, entendiendo que el mismo representará un aporte significativo a la conservación de la biodiversidad costero-marina en nuestro país y al fortalecimiento de los mecanismos de gestión para un sistema integrado de Áreas Protegidas Costero Marinas efectivo y coordinado con todos los sectores.



**Raúl Chilesa**  
Secretaría de Turismo de la Nación y  
Administración de Parques Nacionales



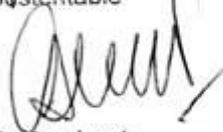
**Liliana Scioli**  
Vocal  
Administración de Parques Nacionales



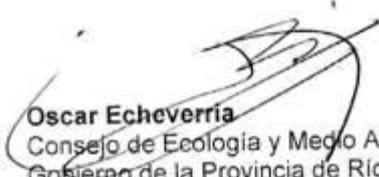
**Hector Marcelo Santos**  
Subsecretaría de Pesca y Acuicultura de la  
Nación



**Oscar Horacio Padin**  
Secretaría de Ambiente y Desarrollo  
Sustentable



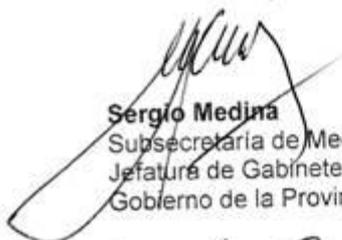
**Carlos Lasta**  
Organismo Provincial para el Desarrollo  
Sustentable  
Gobierno de la Provincia de Buenos Aires



**Oscar Echeverría**  
Consejo de Ecología y Medio Ambiente  
Gobierno de la Provincia de Río Negro



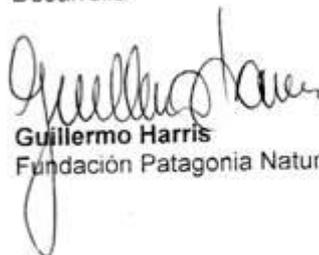
**Norma Santinelli**  
Ministerio de Ambiente y Control del  
Desarrollo Sustentable  
Gobierno de la Provincia de Chubut



**Sergio Medina**  
Subsecretaría de Medio Ambiente  
Jefatura de Gabinete de Ministros  
Gobierno de la Provincia de Santa Cruz



**Matias Mottet**  
Programa de las Naciones Unidas para el  
Desarrollo



**Guillermo Harris**  
Fundación Patagonia Natural



Provincia de Tierra del Fuego, Antártica  
e Islas del Atlántico Sur  
República Argentina  
SECRETARÍA DE DESARROLLO  
SUSTENTABLE Y AMBIENTE

NOTA No 569/09  
LETRA:

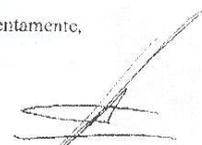
USHUAIA, 11 DIC. 2009

SR. GUILLERMO HARRIS  
DIRECTOR NACIONAL DEL PROYECTO ARG/02/G31  
FUNDACION PATAGONIA NATURAL  
S \_\_\_\_\_ / \_\_\_\_\_ D

De mi consideración;

Habiendo leído el borrador del Acta de la Reunión Preparatoria del Proyecto "Sistema Interjurisdiccional de áreas Protegidas Costero Marinas", tengo a bien hacerle saber que el suscripto está de acuerdo con sus términos y ratifica el apoyo de esta Secretaría a la iniciativa.

Saluda atentamente,



NICOLÁS J. LUCAS  
SECRETARIO  
SECRETARÍA DE DESARROLLO  
SUSTENTABLE Y AMBIENTE

## NATIONAL PARKS SERVICE (APN) AND FUNDACIÓN PATAGONIA NATURAL (FPN)

### LETTER OF AGREEMENT

#### ACTA ACUERDO

El día 5 de Mayo del 2010, en el marco de la reunión convocada por la Administración de Parques Nacionales para dar inicio a la elaboración del Plan de Manejo del Parque Interjurisdiccional Costero Marino Patagonia Austral, se hicieron presentes las instituciones referentes de los proyectos GEF bajo formulación "Corredores Rurales y Conservación de Biodiversidad" (CRCB) que gestiona la Administración de Parques Nacionales y "Sistema Interjurisdiccional de Areas Protegidas Costero Marinas de la Argentina" (SIAPCM) que gestiona la Fundación Patagonia Natural. Ambas instituciones revisaron los objetivos a desarrollar para evitar solapamientos y acordaron complementar acciones durante la implementación de los respectivos proyectos a fin de potenciar esfuerzos.

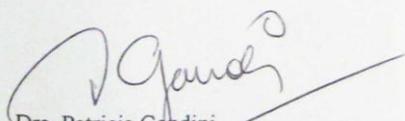
Dentro de las áreas de trabajo se detectaron entre otras, las actividades que se mencionan a continuación.

El proyecto CRCB centrará sus acciones en aquellas nuevas áreas protegidas costero marinas en las cuales interviene la Administración de Parques Nacionales, que incluyen el arriba mencionado y el futuro Parque Interjurisdiccional Marino Isla Pingüino en la Provincia de Santa Cruz. El proyecto SIAPCM centrará su accionar en fortalecer el sistema de manejo coordinado de las áreas protegidas costero marinas entre las provincias y Nación y en la ampliación de algunas áreas protegidas costeras existentes hacia el mar, que no incluyen las mencionadas, y que entre otras se pueden mencionar las áreas marinas alrededor de Punta Tombo y Península Valdés.

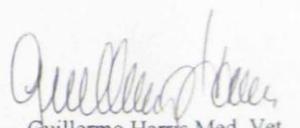
El proyecto CRBC tiene previsto distintas líneas de capacitación en función de lo acordado con las provincias para fortalecer el SIFAP. El proyecto SIAPCM se compromete a proveer aquellos componentes de capacitación relacionados con temas costero marinos en función de la experiencia adquirida por Fundación Patagonia Natural. Los contenidos de los mismos serán acordados por ambos proyectos.

El proyecto CRBC desarrolla procesos de participación pública en el ámbito de las Comisiones Consultivas en las cuales son invitados los diferentes actores involucrados del sector público y privado y comunidad en general con ingerencia en las áreas protegidas bajo su administración. El proyecto SIAPCM desarrolla capacitación en procesos de participación pública y facilita dichos procesos en las provincias costeras. Ambos proyectos se comprometen a coordinar acciones en materia de participación a fin de complementarse.

Por último, cabe destacar que la Administración de Parques Nacionales está representada en el Consorcio Directivo del proyecto SIAPCM lo cual permite mantener un contacto fluido entre los dos proyectos y la coordinación de acciones entre ambas.

  
Dra. Patricia Gandini  
Administración de Parques Nacionales

Dra. PATRICIA ALEJANDRA GANDINI  
PRESIDENTA DEL DIRECTORIO

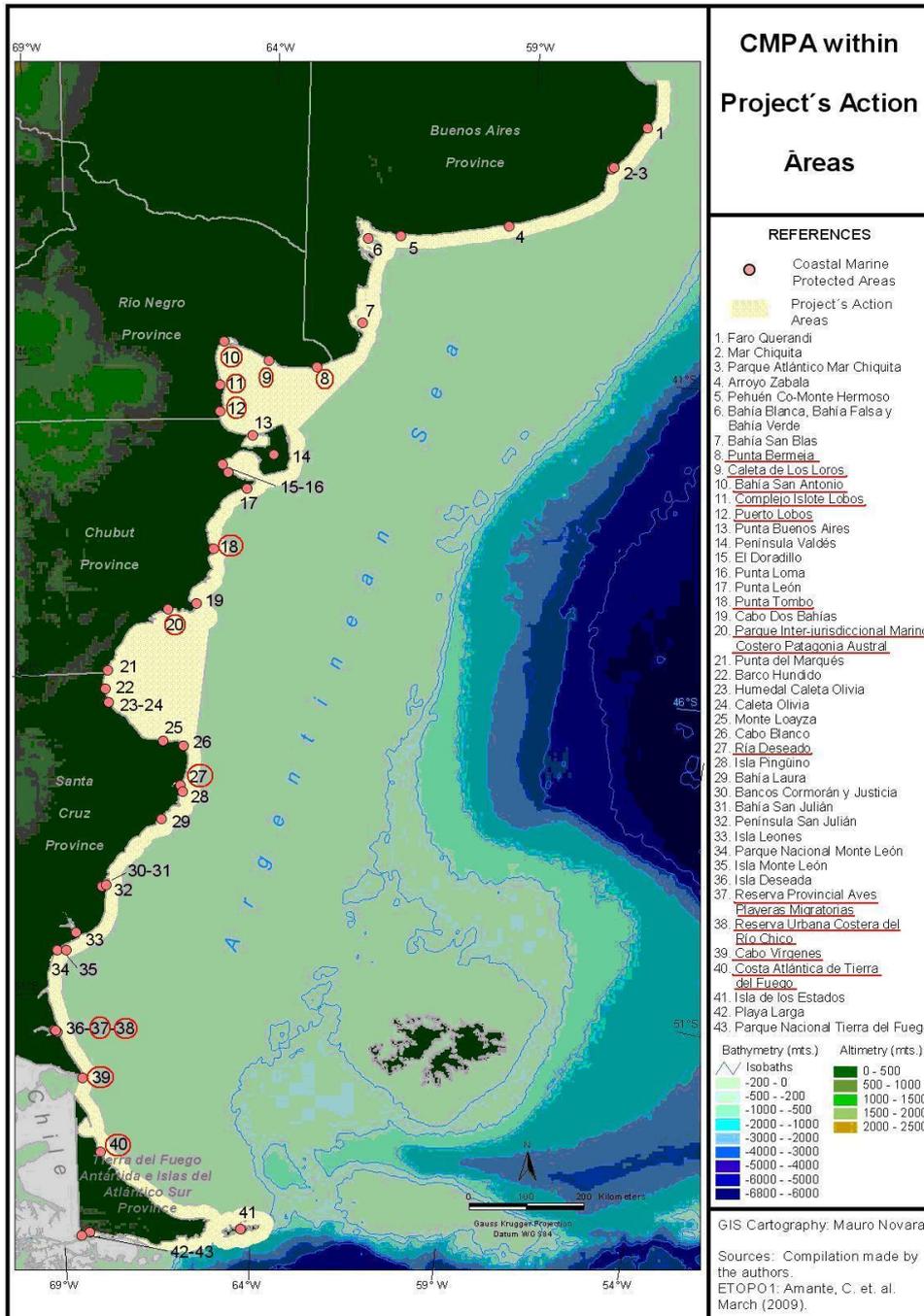
  
Guillermo Harris Med. Vet.  
Fundación Patagonia Natural

## 8.6 ANALYSIS OF CMPAS MANAGEMENT EFFECTIVENESS

### Effectiveness review in 12 CMPAs

312. During PPG 12 CMPAs (see Table 8.6.1) were evaluated using the METT<sup>41</sup> Methodology, and basic elements were assessed within the framework established by the World Commission on Protected Areas of IUCN (CMAPWCPA). This was a way to sum up barriers that has to be removed to reach CMPAs potential and to improve management processes.

313. The elements of evaluation considered by this analysis showed decreasing values following this order: “Context”, “Planning”, “Outputs”, “Inputs” and “Processes” (see Table 8.6.2).



<sup>41</sup> Stolton S., Marc Hockings N.D., MacKinnon K and T. Whitten. 2003. Management Effectiveness Tracking Tool. Reporting Progress at Protected Area Sites: Revised Edition. WWF-WB, 22pp.

314. The total percentage reached for all endpoints shows that only four of the 12 protected areas effectively reach a value of more than 50% (see Figure 8.6.1).
315. The evaluation item “Context” (see Figure 8.6.2), that assesses relative priority, threats and current policies of the areas, presents values over the 50% (with an average of the 62%, a minimum of 33.3% and a maximum of 100%).
316. The evaluation item “Planning” (see Figure 8.6.3), that considers design and planning of protected areas, reached a value of 47% (with a minimum of 8.3% and a maximum of 100%).
317. “Outputs”, evaluation criteria (see Figure 8.6.4) related to the implementation of management programs (activities carried out, services and resources provided), presented an average value of 40% (with a minimum of 6.7% and a maximum of 93%).
318. The element “Inputs” (see Figure 8.6.5) evaluates resources needed to implement management in protected areas, and showed values of 40% (with a minimum of 13% and a maximum of 73.3%).
319. The lowest evaluation value (see Figure 8.6.6) with only 30.6%, corresponded to “Processes”, which assess competence of management processes of protected areas.
320. Considering five levels of effectiveness (see Table 8.6.3), the surveyed CMPAs qualified for only three of them: Levels I, II and III; and neither of them qualified for Satisfactory Management (IV) or Very Satisfactory Management (V).
321. It was established that the 33% of the CMPAs showed a Moderately Satisfactory Management, the 42% a Marginally Satisfactory Management and the 25% an Unsatisfactory Management. This result implies that 67 % of the evaluated CMPAs have insufficient resources to meet management needs, endangering their feasibility in the long term.
322. Analyzing each question individually, the four who received a lower percentage on average were (see Table 8.6.4): 20 “Is there a planned education programme?” (25%), 8 “Is there an annual work plan?” (22%), 26 “If fees (tourism, fines) are applied, do they help protected area management?” (22%) and 16 “Is the Budget secure?” (19.4%); while items that had higher percentages were: 1 “The protected area has legal status?” (100%), 9 “Do you have enough information to manage the area?” (66.7%), 4 “Have objectives been agreed?” (63.9%), 11 “Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? (63.9%).

### ***Conclusions***

323. If it is assumed that the 12 CMPAs evaluated is a good sample of the CMPAs in Argentina, they in general have insufficient resources to meet management needs, endangering their long term sustainability.
324. The more critical points to address are: improve the management processes, to increase the resources to good management implementation and to consider better design a planning of the protected areas.

**Table 8.6.1: METTs CMPAs (July 2007/June 2008, July 2008/June 2009, and July2009/December 2009)**

Name	It's a new protected area (Yes/No)	Area (in ha)	Global designation	Score METT		Type	IUCN category
				2007-2008	2008-2009		
Costa Atlántica de Tierra del Fuego	No	28,600	Ramsar Site WHSRN Site AICA - Birdlife International.	39 %	39%	Provincial Reserve	IV
Estuario Río Gallegos	No	1,900	WHSRN Site	19 %	25 %	Shorebirds Provincial Reserve	IV
Reserva Costera Urbana de Río Gallegos	No	1,300	WHSRN Site AICA - Birdlife International.	43 %	62 %	Coastal urban Reserve (Municipal Reserve)	V
Cabo Vírgenes	No	1,230	Provincial Reserve	82 %	82%	Provincial Reserve	IV
Ría de Puerto Deseado	No	10.000	Provincial Reserve	-	41 %	Provincial Reserve	VI
Patagonia Austral	Yes	100,000	Inter jurisdictional (National-Provincial)	-	46 %	Inter jurisdictional Marine Reserve (National-Provincial)	VI
Punta Tombo	No	210	Provincial Reserve	51 %	57%	Provincial Reserve (Natural Protected Area)	IV
Punta Bermeja	No	600 (continental)+1,500 (marine)= 2,100	Provincial Reserve	-	69 %	Provincial Reserve	V
Caleta los Loros	No	2,690 (continental) + 3,000 (marine)= 5,690	Provincial Reserve	-	45 %	Provincial Reserve	V
Bahía San Antonio	No	5,600 (continental) + 9,900 (marine)= 15,500	WHSRN Site AICA - Birdlife International	47 %	49%	Provincial Reserve	V
Islote Lobos	-	850 (continental) + 3,150 (marine) = 4,000	Provincial Reserve	-	27 %	Provincial Reserve	V
Puerto Lobos	-	1,000 (continental) + 31,500 (marine) = 32,500	Provincial Reserve	-	18 %	Provincial Reserve	V

**Table 8.6.2:** Basic elements of the WCPA framework and the criteria evaluated for the 12 Protected Areas

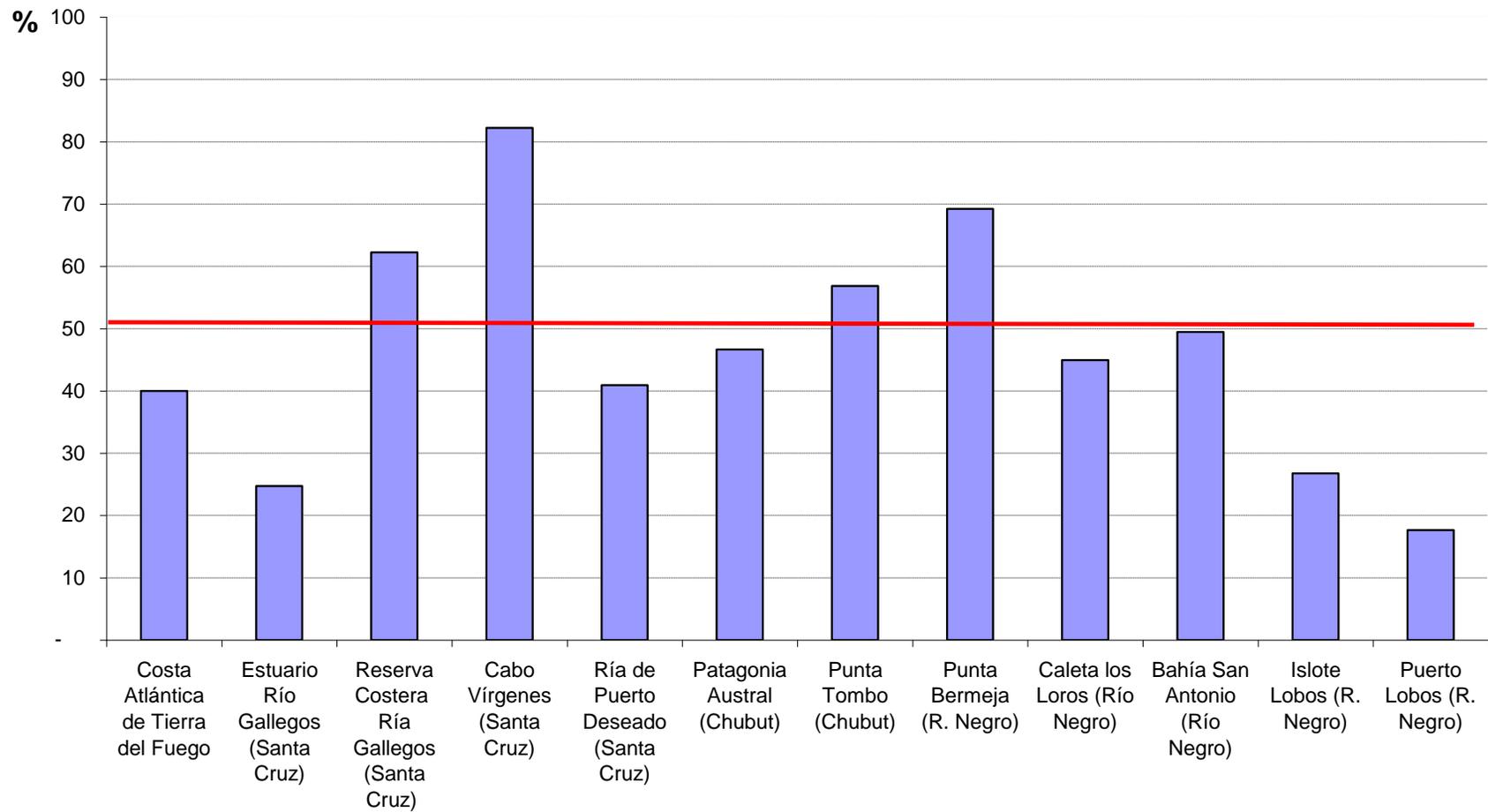
<b>Elements of Evaluation</b>	<b>Explanation</b>	<b>Criteria that are assessed</b>	<b>Points (%)</b>	<b>Focus of evaluation</b>
<b>Context</b>	<i>Where are we now?</i> Assessment of importance, threats and policy environment	- Significance - Threats - Vulnerability - National context - Partners	Mean= 62.2 Min= 33.3 Max= 100.0	Status
<b>Planning</b>	<i>Where do we want to be?</i> Assessment of protected area design and planning	- Protected area legislation and policy - Protected area system design - Reserve design - Management planning	Mean= 47.2 Min= 8.3 Max= 100.0	Appropriateness
<b>Outputs</b>	<i>What were the results?</i> Assessment of the implementation of management programmes and actions; delivery of products and services	- Results of management actions - Services and products	Mean= 40.0 Min = 6.7 Max = 93.3	Effectiveness
<b>Inputs</b>	<i>What do we need?</i> Assessment of resources needed to carry out management	- Resourcing of agency - Resourcing of site	Mean= 40.0 Min= 13.3 Max= 73.3	Resources
<b>Processes</b>	<i>How do we go about it?</i> Assessment of the way in which management is conducted	- Suitability of Management processes	Mean= 30,6 Min= 3,3 Max= 63,3	Efficiency and appropriateness

**Table 8.6.3:** Levels of effectiveness of the surveyed APCMs (2008-2009)

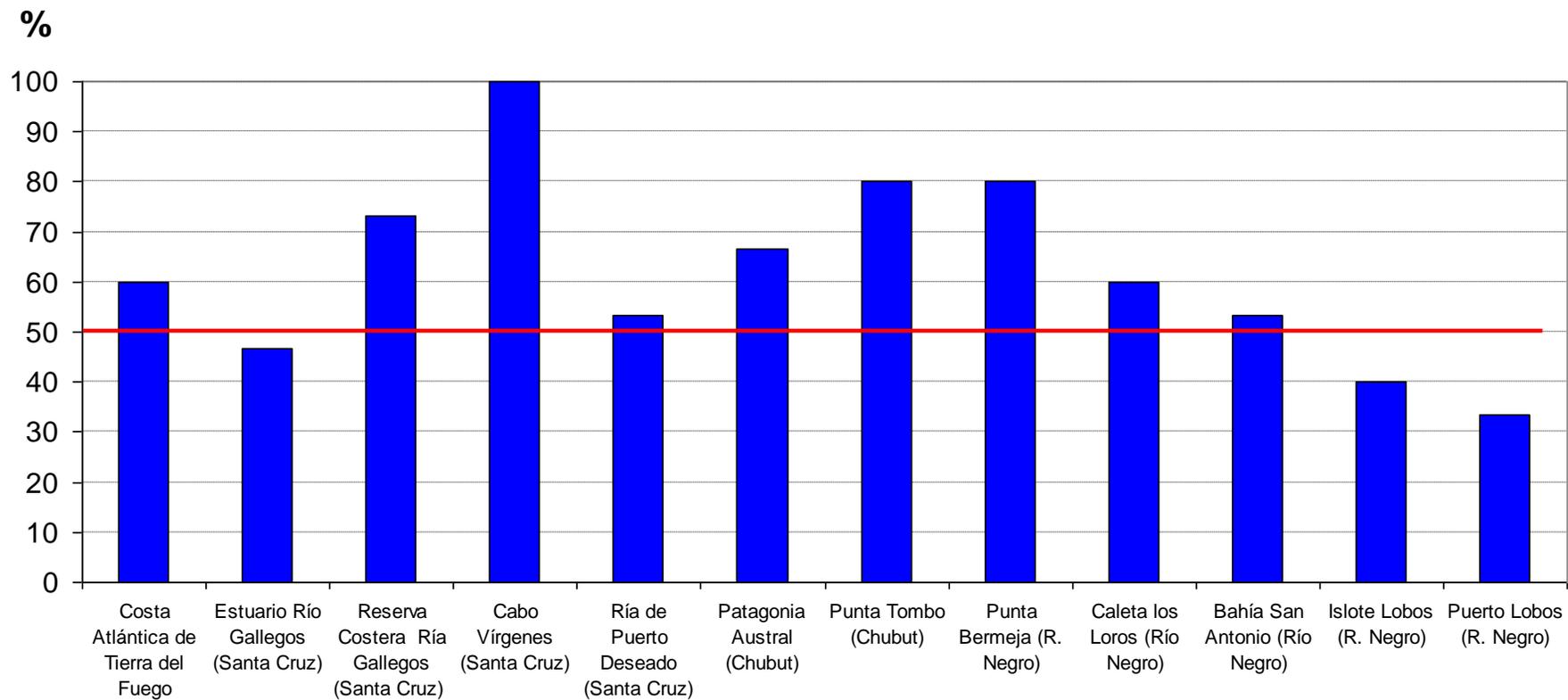
Management Categories	Protected Area	Effectiveness (%)	% of PAs in each category
<b>I. Unsatisfactory Management (<math>\leq 35\%</math>)</b> The area lacks the minimum resources necessary for their core management and therefore there is no guarantee for long-lasting.	Puetro Lobos	18	<b>25%</b>
	Estuario Río Gallegos	25	
	Islote Lobos	27	
<b>II. Marginally Satisfactory (36-50%)</b> A score in this range can say that the area has certain resources and means that are indispensable for handling, but lacks many elements to achieve a minimum acceptable level.	Costa Atlántica de Tierra del Fuego	39	<b>42%</b>
	Ría de Puerto Deseado	41	
	Caleta de los Loros	45	
	Patagonia Austral	46	
	Bahía San Antonio	49	
<b>III. Moderately Satisfactory Management (51-75%)</b> The area has the basic elements for the management, but has key weaknesses that do not allow to establish a solid basis for this management is effective..	Punta Tombo	57	<b>33 %</b>
	Reserva Costera Ría Gallegos	62	
	Punta Bermeja	69	
	Cabo Virgenes	82	
<b>IV. Satisfactory Management (76-89%)</b> The factors and means that enable the management are being treated properly. The necessary activities are proceeding normally and with good results.	None		-
<b>V. Very Satisfactory Management (<math>\geq 90\%</math>)</b> The area has all the means to efficiently manage the demands of this line.	None		-

**Table 8.6.4:** Percentage obtained for each of the 30 items analyzed, sorted in descending order

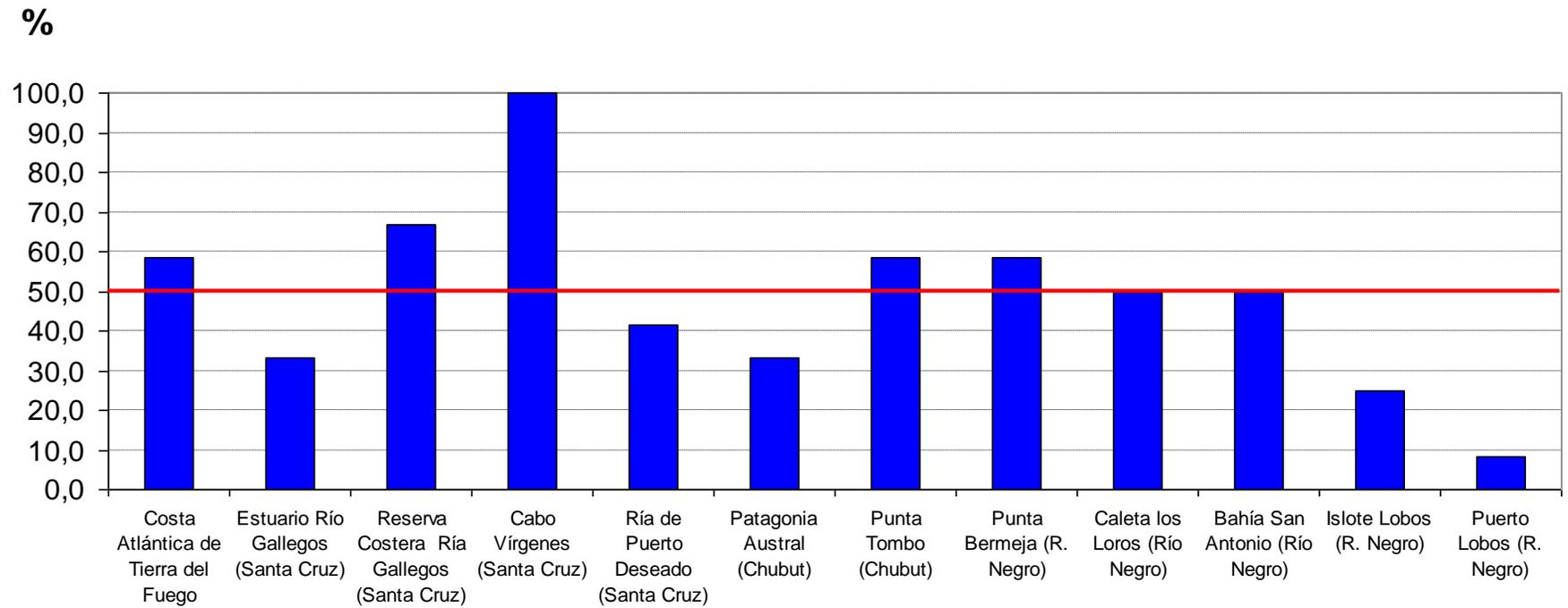
	Criteria	%
1	Does the protected area have legal status?	100,0
9	Do you have enough information to manage the area?	66,7
4	Have objectives been agreed?	63,9
11	Is the protected area adequately managed (e.g. for fire, invasive species, poaching)?	63,9
5	Does the protected area need enlarging, corridors etc to meet its objectives?	61,1
21	State and commercial neighbours Is there cooperation with adjacent land users?	55,6
10	Is there a programme of managementorientated survey and research work?	55,6
27	Is the protected area being managed consistent to its objectives?	55,6
29	Is the protected area providing economic benefits to local communities?	55,6
30	Are management activities monitored against performance?	52,8
14	Is there enough training for staff?	50,0
3	Can staff enforce protected area rules well enough?	50,0
6	Is the boundary known and demarcated?	50,0
7	Is there a management plan and is it being implemented?	47,2
19	Is equipment adequately maintained?	47,2
18	Are there adequate equipment and facilities?	44,4
2	Are inappropriate land uses and activities (e.g. poaching) controlled?	44,4
25	Do commercial tour operators contribute to protected area management?	38,9
12	Are there enough people employed to manage the protected area?	36,1
15	Is the current budget sufficient?	36,1
24	Are visitor facilities (for tourists, pilgrims etc) good enough?	36,1
23	Do local communities resident or near the protected area have input to management decisions?	36,1
13	Are the staff managed well enough?	33,3
17	Is the budget managed to meet critical management needs?	33,0
28	Is access/resource use sufficiently controlled?	30,6
20	Is there a planned education programme?	25,0
8	Is there an annual work plan?	22,2
26	If fees (tourism, fines) are applied, do they help protected area management?	22,2
16	Is the Budget secure?	19,4



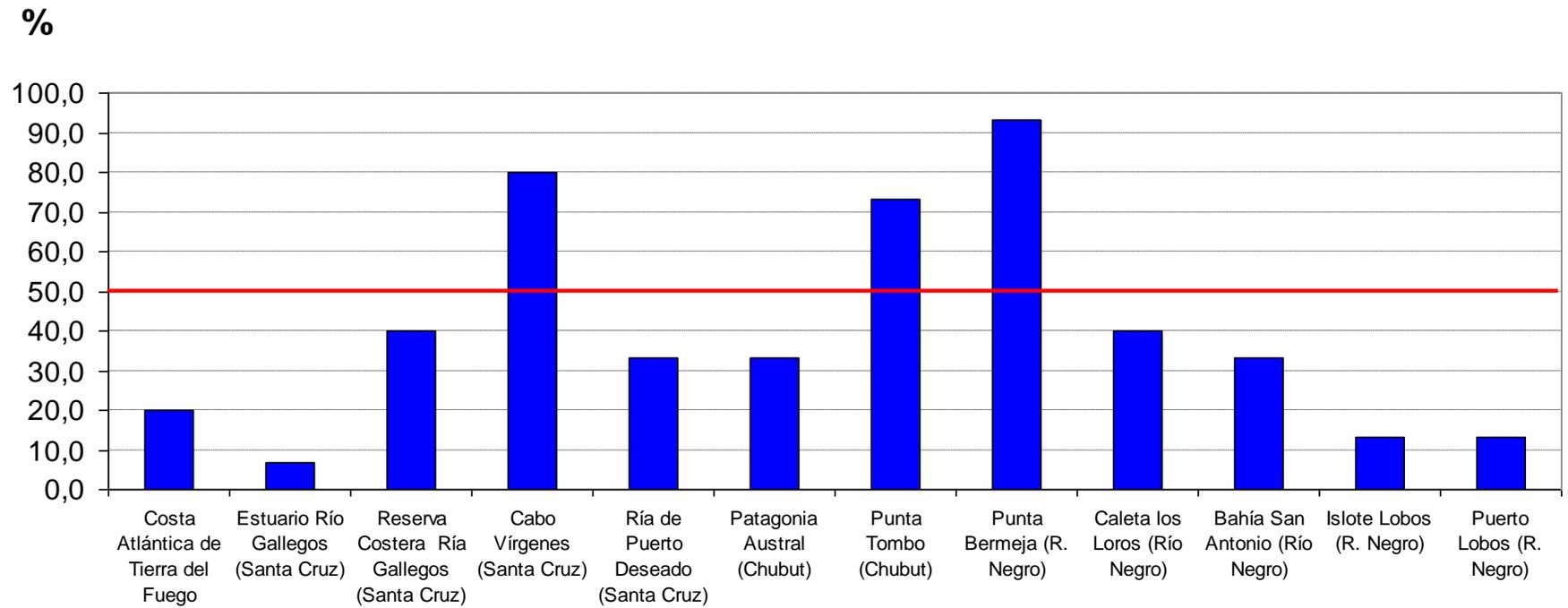
**Figure 8.6.1:** Percentage met all evaluation criteria considered for the 12 PAs assessed



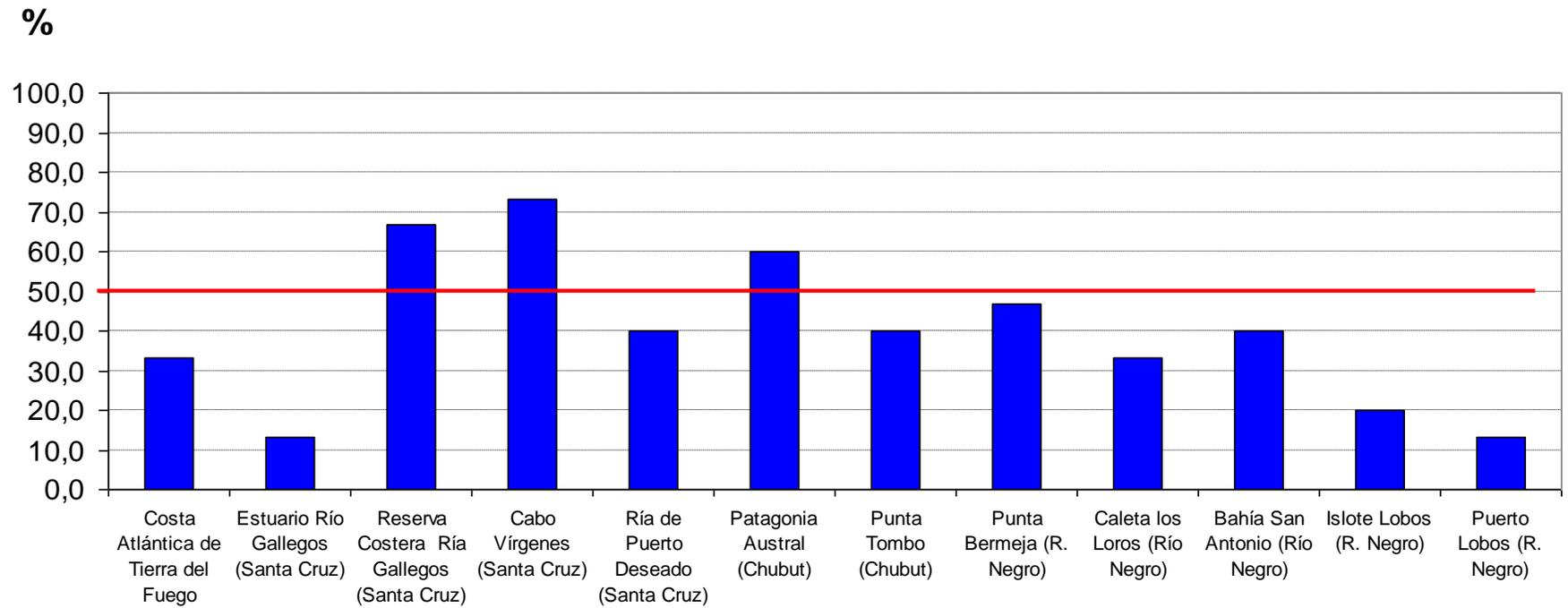
**Figure 8.6.2:** Percentage achieved for the 12 PAs assessed to the evaluation criterion "Context"



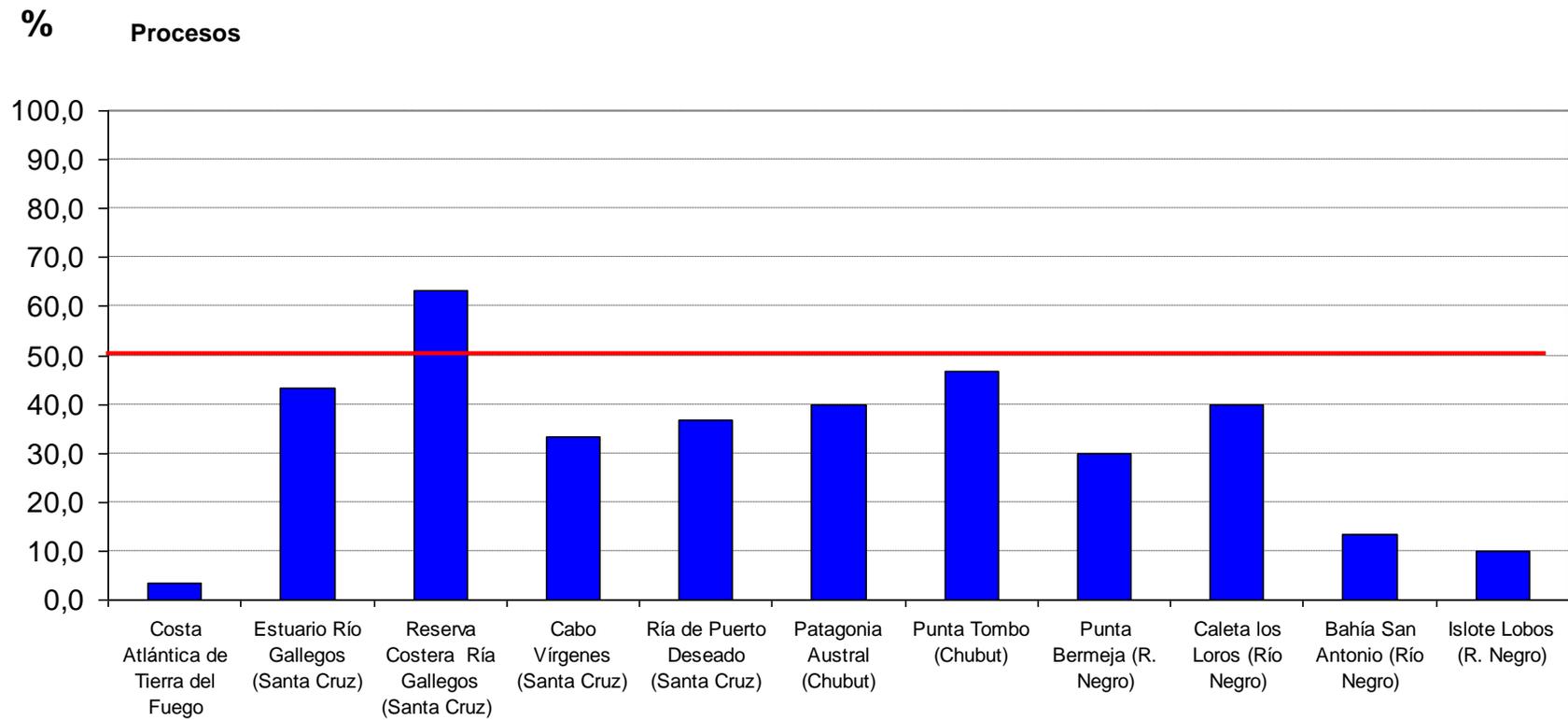
**Figure 8.6.3:** Percentage achieved for the 12 PAs assessed to the evaluation criterion "Planning"



**Figure 8.6.4:** Percentage achieved for the 12 PAs assessed to the evaluation criterion "Outputs"

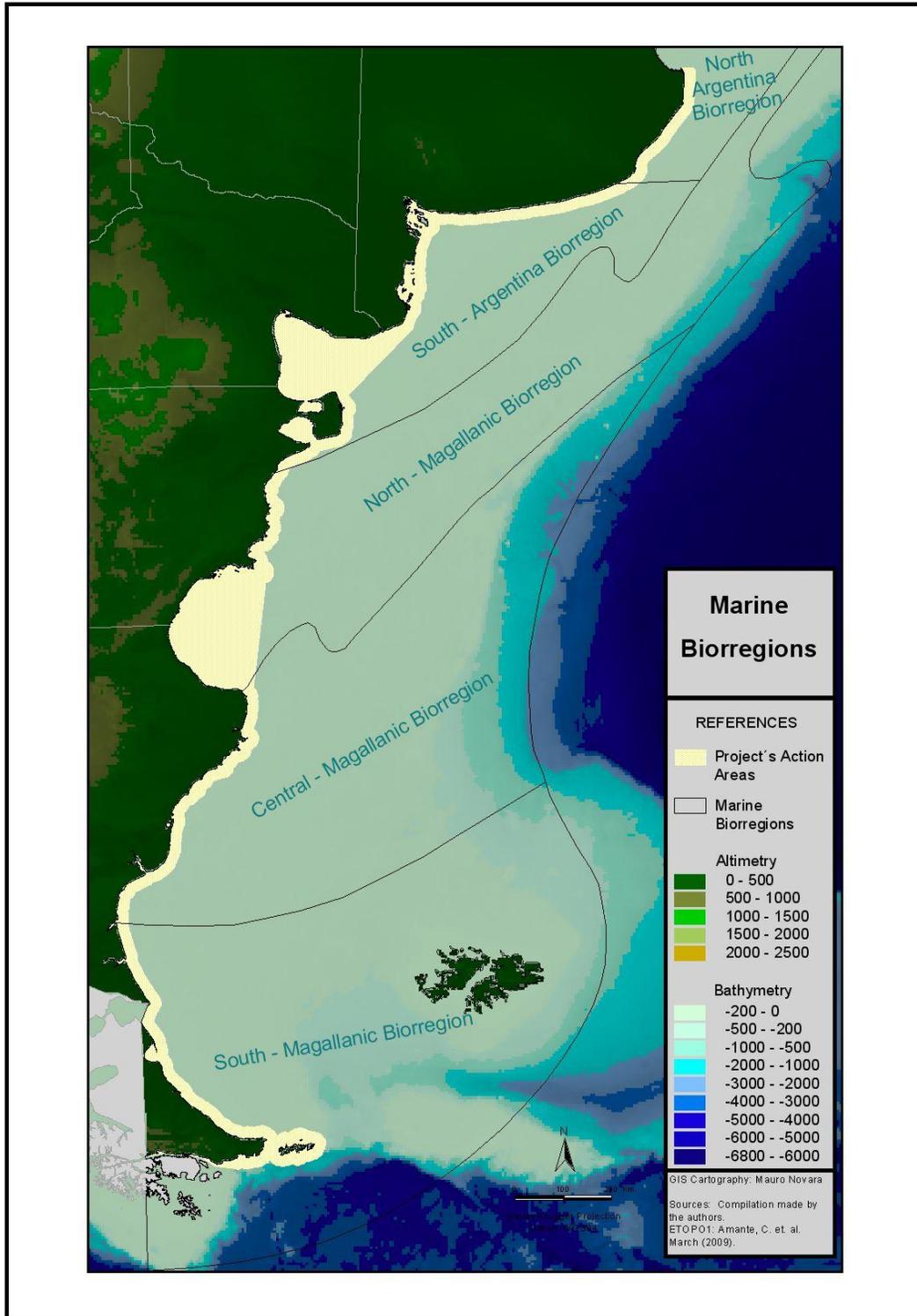


**Figure 8.6.5:** Porcentaje Percentage achieved for the 12 PAs assessed to the evaluation criterion “Inputs”

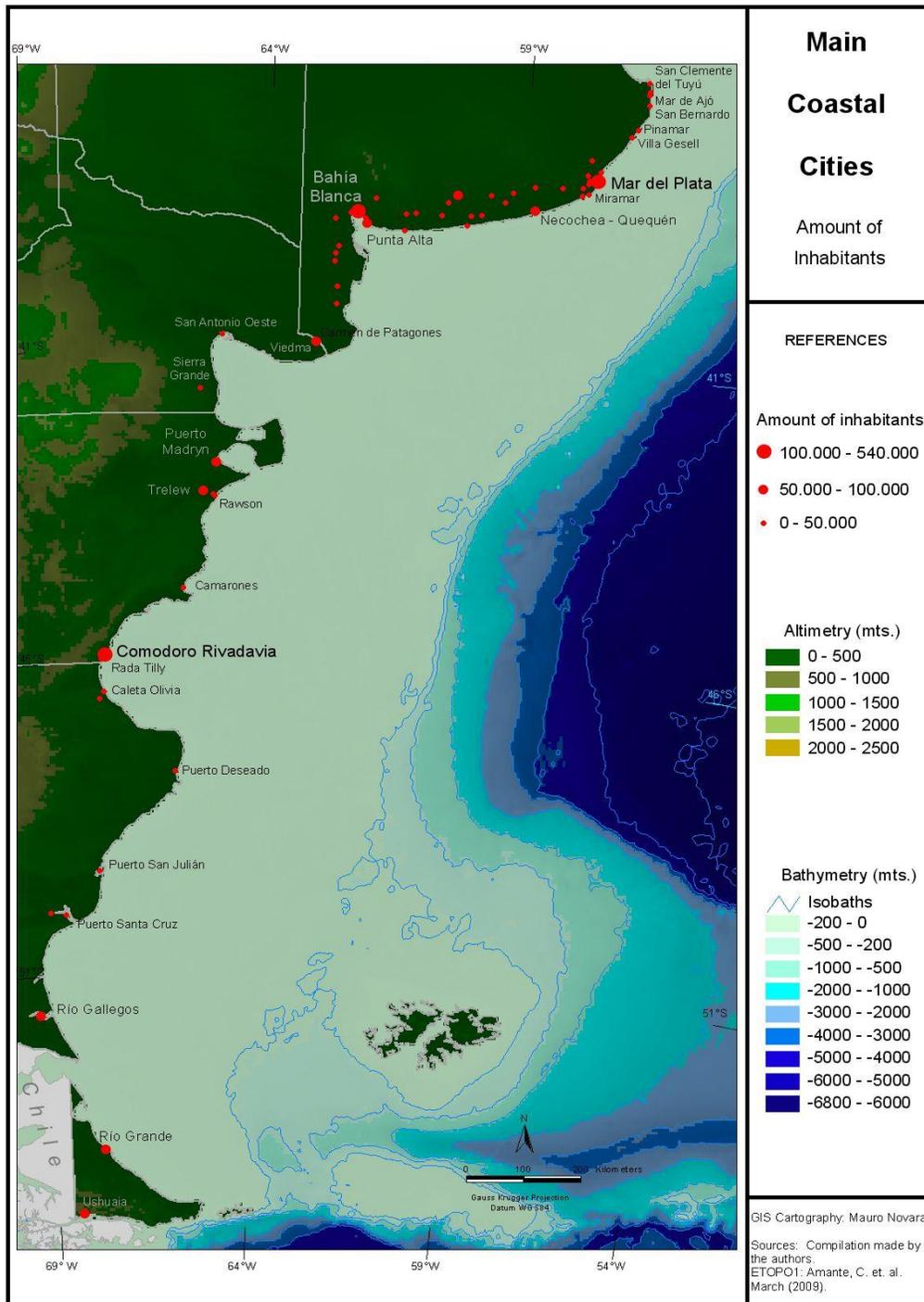


**Figure 8.6.6:** Percentage achieved for the 12 PAs assessed to the evaluation criterion "Processes"

## 8.7 MAPS



**Figure 2:** Coastal marine bioregions



**Figure 3: Main coastal cities**

**8.8 TRACKING TOOLS (SEE SEPARATE FILE)**

**8.9 CO-FUNDING LETTERS (SEE SEPARATE FILE)**