AUDUBON’S INTERNATIONAL ALLIANCES PROGRAM

FIVE-YEAR BUSINESS PLAN

2021-2026

Elevating our conservation impact
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Executive Summary

Migratory birds make epic journeys across the globe, inspiring awe, connecting ecosystems, and benefiting economies along the way. Yet despite their immense value, migratory birds in the Americas are in steep decline. Since 1970, we have lost 2.5 billion—more than one in four—birds that migrate across the Western Hemisphere.¹

Many of these migratory birds breed in the United States and Canada and then spend up to eight months migrating through or wintering in the tropics throughout Latin America and the Caribbean (LAC). These non-breeding sites represent a significant gap in current conservation efforts as rapid economic growth and subsequent pressure on natural resources intensifies across the LAC region. The urgency to act is clear. What happens in LAC over the next two decades will determine whether migratory birds and wildlife have a sustainable future.

The National Audubon Society’s (Audubon) International Alliances Program (IAP) has developed an ambitious new strategy to ensure migratory bird habitat exists across the LAC region. Audubon’s plan will deliver results at a new scale by elevating bird conservation into national and local development agendas and leveling up collaboration across the LAC region. Audubon developed its plan based on cutting-edge science, experience working throughout LAC, and leading models for scaling social change. With its recognized brand, international track record, and strengths in policy advocacy and grassroots engagement, Audubon is uniquely positioned to mobilize the partners and orchestrate the international effort needed to secure a future for migratory birds.

Over the next five years, Audubon will build on its groundwork and expand its strategies in the LAC region, given the urgency of development pressures there. While this will be the emphasis of its international growth, Audubon will also continue to build on its successful work in Canada’s Boreal Forest and, over the next five years, will initiate a planning process to expand its work in Canada to critical migratory bird breeding sites outside of the Boreal.

By 2026, Audubon aims to increase effective conservation of 10 million hectares that are critical to migratory birds, endemic and threatened birds, and that include future climate strongholds.
An Ambitious Conservation Target

Throughout the Americas, Audubon protects birds and the places they need, today and tomorrow, using science, advocacy, education, and on-the-ground conservation. Audubon’s international program is focused on stewarding this vision to protect birds outside of the United States, across the geographies they depend upon throughout their entire lifecycle.

Audubon’s first step in developing this business strategy was to establish a “north star,” or the amount of habitat needed to effectively protect these birds. Audubon used the latest peer-reviewed papers on migratory bird conservation prioritization and an analysis by the Migratory Bird Initiative (MBI) to estimate that 193 million hectares, an area roughly the size of Mexico, would be required to secure just 10 percent of the global populations of 117 terrestrial birds and 41 shorebirds. Only a third of this area is currently protected. The need is great, and no single conservation organization will be able to accomplish this alone.

Guided by the north star of protecting 193 million hectares, Audubon will begin by focusing on the most valuable areas for migratory and resident birds. By 2026, Audubon aims to increase effective protection and management of 10 million hectares that are critically important to migratory birds, endemic species, and threatened species, including future climate strongholds. By 2030, Audubon will expand its reach to 40 million additional hectares as it scales its solutions in several additional countries. While working intensely to improve conditions in the 40 million hectares, Audubon will also catalyze investments, strengthen partnerships, and identify policy initiatives to target additional landscapes and seascapes. Ultimately, Audubon will work with others to drive conservation across the 193 million hectares necessary to achieve meaningful results for birds, biodiversity, and people.

Focal Geographies

Audubon will focus its efforts in countries highly important to migratory birds, starting in countries that offer the greatest return on conservation investment. For the first five years, Audubon will concentrate investments and capacity in five core countries: Colombia, Panama, Chile, Mexico, and Canada. Audubon selected these countries based on their importance to birds and biodiversity and additional feasibility criteria, like the political climate and availability of resources in each country.

Within each of its five core countries, Audubon has further identified priority landscapes and seascapes that need immediate conservation attention and are of outsized importance to its conservation goals. Examples include Panama, and the Cauca Valley in northern Colombia.

Despite a strong strategic focus early on in the countries listed above, Audubon will not limit its work to core countries. Audubon has also identified a set of second-tier “expansion countries,” where the team will establish additional projects and an Audubon presence, as opportunities present themselves and capacity allows. More concerted growth in these countries will be the focus as Audubon grows the program.
Conservation Strategies

Audubon has selected four strategies to achieve conservation at the scale and pace needed to reverse bird declines in the LAC region. Strategies were selected because they have the ability to benefit birds and people, to align with national economic and development goals, and to grow and mobilize powerful networks of support and partners. Importantly, these strategies also take advantage of growing momentum in the conservation field (e.g., regenerative agriculture, climate-change mitigation and adaptation, resilience). This means Audubon will not reinvent the wheel; instead, it will harness the power of existing efforts to forward its bird-specific (but highly related) objectives. Audubon will clearly connect bird conservation with carbon, water, and benefits for people. Finally, Audubon’s strategies are based on leading models for achieving social impact at scale. Audubon will incubate promising models, then scale them through public-private partnerships and distributed networks of local partners, and by removing systemic policy and financial barriers to change. A brief description of Audubon’s international strategies:

**Strategy 1: Subnational and National Protected Areas**
Through its Protected Areas strategy, Audubon will work with partners to establish new protected areas covering 2.2 million hectares in ecosystems that have the highest conservation value to migratory birds, endemic species, and globally threatened species, and that represent climate strongholds. It will do this primarily through CONSERVA AVES, a partnership of international, national, and local organizations collaborating to establish protected areas at the subnational level—a particular gap in protected area efforts.

**Strategy 2: Working Lands**
Through its Working Lands strategy, Audubon and partners will ensure that 4.7 million hectares of agricultural and ranch lands provide habitat for migratory birds, endemic species, and globally threatened species. These lands serve as migratory corridors between protected areas, provide important benefits to people, and protect ecosystem services. Audubon will do this, in part, by stepping up efforts across Colombia, and eventually other countries, to scale regenerative agriculture practices, restoring habitat on ranchlands so they are more productive for ranchers and for birds.

**Strategy 3: Coastal Resilience**
Through its Coastal Resilience Strategy, Audubon and partners will restore or improve the management of 3.1 million hectares of coastal bird habitat. It will do this, in part, by mainstreaming nature-based and green infrastructure solutions; quantifying the value of bird habitat, like mangroves and coastal wetlands; and addressing the interrelated goals of coastal resilience, biodiversity conservation, and coastal development.

**Strategy 4: Building a Constituency for Birds**
Through its Building a Constituency for Birds strategy, Audubon and its partners will engage 1 million people across the hemisphere to advance bird conservation and elevate bird conservation as a key factor in national and international conservation and development agendas. Audubon will employ its sophisticated communications, marketing, policy advocacy, and community engagement skill set to connect birds to livelihoods.
Why Audubon?

Audubon’s legacy is built on science, education, policy, on-the-ground conservation, and the expansive collaborative networks it has built to support bird conservation. With its expanding international presence and widely recognized brand, Audubon is uniquely positioned to mobilize the constellation of conservation actors and actions needed across the hemisphere to secure a positive future for migratory birds. Audubon has the necessary strengths, which include:

- Leadership in migratory bird science
- Strategies that go beyond birds to include co-benefits to climate, water, and people
- A strong brand
- A hemispheric presence and proven track record
- The ability to drive policy change, build grassroots support, and engage the broad array of partners needed to achieve hemispheric impacts

Operations and Financial Plan

To achieve its objectives, Audubon will need to grow its current annual budget at least fivefold, from $2 million to at least $10 million, and its staff team from 11 to 34, by FY 2026. Audubon’s revenue model depends on raising a strong pool of core funding early on to position the international team to make the investments needed to support the expansion described in this plan.

Over time, Audubon’s international conservation programs will increasingly rely on revenue generated from public sources. Audubon will employ a targeted funding strategy focused on multilateral and bilateral donors who make large-scale investments in Latin American infrastructure and development. Audubon will build on its previous experience with major development banks, strategically hiring finance and development professionals who have a network in the LAC development bank arena. Revenues from public sources are expected to accelerate as Audubon expands both geographically and programmatically.

Audubon expects its focused investment will attract additional funding for projects that not only protect birds but also have significant co-benefits such as mitigating climate change, increasing climate resilience, improving water provision and regulation, and providing socioeconomic benefits. National and local governments and corporations will provide much of the on-the-ground investment for transitioning agricultural practices and to support green infrastructure projects, many of which are good for birds and have a strong, long-term business case. These investments are not expected to go through Audubon, but are essential to supporting its vision and objectives. The team believes that this leveraged funding could be at a ratio of between $3.00 and $4.50 for every dollar that flows to Audubon.
A Lasting And Profound Impact

Ultimately, Audubon and the work of its partners will protect and conserve important bird habitat in LAC. In particular, Audubon’s international program will:

- **Enable conservation that benefits birds, nature, and people**
  - 80-100 new protected areas created and strengthened, totaling 2.2 million ha.
  - Improved conservation and management of 8.0 million ha of coastal and agricultural lands (e.g. through bird-friendly best management practices).
  - Bird-friendly practices showcased across least six landscapes and seascapes across LAC.
  - Projects will be designed to produce a significant number of co-benefits, beyond birds, which will be quantified and tracked throughout (e.g., carbon sequestration, water quantity and quality improvements).

- **Establish and scale bird-friendly practices and policies**
  - Playbooks will be developed for the agriculture sector (e.g., cattle ranching, sugarcane, and rice to start) outlining practices that benefit birds, nature and people.
  - Playbooks will also be developed for the coastal development and infrastructure sectors, with an emphasis on nature-based solutions to issues like water sanitation and urban climate adaptation.
  - National Plans for the Conservation of Birds and other policies will be developed in three countries (Colombia, Panama and Chile). These policies will be aligned with each country’s National Development Plan, which will greatly increase the probability they will be implemented and acted upon.

- **Develop new and innovative partnerships and build the capacity of local and regional partners**
  - IAP will train and strengthen over 100 local partners across LAC.
  - IAP’s conservation agenda will empower local communities and leaders, especially in marginalized areas and local communities to make decisions and provide leadership.
  - Each strategy will establish a platform of partners to drive change at a hemispheric level (e.g., Birdlife, RedLAC, and Audubon as part of IAP’s protected area strategy).

- **Establish a diverse pipeline of new funders**
  - At least $240 million will be invested directly into Audubon’s priorities for bird conservation and livelihoods across LAC.
The Need for Hemispheric Conservation

Migratory birds are in severe decline.

Migratory birds and their habitats are in decline. Recent science indicates that we have lost 2.5 billion migratory birds over the last 50 years and that 389 species, or nearly 2.9 billion birds from the US and Canada, are at risk of extinction as a result of climate change. Moreover, 677 bird species in the Americas are threatened with extinction, according to the International Union for Conservation of Nature (IUCN).

Forty percent of the world’s birds migrate, many of them across multiple borders, which complicates management and conservation efforts. Of the birds that breed in North America, at least half are Nearctic-neotropical species that travel seasonally from nesting grounds in the United States and Canada to important refueling stopover sites and winter habitats in the tropical LAC region. Natural resources in LAC are under intense pressure from the economic growth. Colombia and Panama are among the most rapidly developing countries in the world. Increasing conservation investment across the entire migratory pathway, but especially in the LAC region, is critical.

Birds are valuable and contribute to economies and human well-being.

Birds are considered indicator species, meaning they can be used to infer the health of an entire ecosystem. They provide important ecosystem services, such as pollinating plants, dispersing seeds, redistributing nutrients, and controlling pests. Birds contribute meaningfully to economies through these ecosystem services and as important drivers of the bird-based tourism (BBT) industry, which is growing in Latin America. They also simply inspire wonder, which improves human well-being and mental health.

We know what to do: reverse habitat loss and other threats.

Habitat loss is the primary driver of migratory bird declines and thus is the main threat Audubon aims to address through its international strategy. Millions of hectares of terrestrial habitat are lost or degraded every year due to development, agriculture, and forestry practices. On the coasts, where human populations are growing especially quickly, habitat is being lost as developers fill in wetlands and remove mangroves to build infrastructure.

Climate change exacerbates the threats birds already face. Birds in every habitat will be affected by climate change, which will degrade or even eliminate habitats, in ways that scientists have only recently begun to study and try to forecast. The impact of climate change on migratory shorebirds is of particular concern given that sea-level rise and extreme weather events will impair habitat across the Western Hemisphere. In addition, warming ocean waters harm forage fish populations, the main source of prey for seabirds and some waterbirds.

There are several other notable threats to terrestrial, marine, and coastal migratory birds:

- **Introduced predators.** Cats, mostly feral, kill billions of birds every year, making cat predation another enormous source of direct, human-caused mortality to birds.
- **Collisions.** Millions of birds are killed each year because of collisions with human-made structures such as power lines, wind turbines, and glass windows.
- **Pesticides and other pollution.** Pesticides can directly kill birds and can reduce longevity and reproductive rates.
- **Pollution.** Marine and coastal birds are threatened by oil spills, plastic pollution, agricultural runoff, and poor air and water quality.
- **Overfishing.** Seabirds prey on forage fish that are also fished for commercial purposes. When forage fish populations are overfished and drop below one-third of their maximum size, seabird reproduction declines.
- **Bycatch in fishing gear.** Bycatch, or accidental hooking or entanglement of birds in fishing gear, is another common threat to seabirds.
- **Invasive species.** Invasive mammals and plants can negatively impact coastal and marine birds.
Audubon’s Theory of Change

Audubon’s new strategy will deliver results at the scale and pace needed to reverse population declines by elevating bird conservation into national and local development agendas and leveling up collaboration across the LAC region.

Currently, bird conservation is largely absent from infrastructure, land-use, and development decisions at the national and local levels in the LAC region. To put bird conservation on these agendas, the topic must be mainstreamed into National and Local Development Plans. National and Local Development Plans are key, as they define land-use and infrastructure investments and have influence beyond a single administration (e.g., plans for dams, roads, ports, urban development, and agricultural expansion). Audubon will engage influential decision-makers at the outset and ensure they understand the value of nature and birds to the economy (as indicators of ecosystem health), to communities, and to human well-being. This approach is unique. Historically, bird scientists and groups have developed conservation plans without input from decision-makers. Audubon plans to build this engagement into the beginning of the process to ensure buy-in.

Audubon’s strategies will also link to national conservation efforts already underway, many of which are driven by each country’s existing international conservation commitments, such as UN Sustainable Development Goals (SDGs), the Convention on Biological Diversity (CBD), and Paris Agreement Nationally Determined Contributions (NDCs).

Figure 1: Audubon IAP theory of change
Audubon’s approach is based on the power of strategically selected “deep interventions,” or “incubators,” that refine practices, pinpoint barriers, and provide the proof points needed to scale up the practices, through policy change and other means. Audubon’s strategy includes the following key components:

**Deep interventions**

Audubon will invest in strategically selected, place-based demonstration projects that will identify the practices, science, engagement activities, policy, and economic and financial interventions needed to make economic sectors bird-friendly. For example, Audubon is currently implementing demonstration projects in Colombia’s Cauca Valley, which has high conservation value and is under threat from the growing agricultural sector. Audubon is working there to develop its working lands, or regenerative agriculture, playbook, which will initially focus on the cattle ranching, sugarcane, and rice-growing sectors. Similarly, Audubon is working in the Panama Bay seascape to develop its coastal resilience playbook, which will focus on mangrove restoration and green alternatives to coastal infrastructure.

**Conservation strategies**

Based on insights gleaned from its place-based work, Audubon will develop playbooks aimed at disseminating practices broadly throughout an industry, a country, or a region. Because they can be used by partners and to inform national policy advocacy efforts, the playbooks will be key to Audubon’s path to scale. Playbooks will identify:

- **Specific practices that benefit birds.** For example, an outline of the most beneficial trees to plant in working lands or where to restore mangroves or wetlands; a survey of practices that benefit birds and provide broader co-benefits in terms of ecosystem services (e.g., carbon sequestration, watershed management) and to people.

- **Science and monitoring tools.** Tools to identify bird priorities and monitor impact (e.g., environmental services modeling and ecological integrity indexes).

- **Engagement processes.** Paths to identify and engage influential champions and a strategic set of communities and stakeholders (e.g., citizen science).

- **The business case.** The economic benefits of practices that benefit birds (e.g., nature-based coastal infrastructure, transitioning from traditional to sustainable cattle ranching practices, bird-tourism).

- **Policy recommendations.** Policy changes that will enable the changes Audubon hopes to see (e.g., government incentives, policies that strengthen protected areas, coastal zoning regulations, agriculture industry standards).

- **Finance.** Sources of funding to finance change in practices (e.g., climate finance, impact investment funds, government incentives, loans, private capital, multilateral funds, and pension funds).
National external affairs

Audubon will seek to mainstream bird conservation into national and local development agendas. It will do this in part through local-level efforts to build constituencies and understand the needs of stakeholders. In its core countries, Audubon and partners will work with local communities, conservation partners, and decision-makers to develop comprehensive National Plans for the Conservation of Birds (NPCBs), based on the playbooks described above. NPCBs will consolidate insights and recommendations from all of Audubon’s playbooks and create the enabling conditions for Audubon’s bird conservation agenda by codifying them in policy frameworks. For example, Audubon’s protected area strategy depends on in-country legal frameworks that ensure protected areas are permanently designated. NPCBs will be embedded in each country’s National Development Plan. Connecting NPCBs to National Development Plans increases their potential to deliver the policy and finance conditions needed to achieve bird conservation at the necessary scale.

NPCBs will also be anchored in and contribute to each country’s SDGs, CBD targets, and climate-change mitigation and adaptation commitments under the UN Paris Climate Agreement. Finally, Audubon will advocate for U.S. policies and international treaties and conventions that help deliver funding and important protection to its priorities. The BirdLife Secretariat will be an important partner in Audubon’s international policy advocacy effort, as it has the capacity to deliver at a global scale.

Partner-led interventions

In addition to deep interventions, Audubon will undertake a number of lighter-touch engagements across each of its core countries. Audubon will distribute its playbooks to a network of partners who will use them to lead their own work on the ground. Partner-led interventions will entail some investment from Audubon, mostly in the form of coordination, training, and capacity building, but will rely more on co-funding and leadership of partners.
**Why Audubon?**

Many conservation-oriented organizations are at work in LAC countries, but very few are positioned to work at the scale needed to protect birds across the hemisphere.

Audubon has decades of experience in the region and a strong brand, skill set, and understanding of bird science. These attributes uniquely position Audubon to convene the partnerships and provide the brokering leadership and coordination needed to achieve life cycle conservation across flyways.

As Audubon builds a greater presence in LAC, the following values that are essential to Audubon’s DNA will guide its efforts to expand its impact across the hemisphere:

- Invest in strong, strategic, and diverse partnerships at local, regional, and international levels.
- Use the best available science to enable Audubon and its partners to prioritize critical bird habitat and identify the best opportunities for conservation impact.
- Maximize conservation return on investment for birds by targeting areas and economic sectors that are important for migratory and resident birds and various other taxonomic groups.
- Balance conservation and economic development needs appropriately, so that strategies are viable and durable for main stakeholders and local communities.
- Share strategic insights and knowledge reciprocally between Audubon’s international and U.S. programs.
- Represent, embrace, and reflect the diversity in the communities it works, to achieve its conservation goals.

Audubon has the necessary strengths, which include:

**Audubon is a leader in applying migratory bird science, with a focus wider than birds.**

Migratory bird science is still evolving. Audubon’s Migratory Bird Initiative (MBI) and growing international science team is bringing together the latest data and research on migratory birds to inform Audubon’s international priorities. This science ensures that Audubon and its partners’ conservation investments are made where they will result in the greatest return for migratory birds and endemic and globally threatened species.

Audubon recognizes that bird conservation agendas get more traction when they are aligned with broader conservation, economic, and human well-being objectives. Audubon is able to quantify and communicate the important co-benefits of bird conservation, for example, to climate-change mitigation, ecosystem services, human well-being, job creation, and economic development.
Audubon has a strong brand, hemispheric presence, and proven track record.

Audubon has a deep history working in the United States and a track record and expanding presence in the LAC region and in Canada. Examples of Audubon’s international initiatives include:

- **Colombia.** Audubon, in collaboration with the Colombian government and its BirdLife-partner Calidris, has developed four nationally recognized bird trails and built the capacity of more than 400 local guides and tour operators, creating economic opportunities for community members and changing local perspectives on the environment.

- **Panama.** Audubon and its BirdLife partner, Panama Audubon, spearheaded a campaign to reinstate the protected status for 250,000 acres of Bay of Panama wetlands—critical bird habitat that also protects communities from flooding. In addition, Audubon’s community engagement efforts currently reach more than 4,500 students annually and have reached 25,000 students over the past decade.

- **The Bahamas.** In partnership with The Bahamas National Trust, Audubon identified previously unknown wintering grounds for Piping Plover, which led to the creation of the 94,000-acre Joulter Cays National Park.

- **Chile.** Audubon worked with CECPAN (Centro de Estudio y Conservación del Patrimonio Natural) and private landowners to purchase coastal areas on Chiloe Island that support up to 30 percent of Alaska’s wintering Hudsonian Godwit population.

- **Belize.** In the Cockscomb Basin, 120,000 acres are now under improved management. Through BBT, education, and community engagement, Audubon helped reduce encroachment and poaching in the park by 98 percent.

- **Canada.** Audubon is working with a coalition of organizations to support the declaration of Indigenous protected areas. Two new and very large protected areas are the 6.5-million-acre Thaidene Nene Indigenous Protected Area and the 3.5-million-acre Edehzhie Indigenous Protected Area, established in 2019 and 2018, respectively.

- **Climate Action Plan for the Americas.** Audubon collaborated with BirdLife International to create plans to improve the climate resilience across 12 countries in the LAC region.

Audubon will work with the broad array of partners needed to drive change and build grassroots support.

Audubon has honed its skills in advocacy, community engagement, education, communications, and marketing over its long history. Using approaches tailored to fit the LAC context, it will build a powerful movement for bird conservation at local and national levels and across constituencies, from local community members to highly influential decision-makers.

Audubon recognizes that it cannot alone create the level of change needed. It will require the partnership of many. As an internationally recognized player, Audubon will be able to engage the wide range of partners needed to achieve the level of ambition outlined in this plan, including BirdLife partners, other conservation NGOs, government agencies, and academic and research institutes. Audubon will also engage local organizations and community groups, many of which are ready to act, but which need capacity, training, and connection to a coordinated strategy. Finally, Audubon will bring in new partners, like ministries of tourism and agriculture, development institutions like the Inter-American Development Bank (IDB), and industry partners.
Audubon’s International Objectives and Geographic Focus

Audubon envisions a future where the people, birds, and nature of the Americas thrive.

In support of this goal, Audubon aims to ensure the conservation of 10 million hectares of important bird habitat by 2026 and 40 million by 2030 in the LAC region.

Migratory bird habitats cover extensive landscapes and seascapes throughout the Western Hemisphere. According to the latest science, 30 percent of 160 Nearctic-neotropical migratory bird populations utilize at least 700 million hectares across the Americas—a mind-bogglingly vast amount of habitat.

As a strategic measure, Audubon’s LAC portfolio will focus on areas that have the greatest value to migratory birds and threatened and endemic resident birds, taking into account future climate strongholds. Audubon has set a “north star goal” of protecting 193 million hectares by 2050 (see Appendix B for detailed methodology for establishing this goal). According to the MBI analysis, 193 million hectares will safeguard approximately 10 percent of 160 Nearctic-neotropical migratory bird populations and 60 million of these hectares are currently protected, though the effectiveness of protection is unknown. In the near term, Audubon will focus on conserving 10 million hectares by 2026, and 40 million hectares by 2030, through its direct and indirect efforts.

Audubon’s on-the-ground efforts will focus on the most valuable landscapes and seascapes, which are being determined on an ongoing basis using the best available science. Audubon expects its impact on landscapes and seascapes to grow exponentially.

Figure 2: Habitat impacted, protected, or restored (hectares) – preliminary estimates

In addition to its hectare-based objectives, over the next few years Audubon will focus on establishing a strong operational foundation for its international program, developing a coalition of local and regional partners, and furthering a number of other sub-goals related to each strategy (for a draft list of Key Performance Indicators for each strategy, see the final section of this business plan).
Audubon will focus strategically on places that are the most important for birds.

This section explains Audubon’s criteria for selecting its core and expansion countries, the engagements that will occur in each type of country, and the process for prioritizing landscapes and seascapes within core countries. Audubon’s geographic priorities were defined based on the potential for positive conservation impact, which was assessed based on a combination of factors, including importance to migratory and local endemic and endangered birds, Audubon’s current relationships, political feasibility, and availability of funding.

• **Core countries**: Audubon will focus on increasing its investment and capacity in the near term (2021-2026) in five core countries: Colombia, Panama, Chile, Canada, and expanding into Mexico. It will define its investments in Canada over the course of this period and scale up its effort to a more strategic, systems-focused approach post-2026.

• **Expansion countries for gradual and strategic growth**: Audubon will also work to establish a presence in a number of expansion countries by 2030, possibly including Costa Rica, Belize, Peru, Brazil, Argentina, The Bahamas, and Guatemala. Expansion countries are critical to bird conservation, but are places that Audubon cannot yet prioritize due to capacity constraints inherent in the early stages of program development. Through 2026, Audubon will explore opportunities in these countries and build partnerships and relationships with decision-makers to allow further expansion after 2026.

In addition to the countries mentioned above, Audubon recognizes 13 additional countries that are important to birds, but where progress is likely to be slow for a variety of reasons. In these countries, Audubon will engage in specific opportunities and projects on a case-by-case basis. For example, Audubon’s international policy efforts and regional partnerships will focus on supporting migratory bird conservation in these countries.

Figure 3: Audubon’s core and expansion countries. Landbird and shorebird priority areas were generated by Audubon based on data from eBird Status & Trends/Cornell Lab of Ornithology (see text for details).
**Priority landscapes within core countries**

Within each core country, Audubon’s science team went a step deeper to prioritize landscapes and identify the best places for on-the-ground, deep interventions versus other interventions. Working from the top, watersheds necessary to meet 10 percent in-country population targets for selected species of migrant landbirds, shorebirds, and resident threatened and endemic species have been identified and minimum areas for each strategy to meet targets within each watershed have been delineated. We are in the process of identifying two key landscapes within each country to test and adapt regenerative agriculture and coastal resilience playbooks to each country’s unique characteristics, on the basis of importance for birds, threat, and feasibility. A similar process will take place to identify a wider number of landscapes to implement the Subnational Protected Areas strategy (for details on the methodology for selecting priority landscapes, see Appendix B).
Audubon’s International Strategies

Audubon’s strategies were selected based on their potential to:

• Protect, conserve, and restore critical bird habitat in migratory pathways.
• Scale and align with national economic and development goals.
• Build constituencies and support for the value of birds to people and to conservation.
• Take advantage of growing momentum in the conservation field around regenerative agriculture and climate change mitigation, adaptation, and resilience.
• Be consistent with Audubon’s U.S. strategy but also tailored to LAC local dynamics.

High-level summary of Audubon's strategies

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Strategy 1: National and Subnational Protected Areas

Through its Protected Areas strategy, Audubon will establish new protected areas covering 2.2 million hectares to fill critical conservation gaps across the paths of migratory birds, endemic species, and globally threatened species, including in climate strongholds.

Well-managed protected areas are a cornerstone to sustaining bird populations and reversing their decline. While some areas that are important for birds are protected, many gaps remain. A 2015 global assessment indicated that protected areas only adequately cover the ranges of 9 percent of global migratory bird species, primarily due to the challenges of international conservation coordination. In addition, only about 40 percent of Important Bird and Biodiversity Areas (IBAs) around the globe are subject to some form of protection. Moreover, many existing protected areas are not managed effectively due to inadequate technical and financial capacity.

Figure 4: The overlap between current LAC protected areas and IBAs and Key Biodiversity Areas

Globally, the value of protected areas, including Indigenous protected areas, is rising. Conservation scientists, environmental groups, and Indigenous leaders are urging governments and the CBD to adopt a “Global Deal for Nature” (GDN), fully protecting 30 percent of the earth’s terrestrial, freshwater, and marine realms by 2030. CBD is expected to adopt these targets and many philanthropic funders, such as the Wyss Foundation, which has dedicated $1 billion, are rallying their support.

To meet these global conservation commitments, a significant number of areas will need to be protected at the local, or subnational, level. Yet few, if any, organizations are working to establish subnational protected areas in a scalable, systemic way. This presents an opportunity for Audubon and its partners to lead globally and link these efforts to outcomes for birds.

Approach

As a major thrust of its protected area strategy, Audubon is launching an innovative partnership among Audubon, BirdLife International, and the Network of Latin American and Caribbean Environmental Funds (RedLAC), called CONSERVA AVES. The CONSERVA AVES platform will increase investment, strategic coordination, and engagement of local communities and organizations to ensure protection of high-value habitat across the entire life cycle of migratory birds. CONSERVA AVES aims to establish or strengthen at least 80-100 protected areas at the subnational level, protecting 1.3 to 2.0 million hectares across its core countries by 2030.
The platform will focus on areas where priority migratory bird habitats overlap with IBAs and Key Biodiversity Areas (KBAs) (traditionally declared for populations of globally threatened or locally endemic species) and climate strongholds to ensure survival into the future. It will support and empower local and regional partners as they develop and implement projects to create new protected areas. These projects will include public, communal, Indigenous, and private lands and will be selected through a process for setting conservation priorities. Local involvement will be essential to ensure buy-in and long-term, sustained impact.

CONSERVA AVES is based on a previously successful model, called Conserva Colombia, which raised $1.8 million to create 95 protected areas (202 K ha) in four years, trained more than 40 NGO partners, provided science, and led collaborative conservation and fundraising efforts. The program was replicated by USAID in Colombia. CONSERVA AVES takes a page from the Conserva Colombia playbook.

CONSERVA AVES could expand to more areas and countries as funds are raised and opportunities are presented.

Figure 5: CONSERVA AVES partnership and roles
Audubon's role

- **Establish the CONSERVA AVES platform.** Audubon will work with partners to establish the details of the partnership (e.g., developing MOUs with clear roles and decision-making processes) and operationalize the platform (e.g., developing a web presence and conducting necessary research).

- **Develop a set of country-level targets, prioritizing where protection is most needed.** Audubon will work with Birdlife International and other partners to prioritize areas for protection and to set a conservation strategy at the country level, using IBAs/KBAs as a foundation. Audubon will contribute additional science, especially through the MBI, which will identify priorities specific to migratory birds. This process will be collaborative and will engage local and national NGOs; private landowners; funders; municipal, regional, and national governments; Indigenous governments and communities; and business leaders.

- **Raise funds for the initiative, with local partners providing matching funds.** Audubon will communicate its vision and work with partners to raise the funding needed for the initiative. These funding sources include individual and institutional philanthropy, corporate partners, development banks, and matching funds from local implementation partners. Audubon envisions raising $5 million to support the platform, which will be matched 4:1 by its partners, ultimately resulting in a $20 million fund for protected area development.

- **Develop subnational protected area playbooks, tailored to each core country.** CONSERVA AVES will develop training materials and playbooks outlining the necessary steps to establish subnational protected areas in its core countries.

- **Review proposals and select protected area projects to fund (done primarily through partners).** CONSERVA AVES will seek proposals from NGOs, local governments, private landowners, business interests, and other stakeholders outlining their proposed projects to establish protected areas in the priority areas identified by CONSERVA AVES. We anticipate that RedLAC partners will have the capacity and skills to manage the RFP process and multiple contracts at the same time.

- **Form new IBAs and KBAs, where gaps exist for congregations of threatened and migratory species that make the thresholds for nominations.**

- **Evaluate impact and evolve the strategy, as needed.** CONSERVA AVES will evaluate impact regularly and evolve the strategy as needed. Audubon and Birdlife International will ensure that country-level protected area targets and priorities are appropriately coordinated with other conservation strategies across the annual cycle of priority birds.

- **Engage local communities and build local capacity (done primarily through partners).** RedLAC and Birdlife International’s partner organizations, alongside other strategic partners, will provide important capacity building and training support to local organizations, who will establish protections and ensure they are sustained indefinitely. Local partners will serve an important role in advocating for community and regional needs and perspectives.

Current and potential partners

- **Birdlife Partner, Colombia**
- **Birdlife Partner, Panama**
- **Birdlife Partner, Mexico**
- **Ministries of Environment, Tourism, Health, and Finance in Colombia, Panama, Mexico, and Chile**

*Plus, other subnational administrative entities (e.g., Colombia RAP-E)*
Strategy 2: Working Lands

Through its Working Lands strategy, Audubon will ensure that 4.7 million hectares of agricultural and ranch lands provide as much habitat as possible for migratory birds, endemic species, and globally threatened species, while also benefiting people and protecting important ecosystem services.

Conventional agricultural practices threaten birds and biodiversity. However, restorative and regenerative practices can transform the sector from a habitat sink to a source. A healthy agricultural landscape can provide habitat and connective corridors for birds between forest blocks and protected areas, while also contributing other essential ecosystem services, such as providing food, regulating global climate, and maintaining freshwater supplies.

For example, sustainable cattle ranching practices, including silvopastoral systems, integrate trees and forested corridors into ranchlands. Increased tree cover reduces heat stress on cattle, which improves meat and milk production. Soil fertility is improved by better recycling of nutrients, and the trees sequester carbon.

Traditional livestock production systems degrade habitat. Sustainable cattle ranching systems combine livestock production with rotational grazing, using careful grazing management of native grasslands, retaining shade trees, and employing grazing shrubbery and live-tree fences in previously forested landscapes, similar to shade-grown coffee cultivation.

Figure 6: Images of traditional cattle ranching (left) and sustainable silvopasture cattle ranching (right).
Sustainable cattle ranching practices have been proven to increase long-term productivity of ranches. Thus, there is a clear business case for making the changes (see figure below). However, despite the strong business case, barriers to scale remain. Because of the upfront costs required and the delay in increased profitability, producers will require incentives from the private and public sector to transition to sustainable practices. In addition, sustainable cattle ranching systems will need to be carried out within an integrated land use planning framework and strategy in order to ensure effective land use, forest conservation, and ecosystem restoration.

Figure 7: Annual cash flow from sustainable cattle ranching practices on an average 10 ha farm. Increased carrying capacity, milk productivity, and animal weight gain, plus lower production costs, lead to increased farm revenue.

![Figure 7: Annual cash flow from sustainable cattle ranching practices](image)

Similar to cattle ranching, sustainable practices in the sugarcane and rice-growing sectors can benefit birds while increasing farm productivity. Sugarcane cultivation and crop renewals are typically made every six harvests, meaning that fields often go out of production and result in a loss of profits. An innovative rotation of sugarcane and rice crops could reduce the time fields are out of production, increase profits for farmers and the industry, and create artificial wetlands that mitigate floods while providing crucial habitat for birds. For example, comparative economic benefits for sugarcane landowners include a 20-25 percent increase in sugarcane crop productivity and increased profits for the farmer since there are no gaps in production and crop diversification yields additional income streams. The rotation of sugarcane and rice crops also results in social benefits such as increased and consistent employment.

**Sustainable Working Landscape**

![Sustainable Working Landscape](image)
Audubon’s approach

Audubon’s international Working Lands strategy will initially focus on transforming practices in the cattle ranching, rice, and sugarcane sectors in Colombia because of their high-impact potential.

Cattle ranching is a major land use in the LAC region, and the cattle-ranching model is ready to scale. To start, Audubon will focus in Colombia, where cattle occupy 80 percent of the agricultural land, or about 35 million hectares. In addition, the Colombian government, the private sector, and organizations including the World Bank are already highly invested in mainstreaming sustainable cattle ranching practices.

Colombia’s motivation stems in part from its Paris Agreement climate commitments. As part of its NDCs, Colombia committed to reduce or mitigate GHG emissions by 66 Mt CO$_2$e/year, of which 13.46 Mt CO$_2$e/year will come from the agricultural sector, in particular through sustainable cattle ranching systems. Audubon will take advantage of this opportunity by clearly identifying advice for bird-friendly practices that align with carbon sequestration goals.

Audubon will leverage the success of the Mainstreaming Sustainable Cattle Ranching Project (MSCR). Overseen by the World Bank, the MSCR Project proved the long-term economic benefits of sustainable cattle ranching systems and their ability to enhance conservation (biodiversity, land, carbon, and water) and raise the productivity of participating farms. The MSCR Project has been very successful and is entering a new phase of scale and expanding to additional countries.

Audubon will build on the MSCR Project approach to include additional best management practices that specifically benefit birds. For example, recommendations will be developed for bird-friendly tree species, grazing practices, and ways ranchers can provide edible trees and bushes for cattle, shade trees, live fences, and corridors and buffer zones around existing protected areas. Additionally, Audubon will use its newly developed bird-friendliness index to track each project’s contribution to the ecological integrity of the landscape as a whole.

In addition to cattle ranching, Audubon will advance sustainability practices in the sugarcane industry. Wetland protection and restoration are of high importance because they provide critical habitat, absorb floodwater, filter pollutants, retain sediments, recharge aquifers, and sequester carbon.

The environmental benefits of sustainable rice and sugarcane production include an increased number of artificial wetlands that can become potential habitat for migratory and resident birds, decreased contamination of water when absorbed by rice crops, an increase in organic matter and biological control of sugarcane pest species, and decreased use of herbicides needed in post-sugarcane production.

While the primary focus will initially be on cattle ranching in forested landscapes and the rice and sugarcane sectors, Audubon will also address other agricultural sectors over time. Other commodities that affect migratory birds include cattle ranching in native grasslands and coffee.
Audubon’s role

- **Develop demonstration projects to test and refine bird-friendly agricultural practices.** Audubon is currently developing a demonstration project in the Cauca Valley of Colombia to pilot broader regenerative agriculture practices in the rice and sugarcane sectors. Audubon is collaborating with the Colombian Association of Livestock Farmers (Fedegan), the Sugar Cane Association of Colombia (Asocaña), the Water Fund for Cauca Valley, the Regional Environmental Authority (CVC), and other local partners, including Asociación Calidris (BirdLife Partner). The Cauca Valley project will affect nearly 275,000 hectares of watersheds and critical wetland bird habitat. The demonstration project will provide a living model of landscape-scale conservation practices across agricultural commodities, capturing lessons learned and fostering innovation.

- **Develop agricultural sector bird-friendly playbooks that include the tools needed to transition practices.** Based on demonstration projects in the Cauca Valley, Audubon will develop playbooks that will inspire and equip farmers and ranchers to adopt bird-friendly practices on their land. Playbooks will aggregate these learnings for transitioning agricultural practices in important sectors and regions, first in the cattle ranching sector, then in other sectors such as sugar and rice.

- **Disseminate playbooks through partners, mainstreaming practices at the national level.** Audubon will identify and prioritize the landscapes that offer the best opportunities for conservation investment and develop tailored playbooks for these places. To scale its efforts, the team will work through and train partners like agricultural grower associations, industry groups, and “extensionists” to disseminate playbooks and ensure producers have the technical, financial, and other support needed to transition practices. The NPCB platform will also be fundamental in that it will provide farmers with economic incentives and mandates to further motivate changes in practices.

- **Identify finance sources and mechanisms for delivering funding to farmers and ranchers to support their transition to sustainable practices.** Audubon and partners will work with lenders, investors, and development banks to support the transition to sustainable practices. Audubon will work with partners like IDB, national development banks, and private investors to help farmers and ranchers secure loans and other investments that will ease the adoption of bird- and biodiversity-friendly practices.

- **Measure impact on birds and other environmental and socioeconomic co-benefits.** Audubon will work with partners to measure the impact on birds, improvements to farm profitability, and other ecosystem co-benefits, like improvement to water quality and carbon sequestration. Audubon will also use its newly developed bird-friendliness index to track how the project contributes to the ecological integrity of the broader landscape.

Current and potential partners

- **Local environmental government authority in the Cauca Valley**
- **Colombia’s Water Fund**
- **The main rice producer in the Cauca Valley**
- **BirdLife Partner, Colombia**
- **The Association of Sugarcane Growers of Colombia**
- **Center for Research on Sustainable Agricultural Production Systems**
- **Colombian Federation of Livestock Farmers**
Strategy 3: Coastal Resilience

Through its Coastal Resilience Strategy, Audubon will restore or improve the management of 3.1 million hectares of coastal bird habitat.

Shorebird populations are experiencing large-scale declines across the globe. These birds are particularly threatened given the challenges of finding alternative habitat along coasts when options are increasingly limited. Restoration, management, and protection of coastal habitats, especially safe roosting sites, are critical to ensuring that coastal bird populations thrive across their full life cycle.

The situation is especially dire in the Pacific Americas Flyway, where 36 percent of shorebird populations demonstrate long-term declines and another 33 percent have unknown population trends; only 4 percent show increases. Much of the declines are due to habitat loss, driven by population growth and resultant development and infrastructure pressures—trends that are expected to continue. In LAC, coasts have a high concentration of urban areas and are home to at least half of the population, a number that continues to increase.

Coastal development pressures jeopardize birds and the myriad other ecosystems services that healthy coastal ecosystems provide. Coastal ecosystems (e.g., saltmarshes, mangroves, coral reefs, seagrass beds, sand beaches, dunes) protect people and infrastructure from flooding, erosion, sea-level rise, and other natural disasters. Coastal habitats also sequester carbon, serve as breeding grounds for commercially important fish, provide opportunities for recreation and tourism, and keep water clean by capturing and filtering pollutants.

Because coastal development pressure is unlikely to slow in the short run, the key will be to ensure smarter development that doesn’t erode the valuable services that intact coastal ecosystems provide. Audubon and partners will follow the mitigation hierarchy when advocating for nature-based solutions at specific sites: First, ensure (if possible) good planning to avoid impacts; second, work on minimizing impacts; and third, determine how to best mitigate for environmental impacts in an equitable way.

Across LAC, nature-based infrastructure solutions are poised to play a key role. Nature-based solutions ensure that development and infrastructure needs are met without jeopardizing the valuable services nature provides. The business case for nature-based solutions derives from a combination of:

- Reductions in upfront capital investment;
- Reduced operations and maintenance costs over the project life cycle (e.g., constructed wetlands compared to conventional wastewater treatment facilities);
- Development of new innovations that help diversify and scale up business lines;
- Avoided losses due to resilience benefits; and
- A wide range of co-benefits, including biodiversity conservation, improved livelihoods, and revenues from tourism, many of which can be valued and monetized.

**Nature based solutions: benefit birds, sequester carbon, and reduce impacts of storms.**
In LAC, awareness of nature-based solutions is on the rise. Nature-based solutions are especially recognized for their ability to increase climate-change resilience, while ensuring the delivery of sustainable infrastructure services. However, nature-based solutions have not yet been widely deployed, in part because of barriers such as fractured governance in coastal zones. The management of nature and ecosystem services typically resides in environment ministries and associated national and local institutions, while decisions concerning infrastructure tend to be made in ministries of planning and finance and associated national and local institutions, as well as municipalities. In addition, there needs to be a clear transfer of knowledge to decision makers, helping them to translate the business case for nature-based solutions into the realities of their local context.

**Audubon’s approach**

Audubon’s Coastal Resilience strategy focuses on applying the mitigation hierarchy (avoid biodiversity loss, but if not possible, minimize or offset it) and reducing the barriers to scaling nature-based infrastructure solutions in places important to birds. There is growing demand in the coastal development space for nature-based and green infrastructure solutions that provide the following trifecta of benefits: (1) good for people (e.g., improve resilience, have a positive business case), (2) reduce or mitigate climate change impacts, and (3) good for biodiversity. In particular, Audubon will focus on restoring and protecting important ecosystems like mangroves and coastal wetlands.

Examples of nature-based solutions that Audubon will promote:

- **Protecting and restoring mangorove habitat.** Often, the benefits of mangrove conservation and restoration and the environmental services they provide outweigh the costs of protected them from clearing or degradation. Mangroves provide flood and storm protection benefits and sequester billions of tons of carbon dioxide per year. Mangroves also prevent erosion, help maintain water quality, and serve as nurseries for commercial and coral reef fish species. The monetary value of ecosystem services provided by mangroves has been estimated at $194,000 per hectare annually.

- **Protecting and restoring coastal wetlands.** Wetlands are one of the Earth’s most valuable ecosystems. Coastal wetlands, including salt marshes, intertidal flats, lagoons, and coastal freshwater wetlands, provide natural defense from storms—which is especially valuable as the frequency of storms and costs of associated flood damage continue to increase. Wetlands can also play a role in treating wastewater and in sanitation systems. Currently, only 30–40 percent of the LAC region’s collected wastewater is treated. Establishing wastewater treatment facilities will be a development focus in LAC over the next several years. Most large and medium-sized cities are investing heavily in wastewater facilities, making this a potential opportunity to create wetland and other habitat for birds at scale. Wastewater treatment wetlands offer one of the most realistic means for treating wastewater in developing countries, where the demand for improved sanitation is intense. The provision of wildlife habitat has been promoted as an ancillary function of constructed wetlands (CWs). We need science and clear guidance on the potential positive role that the construction of wastewater treatment wetlands can have on waterbird conservation. In addition, coastal wetlands provide opportunities for economic co-benefits related to BBT.

Audubon recently entered into a three-year, $3 million partnership with the IDB to promote the conservation and protection of Panama’s mangroves and related wetlands. This project will enable Audubon to develop proof points that can be replicated across Latin America and the Caribbean. The project is focused on the Bay of Panama, a mosaic urban landscape and mangrove habitat, and the Bay of Parita, a site that connects mangroves and livelihoods through fisheries, aquaculture, and ecotourism. The project will measure the carbon reduction, climate-change adaptation, and biodiversity and livelihood benefits of protecting coastal mangroves and wetland ecosystems.

Audubon and partners will provide science-based analyses on the net benefits that can accrue not only from protecting and restoring coastal habitat, but also from integrated approaches to coastal and terrestrial zone management. Coasts are also affected by upstream (watershed) conditions like agricultural runoff and pollution, soil erosion, and dams.
Audubon’s role

- **Develop demonstration projects that establish bird-friendly coastal development practices.** In the near term, Audubon aims to successfully implement its current IDB-funded project in Panama Bay, creating a playbook based on lessons learned there. Audubon and its partners will develop tools to quantify and effectively communicate the value of preserving coastal ecosystem services, ensuring the services are integrated into coastal development decisions. Audubon’s tools will be tailored for use by investors, such as development banks, and by decision-makers, such as regional governments. In Chile, Audubon is working with the Ministry of Environment and BirdLife partner CODEFF to protect coastal wetlands that are important for birds through community-based conservation planning, building capacity in adjacent communities, and engagement with local politicians and other stakeholders. Currently, we are developing a conservation blueprint for the Rocuant-Andalien priority wetland, using this site as a pilot to elevate and integrate coastal bird priorities into the conservation narrative.

- **Conduct research to better identify the overlay of coastal development pressure and threats to biodiversity.** Coastal infrastructure is a huge area of investment in LAC now. Audubon will continue to identify which infrastructure efforts pose the greatest threat to birds (e.g., residential development, tourism development, wastewater treatment). Audubon will create best management practices for these investments that include bird and biodiversity conservation considerations as well as ways to achieve other benefits (e.g., protection from flood risk), focusing on building the business case for nature-based solutions and green infrastructure.

- **Develop playbooks for bird-focused approaches to coastal resilience efforts.** Audubon will identify and prioritize the seascapes that offer the best opportunities for conservation outcomes and tools to achieve them. Audubon will develop playbooks on solution sets like mangrove restoration and blue carbon benefits and wastewater treatment wetlands.

- **Mainstream bird-friendly coastal infrastructure and resilience practices at the national and regional levels, through playbook dissemination and removing finance and policy barriers.** Audubon will disseminate playbooks to key sites in core countries. Audubon will also support innovative financing for coastal resilience, including blended finance from international public- and private-sector partners, by creating pipelines with funders outside of the traditional conservation networks. By collaborating with local, national, and regional partners across the Americas, Audubon will wield international influence by including coastal habitat in NDC and CBD targets, connecting ecosystem services with jobs and development opportunities, and integrating coastal IBAs into countries’ coastal agendas.

- **Monitor impact.** Audubon will work with partners to measure the impacts of nature-based solutions and green infrastructure on birds and other biodiversity.

- **Engage communities and build diverse and inclusive coalitions of partners.** Audubon, in partnership with local communities, will develop training modules on the value of coastal habitat and lessons learned from other communities.

Current and potential partners

![Ministries of Environment, Vice Ministry of Tourism, Coastal Municipalities](image)

![Ministries of Environment, Ministry of Health, Municipalities](image)

![Technology University of Panama](image)

![Stanford Natural Capital Project](image)

![Smithsonian Tropical Research Institute](image)

![BirdLife Partner, Panama](image)

![International Maritime University of Panama](image)

![Western Hemisphere Shorebird Network](image)

![BirdLife Partner, Chile](image)

![Red de Observadores de Aves y Vida Silvestre de Chile](image)

![manomet](image)

![Inter-American Development Bank Lab](image)

![Universidad Austral de Chile](image)

![General Directorate of the Maritime Chile](image)

![National Secretariat of Science, Technology and Innovation of the Republic of Panama](image)

![Panama Aquatic Resources Authority](image)

![Point Blue Conservation Science](image)
Strategy 4: Building a Constituency for Birds

Through its Building a Constituency for Birds strategy, Audubon and its partners will engage 1 million members/activists across the hemisphere to advance bird conservation and elevate birds as a key component in national and international conservation and development agendas.

One of Audubon’s signature strengths is its ability to inspire and build networks that, together, form powerful and influential movements for bird conservation. Audubon will employ this strength to create the support and enabling conditions needed to achieve the objectives described in previous sections. Audubon will elevate birds as an asset, focusing on their value at community, regional, and national levels.

Historically, bird conservation has not been a major consideration in LAC governmental decision-making. Some LAC countries have National Plans for the Conservation of Birds (NPCBs), but they were often developed with an academic and research focus, which limits their impact and influence. To be more powerful, NBCPs need to be developed by a diverse set of influential individuals and integrated into national development plans.

In addition, Audubon has the opportunity to build the economic value of birds by further consolidating its successes in the BBT industries of Colombia, Guatemala, Belize, The Bahamas, Paraguay. Audubon can expand on these past successes as well as expand the strategy to other LAC countries. BBT has numerous important benefits. For example, BBT:

- Builds knowledge of birds.
- Connects bird conservation to job creation and the tourism industry, thereby raising the economic value of birds. A recent study commissioned by Audubon projected that BBT could generate 7,516 new jobs in Colombia.99
- Provides a way to engage a country’s Ministers of Finance or Tourism, who typically have more influence than Ministers of Environment.
- Builds constituencies that are more likely to support Audubon’s strategies; for example, new protected areas.
- Can generate revenues to fund protected area management, thereby increasing long-term financial sustainability of protected areas.
- Provides an alternative livelihood for ranch and farmlands or additional revenue streams for sustainable agriculture operations (e.g., by building birding trails, identifying birding hotspots or IBAs).
Audubon’s approach

Audubon’s strategy will focus heavily on ensuring that each core country has a strong NPCB. Audubon is currently leading efforts to update Colombia’s national strategy, engaging high-level decision-makers in the process and connecting bird conservation to the country’s broader national development goals and global conservation commitments. Audubon is engaged in a similar effort in Chile.

As part of this process, Audubon, the Humboldt Institute, and the National Network of Bird Organizations of Colombia (RNOA (Red Nacional de Observadores de Aves)) are developing Colombia’s new and improved NPCB for 2021 to 2030 that mainstreams bird conservation into national development policies and investments. The process will start with convening scientists, decision-makers, and other stakeholders to assess the status of birds, review main threats, and identify what it will take to save birds in the next ten years. To increase the potential impact, Audubon will also engage individuals from affected industries and economic sectors (e.g., agriculture industry associations, coastal infrastructure developers, tourism industry associations) and constituency representatives. Audubon and partners have established an Advisory Committee and a Scientific Committee, which will be composed of national and local leaders. They will ensure that the 18-month NBCP assessment, strategic planning, and communication efforts are done appropriately and will have impact. Audubon’s role is to facilitate a transparent process and bring the best science, case studies, and information to all stakeholders.

Audubon will also establish strategic links between Audubon’s U.S. and other international policy efforts. Finally, Audubon will support citizen-science mobilization efforts and capacity building for partner and local organizations.

Audubon’s role

- **Advocate for national policy change to reduce barriers across Audubon’s strategies, including NBCPs.** Audubon is building a network of individuals and organizations influencing National and Local Development Plans and policy development.
- **Build a strong bird conservation network.** As part of the effort to develop NPCBs, Audubon and partners will identify and fill gaps in local and international networks working toward the conservation of birds in a country. This will be done using a Diversity, Equity, and Inclusion lens. A strategy will be developed for strengthening the current core network of bird advocates, including BirdLife Partners, and determining which new partners, entities, and voices are needed.
- **Develop conservation blueprints in deep intervention project landscapes.** Conservation blueprints describe a conservation vision and strategy at the landscape level. Blueprints set targets and priorities based on which activities will provide the greatest benefit for the greatest number of species, and which species can be addressed most effectively. They are tools for developing a common conservation agenda that can be used to coordinate entities working throughout a landscape (e.g., Audubon, its partners, other conservation organizations, agencies, other community members). Conservation blueprints are designed to build on previous planning initiatives, not replace them. They identify the highest priorities in each ecological region; synthesize the best proven conservation practices for each species; establish measurable goals for species’ population targets; and identify key sites and tools for conservation work.
- **Continue to build on successes in the BBT sector.** Audubon and its partners have established a successful BBT sector in Colombia and other places such as The Bahamas, Belize, Paraguay, and Guatemala. Audubon has trained guides, developed birding trails, and given schools bird-based educational materials. Audubon will continue to build on these efforts and expand them to other core countries.
- **Develop Audubon’s first university chapters.** Audubon will identify universities with the highest potential to replicate and adapt the U.S. model. If feasible, Audubon will scale the concept in Colombia and its other priority countries, aimed to promote Audubon and its approach.
- **Communicate the value of birds.** Audubon will use its communications expertise to promote the value of birds.
Current and potential partners

Ministries of Environment, Vice Ministry of Tourism, Coastal Municipalities

Ministries of Environment and Vice Ministry of Tourism

BirdLife Partner, Panama

The Natural Heritage Fund in Colombia

Heritage National Tourism Fund

BirdLife Partner, Chile

Colombia Productiva

Parques Nacionales Naturales de Colombia
Operations and Finance Plan

Financial planning methodology
The financial planning process associated with Audubon’s new international strategy focused on identifying the program’s core operating costs and ensuring their financial sustainability. Core operating activities include IAP team management, finance, and administrative functions, as well as science leads, strategy team leads, and country leads. The expenses associated with these core functions was compared to proven funding streams from previous years (e.g., individual and foundation donations and committed Audubon direct investment). Incremental geographic and project-based program expansion will be funded by targeted and restricted funding coinciding with the specific interests of those funders. Activities funded by these sources include on-the-ground project implementation and specific project costs (e.g., costs to transition farming practices to best management practices).

Audubon aims to scale its funding post-FY2023 through government, bilateral, and multilateral grants, which tend to be larger and project-specific. This is a relatively new funding source for Audubon, but having secured a $3 million, three-year grant from IDB in FY2021, Audubon is confident it will succeed with other, similar funders. To increase the possibility of securing these funds, Audubon plans as a near-term priority to hire development staff with networks and experience in raising funds from public sources.

Staffing
Audubon’s IAP team has 11 of its 16 core positions financially covered and/or filled and operating, including the Executive Team (Senior VP, Deputy Director, Executive Assistant), Science Director (financially supported through MBI in FY 2021), three of the four Strategy Leads (Working Lands, Coastal Resilience, and Protected Areas), and two of the four External Affairs Leads for Colombia and Chile. By the end of FY2022, core funding will be used to fill an additional five positions: the last Strategy Lead position (Building a Constituency Lead), the Panama External Affairs Lead, and three members of the Development and Communications Team. In FY2023, the IAP team will add the final core position, the Mexico External Affairs Lead.

As project funding allows, Audubon will add five additional non-core/project positions in FY2022, eight non-core/project positions in FY2023, and four non-core/project positions in FY2024. Non-core positions include project implementation teams for each country (e.g., a Policy Coordinator, a Deep Intervention Manager, a Network Coordinator, and Administrator positions). Project funding will also be used to build out the rest of the Development, Communications, and Science teams. In total, 17 non-core positions will be hired between FY2022 and FY2026, bringing the total Audubon IAP staff team to 34 by the end of FY2026.
Figure 8: Audubon IAP organizational chart

Figure 9: Audubon IAP team growth - new FTEs, by year and position type

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**Expenses**

Historically, Audubon IAP’s average annual budget has been $2M (core and project funding). With its new strategy, IAP projects its core budget will grow from about $2M to about $3.5M from FY2021 through FY2024 as it builds out the core staff. The expense growth from FY2024 to FY2026 is expected to taper off and be driven primarily by general inflation.

Project expenses will accelerate over the period as Audubon expands both geographically and programmatically and as efforts to impact policy and partner capacity building increase. Project expenses are expected to be $2.6M in FY2022 and to eventually reach $6.8M in 2026.

*Figure 10: Previous and future projected growth in core vs. project expenses*
Revenue

Audubon IAP’s funding strategy depends on the following approach:

- **Core funding**: Raising a strong pool of core funding early in years one and two to position Audubon and make the strategic investments required to support the expansion described by this plan.
- **Project funding**: A targeted funding strategy for “project funding,” focused on multilateral and bilateral donors who are making large-scale investments in Latin American infrastructure and development. To do this, Audubon will build on IAP’s Senior Vice President’s previous experience with major development banks and with strategic hires of finance and development professionals with experience and a network in the LAC development bank arena.

Core funding

Since FY2015, Audubon IAP has funded its $2M budget with individual and institutional giving, averaging around $1.3M, supplemented by Audubon investment of about $.7M. Stronger, focused fundraising efforts in FY2020 yielded a new high of $2.4M in funding from these sources. That effort along with a tranche of funding from IDB provides committed funding for almost all of Audubon IAP’s core expenses through FY2022 and confidence that equivalent core funding can be raised over the subsequent four-year period. The focus of the future efforts to raise core funds will be on individual donors and institutional foundations.

**Figure 11: IAP’s currently committed funding FY 2021 through FY 2026**

![Graph showing committed funding from different sources]

Project funding

Audubon IAP’s operating plan relies heavily on having significant project funding in place by the end of FY2023. This revenue will fuel on-the-ground project activities, such as changes in agricultural practices, additional science and research, efforts to disseminate practices broadly across core countries, and partner capacity-building expenses. Audubon expects the majority of project funds will be derived from public sources, supplemented by corporate sources. The key to this strategy will rest on the experience and contacts of Audubon’s senior staff and the new capacity that will be brought onto the team through the Public Revenue Lead and the Public Revenue Coordinator targeted for hire in FY2022.

Because public revenue sources take longer to cultivate, this will not be a significant funding source until FY2024. Targeted prospects will have economic and infrastructure development objectives that align with Audubon’s strategies and theories of change and include the World Bank, The Global Environment Facility (GEF), IDB, USAID, International Climate Initiative (IKI), U.S. Fish and Wildlife Service, and Fontur, among others.
In addition, Audubon will target corporate funders of its strategy, both as philanthropic donors through corporate foundations but also as direct investors in project expenses. Audubon’s IAP program is developing a pipeline of corporate donors by strategy.

**Figure 12:** IAP’s current funding scenario FY 2021 through FY 2026. IAP anticipates being able to fill gaps in core and project funding.

The figure below summarizes Audubon’s IAP financial plan from FY2020 to FY2026. Funding through FY2022 is largely secured with commitments from IDB (which run through FY2023), individual and foundation funding, and Audubon investment. In future years, the plan will rely on a continued steady stream of revenue from individuals and foundations to fund core activities and public sources to fund the growth of project-related expenses.

**Figure 13:** IAP’s financial plan from FY 2020 to FY 2026.

### PROJECTED SCENARIO

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<th>Revenue - Optimal</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
<th>FY2023</th>
<th>FY2024</th>
<th>FY2025</th>
<th>FY2026</th>
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<th>Expenses</th>
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<td>$5,358,382</td>
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<td>$9,277,709</td>
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</table>

| Net Income - TOTAL                    | $112,684 | $126,583 | $41,618 | $63,444 | $222,291 | $41,954 | $54,478 |
Leveraged revenue
While hard to quantify, Audubon expects its focused investment will attract additional funding for projects that not only protect birds but also have significant co-benefits such as climate-change mitigation and resilience, water provision and regulation, and social and economic benefits. For example, national and local governments and corporations will provide much of the on-the-ground investment for transitioning to more sustainable agricultural practices and from grey to green infrastructure projects. These investments are not expected to go through Audubon but are essential to supporting its vision and objectives. The team projects that this leveraged funding could be at a ratio of between $3.00 and $4.50 for every dollar that flows to Audubon.

Summary of strategic risks

- **Political change and legal frameworks.** Political support for conservation can change when local or regional governments change. Audubon will have to carefully evaluate the local and national continuity of political support. In addition, Audubon’s protected area strategy depends on in-country legal frameworks that ensure protected areas are designated. Audubon must evaluate the national and local legal frameworks around the permanence of protected areas.

- **Replicability and scale.** This strategy depends on playbooks and external partners such as industry and private associations as tools for disseminating practices and lessons learned, across a country or region.

- **Partner capacity.** Audubon’s strategy depends substantially on drawing implementation support from local landscape- and seascape-level partners, who are often capacity constrained. Audubon will need to strategically invest in developing capacity and providing training where needed, which may slow down activities but will ultimately increase the durability of Audubon’s investments.

- **Near-term need for core funding to build out program.** If Audubon cannot secure initial core funding between 2021 and 2023 to build out the team with expertise needed, its project work will be limited.

- **Longer-term reliance on new funding sources (e.g., public, corporate).** Audubon’s revenue growth strategy depends heavily on the prospect of securing large grants from public sources. Audubon must continue to develop its strategies to align them with the objectives of public funding sources, further extend its network in the public funding sphere, and create a backup plan if this revenue doesn’t materialize.

- **Setting up the administrative infrastructure to support Audubon’s presence in multiple countries.** Audubon will need to understand local requirements for establishing a business presence (e.g., locating in-country trusted legal, accounting, and HR resources to guide growth). These new satellite operations will need to be integrated into Audubon systems, processes, procedures, and culture. Cultural and language differences will need to be managed.
Monitoring and Evaluation Plan

Quantifying impact in the conservation field is notoriously difficult to do. Outcomes usually represent the work of many organizations, and it is often impossible to prove direct causality. Improving how Audubon quantifies its impact to birds, nature, and people will be a strategic priority over the next five years.

In this section we share a preliminary overview of how Audubon will track its impact using a conservation impact dashboard and key performance indicators (KPIs). These tools will be used to align the team on its objectives, communicate expected results to external parties, and track and evaluate progress.

Impact Dashboard

IAP’s science team has started to develop a process to track the team’s conservation impact on the ground. The team will track metrics such as the number of hectares conserved (directly and indirectly) by the IAP team, the impact on specific bird species (populations and diversity of Audubon priority species, as well as endemic and resident birds), and other environmental co-benefits (e.g., carbon sequestered, water quality metrics).

Figure 14: Preliminary snapshot of the type of dashboard IAP will use to track its impact.
Key Performance Indicators (KPIs)

In addition to conservation impact measures, Audubon has developed a detailed set of KPIs that will be used to measure the progress and success of each strategy. KPIs have been set according to each strategy’s unique goals. KPIs are valuable tools for work planning, charting progress, coordinating team members, and communicating broader impact to external audiences. Progress toward meeting KPIs can also be tracked and used in mid-strategy evaluations. If a strategy is off course and not meeting KPI targets, the strategy can be modified. Below are some of Audubon’s high-level objectives and preliminary KPIs and targets associated with each (See Appendix I for detailed KPIs).

Conservation for birds, nature, and people
  • 80-100 new protected areas created
  • Bird-friendly practices showcased in at least six landscapes/seascapes

Practices and policies
  • Playbooks developed in five new economic sectors
  • Playbooks are being used to change practices
  • NPCBs developed in three countries by 2030

Partners
  • More than 100 local partners trained and strengthened
  • Stronger partnerships with key organizations (e.g., Birdlife, RedLAC, The Nature Conservancy, multilaterals)

Audubon’s capacity
  • New skill sets added to Audubon core team
  • Sophisticated engagement with key international audiences

Fundraising
  • New and stable pipeline of private, corporate, and public funders
  • Audubon IAP’s annual budget increased from $2.1M (FY20) to $10.5M (FY26)
  • Total $45M investment, leveraged 1:3-5
  • $135 – $225 million channeled to projects and partners
**Appendix A: Interviewees**

Audubon’s international strategy and business plan was developed based on conversations with Audubon staff and over 60 external experts. Some interviewees were contacted multiple times at different stages of the strategy development process.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
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<tr>
<td>Allen Model</td>
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<td>Audubon International Committee</td>
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<td>Anna W. Riggs</td>
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<td>Art Wang</td>
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<td>Aurelio Ramos</td>
<td>Senior Vice President, International Alliances</td>
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<td>Camilo Andres Valasquez</td>
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<td>Carolina Jarpa</td>
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<td>Guy Foulks</td>
<td>Neotropical Migratory Bird Conservation Act Program</td>
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<td>Heather Tallis</td>
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<td>Juan Bezaury-Creel</td>
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<td>Julia Navarro</td>
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<td>Karen Hyun</td>
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<td>Karim Al-Khafaji</td>
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<td>Lisa Hardaway</td>
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<td>Liz Guinessey</td>
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<td>Marcelo Hercowitz</td>
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<td>Biodiversity Advisor</td>
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USAID
Appendix B: Methodology for Determining Geographical Priorities and Conservation Objectives

This section describes the process the Audubon MBI and IAP teams employed to establish the international conservation objectives and priorities outlined in this plan.

**Step One:** Determine priority areas for terrestrial birds and shorebirds. To start, Audubon summarized priority areas for migratory birds across their full annual cycle in the Western Hemisphere based on two recent peer-reviewed papers that used eBird data to model migratory bird abundance. Using these data, Audubon calculated the number of hectares within each country needed to support at least 30 percent of the global abundance of 117 migratory terrestrial species (forest and grasslands) and 41 migratory shorebird species. These studies revealed that 591,067,281 ha are needed to protect land birds and 111,077,188 ha to protect shorebirds in LAC.

**Step Two:** Integrate other bird and biodiversity data. Using the data presented on BirdLife’s data zone website, Audubon extracted each country’s number of bird species, migratory species (including austral and intra-tropical migrants), globally threatened species, and country-endemic species. In addition, Audubon considered data on each country’s number of amphibians, reptiles, mammals, and vascular plants.

**Step Three:** Narrow the list of countries based on regional prioritization. To further prioritize countries, Audubon narrowed its analysis of priority areas for migratory land birds and shorebirds to the number of hectares needed to support the top 10 percent of their global abundance. For shorebirds this was based on the 10 percent target prioritization surface. For landbirds, we used the consensus layer, which integrated outputs from multiple quantitative models and estimated the percent agreement among them, for the 30 percent target. We then took a subset to the 75 percent agreement area to generate an area that was roughly comparable to the 10 percent target used for the shorebirds. The team also considered three additional criteria to provide insight into which Audubon strategies might have the greatest impact in the regions: protected areas, Important Bird and Biodiversity Areas, and key threats.

**Step Four:** Further narrow the list of countries based on feasibility criteria. Audubon used readily available indices including the Freedom in World Report (2020), Environmental Performance Index (2018), Corruption Performance Index (2018), and the World Governance Index (2018) to determine a country’s political will. The Audubon international team also considered its existing relationships, experience, and funding opportunities in each country. These elements were combined into a total feasibility score, which was used to rank countries accordingly. World Governance Index (2018) to determine a country’s political will. The Audubon international team also considered its existing relationships, experience, and funding opportunities in each country. These elements were combined into a total feasibility score, which was used to rank countries.

How Audubon determined primary threats to migratory birds:

**Key threats to migratory birds in unprotected areas.** Migratory birds are vulnerable to many threats across the full annual cycle. Threats include habitat loss, pesticides, collisions with large structures, and illegal and unregulated hunting. We created a comprehensive list of threats based on existing conservation planning exercises and then narrowed it to five major threats impacting habitat availability that were included in our country-level and regional assessments: 1) current and 2) projected urbanization, 3) current and 4) projected crop agriculture, and 5) current grazing.

**We prioritized these threats based on the following criteria:**

1. Birds demonstrated sensitivity to each threat, i.e., the threat has a demonstrated impact on survival or physical condition.
2. Threats are mapped at a hemispheric scale so that estimates of threat vulnerability are comparable among countries or regions.
3. Threats align with Audubon draft strategies.
Other definitions

- **Important Bird and Biodiversity Area (IBA).** An IBA is an area identified as being globally important for the conservation of bird populations using an internationally agreed upon set of criteria. IBAs are at the heart of Audubon’s work helping drive conservation programs that support the annual cycle of birds throughout the Americas. While some IBAs are designated for migratory birds, the majority in LAC are designated for endemic and highly threatened birds and often include important locations for other biodiversity. By including IBAs as a focal area within the landscape, Audubon can address conservation of both migratory birds and locally important species.

Over the next five years IBAs will be transitioned into Key Biodiversity Areas - which use very similar criteria but include a broader biodiversity approach to conservation. KBAs have greater recognition by IUCN, national governments and international treaties.

- **Audubon Priority Species.** Audubon uses 58 Priority Species to guide its strategic conservation priorities. These priorities were established through consultation with scientific experts and prioritization across Audubon’s network. IAP reduced Audubon’s list of Priority Bird Species to the 46 migratory species that regularly winter in LAC. These species represent diverse taxonomic groups, habitats, flyways, and migration strategies that connect Audubon’s international work with the Audubon Network in the United States. Audubon’s Priority birds are good proxies for diversity of species at the LAC country level, so focusing on Priority birds will generate positive impacts.
Appendix C: Methodology for Prioritizing Geographies in Core Countries

Audubon’s IAP Science Team used a systematic conservation planning approach to develop its bird conservation strategy in Mexico, Panama, Colombia, and Chile. Audubon’s objective is to protect/manage at least 10 percent of the in-country populations of priority migrants (landbirds and shorebirds) and 10-100 percent of in-country distribution of resident threatened and endemic species, depending on range size. Conservation portfolios for each country were identified by prioritizing the total area necessary to achieve representation targets for selected species using Cornell’s eBird Status and Trends models\(^\text{[2]}\) (Fink et al. 2020) and country-specific information for resident birds from CONABIO (México), IUCN (Panama), and eBird (Colombia). High-priority landscapes were identified as areas within each country’s conservation portfolio that would contribute the most to achieve targets and that had the highest levels of threat.

Research by Audubon’s Science Team resulted in the following finding:

**Mexico**

17 million ha of habitat is necessary to meet representation targets for 111 resident and 209 migrant birds, out of which 2.7 million ha have high conservation priority. About 1 percent of these landscapes are already under protection, and only 3 percent have been identified as IBAs. The potential area for each strategy:

- 12.7 million ha for Subnational Protected Areas
- 3.5 million ha for Working Lands
- 69,693 ha for Coastal Resilience

**Panama**

2 million ha is necessary to meet representation targets for 30 resident and 31 migrant birds, out of which 353,235 ha have high conservation priority. Of these landscapes, 40 percent are already under protection. The potential area for each strategy:

- 1.2 million ha for Subnational Protected Areas
- 520,000 ha for Working Lands
- 241,000 ha for Coastal Resilience

**Colombia**

9.4 million ha is necessary to meet representation targets for 179 resident and 38 migrant birds, out of which 1.7 million ha have high conservation priority. Only 2 percent of these landscapes are already under protection and have been identified as KBAs. The potential area for each strategy:

- 6.7 million ha for Subnational Protected Areas
- 2 million ha for Working Lands
- 227,441 ha for Coastal Resilience

**Chile**

15,792 ha is necessary to meet representation targets for 11 migrant shorebirds, out of which 3,509 ha have high conservation priority. All of this portfolio falls within the Coastal Resilience Strategy, and about 11 percent is already under protection.
Appendix D: Methodology for Establishing Conservation Targets for Working Lands Strategy in Colombia

This section outlines the IAP Science Team’s methodology for developing the impact objectives for its Working Lands strategy in Colombia. This type of analysis is being replicated for each strategy in Audubon’s core countries.

Conservation targets for working lands in Colombia

The prioritization analysis determined that ~9.4 million ha are necessary to meet conservation targets for migrant and resident birds in Colombia. About 3 million ha (32 percent) fall within working lands, where predominant uses are cattle ranching (1.8 million ha), herbaceous crops (sugarcane and banana – 145,000 ha), and shrub crops (coffee and cacao – 58,000 ha). Within the working lands of Colombia, 410,000 ha have high conservation priority (i.e., low replaceability and high threat). About 49 percent (200,975 ha) of high priority areas fall in the upper-middle Cauca Valley and Chinchina river watersheds (hereafter simply Cauca Valley). As a deep dive landscape, we propose that our direct intervention in the Cauca Valley cover 275,000 ha in the next five years. The extra 75,000 ha would allow us to compensate for having to work on suboptimal areas based on feasibility within the Cauca Valley. From years 2024 to 2026, we propose working on high conservation priority working lands (i.e., the remaining 210,000 ha, rounded) outside the Cauca Valley landscape for a total of 485,000 ha, which we have rounded to 500,000 ha.

<table>
<thead>
<tr>
<th>Year</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cauca Valley (ha)</td>
<td>10,000</td>
<td>19,403</td>
<td>37,647</td>
<td>73,047</td>
<td>141,731</td>
<td>275,000</td>
</tr>
<tr>
<td>Outside of Cauca Valley (ha)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,000</td>
<td>47,434</td>
<td>225,000</td>
</tr>
<tr>
<td>Total (ha)</td>
<td>10,000</td>
<td>19,403</td>
<td>37,647</td>
<td>83,047</td>
<td>189,166</td>
<td>500,000</td>
</tr>
</tbody>
</table>

Annual number of hectares impacted. We assume an exponential implementation of the Working Lands strategy, starting out with 10,000 ha of sugarcane/rice rotation in 2021 in the Cauca Valley and a similarly sized initial implementation in 2024 outside the Cauca Valley. This leads to the following cumulative areas:

Annual number of planted trees. We conservatively assume that 25 trees will be planted per hectare of working lands implementation. This is the minimum number of trees that should be in a pasture to be classified under the trees in croplands category, according to the silvopastoral systems (SPS) project.

<table>
<thead>
<tr>
<th>Year</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trees planted</td>
<td>250,000</td>
<td>235,072</td>
<td>706,108</td>
<td>1,370,055</td>
<td>3,359,085</td>
<td>9,140,915</td>
</tr>
</tbody>
</table>

Carbon sequestration. We used The Nature Conservancy’s SPS carbon calculator to obtain the potential carbon capture from trees in croplands implementation. This excludes additional carbon sequestration from the implementation of silvopastoral systems, restoration, and avoided emissions from forest conversion.

Protection/restoration within working lands. We assume that by improving productivity, at least 10 percent of working lands could be freed for conservation, with emphasis on watershed and riparian forest protection/restoration.
Appendix E: Preliminary Outline for Working Lands and Coastal Resilience Playbooks

Audubon’s strategy for scaling its impact across LAC is dependent on implementation through partners and playbooks. The playbooks for the Working Lands and Coastal Resilience strategies will outline Audubon’s implementation approach including process, operating procedures, and values.

**Preliminary playbook outline**

**Science**
- Overview of relevant science and monitoring tools (e.g., ecological integrity indices, GIS, citizen science, ongoing monitoring and evaluation tools)
- Targeted analysis of critical vegetation and habitat characteristics for birds, especially migrants (e.g., tree types)
- Projection of land-use cover and its corresponding historic change
- Analysis of carbon sequestration potential
- Gap analysis of landscape protection and restoration

**Business case and rationale for investment**
- Techniques for establishing the value of natural and gray infrastructure
- Identification of land use and development related to livelihoods and economic inclusion of underserved communities, especially those with co-benefits for birds
- Development of benefit and cost sharing across landscapes for local, regional, and national stakeholders

**Policy**
- Integration of NPCBs
- Development of policies that drive bird conservation and livelihood improvements based on gap analysis of existing policies
- Strengthening of national policies through the integration of NDCs and National Adaptation Plans to drive habitat protection and restoration
- Creation of policy incentives for nature-based solutions
- International policy opportunities (e.g., CBD, legislation coming from United States)

**Constituency building and community engagement**
- Strategies for identifying champions and primary stakeholders
- Development of education, outreach, and communication strategies
- Analysis of unintended consequences and consequence prevention for vulnerable communities
- Identification of constituent participation throughout policy development processes

**Finance**
- Sources of finance to support changes in practices (e.g., impact investors, corporate investment, development banks, loans, blue/green/resilience bonds, government incentives)
- Specific assessment of carbon finance opportunities (e.g., voluntary carbon markets)
Appendix F: Landscape Example – Cauca Valley, Colombia

Landscape background
The Cauca Valley is located in the Pacific Region of Colombia and has one of the most important rivers of the country, the Cauca River. Although some habitat protections are in place, most of the land has been converted primarily for agricultural use and growth of urban centers. The remaining natural areas are isolated and scattered throughout the valley. The Cauca Valley’s watersheds are an essential water source for the vast agricultural production, diverse biodiversity, and communities found in the region. Various crops are cultivated in the Cauca Valley, with an average farm size of 13 hectares. Approximately 212,000 hectares, representing 50 percent of the actual land use in the Cauca Valley, is solely for sugarcane production. This extensive reduction of natural ecosystems has resulted in biodiversity loss, water and soil contamination, erosion, and increased flooding impacting both people and agriculture. The Cauca Valley’s wetlands and forests are home to 450 bird species, including various priority shorebird species for Audubon, eight Colombian threatened species, and 73 boreal migrants.

Watershed and wetland protection and restoration are of highest importance for the valley. Wetlands provide critical habitat, absorb floodwater, filter pollutants, retain sediments, recharge aquifers, and sequester carbon. Watersheds are a critical water source for over 4 million people living in the valley, as well as for cattle ranching and agriculture in the region. Various efforts have focused on securing freshwater for people and users both upstream and downstream. Water Funds, long-term financial mechanisms, have proven to be well suited for replication across different geographies. By aligning priority conservation areas with regions that have agriculture and cattle ranching, water funds can provide an efficient way to maintain base flows, reduce sediment load, and contribute to a balanced used of water in the region.

Improving conditions for people and birds
In the 1960s, the armed conflict in Colombia forcefully displaced millions of people for various decades, with rural areas still affected today. The Colombian government offered refugees plots of land in the early 2000s to help those who were still struggling economically and socially. Many of these new landowners sought out cattle ranching and agriculture as means of stability; however, they lacked the training, tools, and financial assistance to do so sustainably, resulting in degraded lands and polluted rivers. Along with NGO partners, Colombia’s private association of cattle ranchers and the Colombian government created sustainable cattle ranching programs to improve soil erosion and runoff and simultaneously made ranches more sustainable and productive. Through silvopastoral field management, conservationists and ranchers are planting vegetation suitable for healthier animals and ecosystems as well as setting land aside for wildlife habitat within their own farms without reducing their profit. Silvopastoral systems are improving environmental conditions and improving livelihoods by training and supporting ranchers. Birds are a primary beneficiary of silvopastoral systems.

The valley’s main agricultural crops are rice and sugarcane. Currently, sugarcane cultivation and renewals are typically made every six harvests, meaning that fields often go out of production and result in a loss of profits that impact livelihoods. An innovative rotation of sugarcane and rice crops could reduce the time fields are out of production, increase productivity and profits for farmers and industry, and create artificial wetlands that mitigate floods while providing crucial habitat for birds. For example, comparative economic benefits for sugarcane landowners include a 20-25 percent increase in sugarcane crop productivity and increased profits for the farmer since there are no gaps in crop production and diversification of crops generate additional income streams. The rotation of sugarcane and rice crops will also result in social benefits such as increased and consistent employment and additional skills for workers. Rice cultivation in the Cauca Valley depends on 670 small farmers that provide about 3,500 jobs. Environmental benefits include an increased number of artificial wetlands that can become potential habitat for migratory and resident birds (24,700 hectares in five years), decreased contamination of phosphates and nitrates in soil and water when absorbed by rice crops, increase in organic matter and biological control of sugarcane pest species (e.g., total control of the spittlebug that can reduce the need of pesticides), and decreased use of herbicides needed in post-sugarcane production.
**Audubon’s role**

Audubon is working in a landscape approach with stakeholders such as Asocaña (Sugar-Cane Growers and Mills Association of Colombia), Arroz-Blanquita (main rice producer in Southwest Colombia), Cauca Valley Water Fund (water platform with multiple organizations), the Regional Environmental Authority (CVC – Corporación Autónoma Regional del Valle del Cauca), and Asociacion Calidris (Colombian Birdlife Partner). The goal is to rotate rice and sugarcane and dramatically expand silvopastoral systems as a mechanism to protect and restore natural wetlands and forests as well as to create artificial wetlands that mitigate floods and create habitat for birds at a scale that benefits nature and communities. Currently, more than 150 bird species use the agroecosystem formed by the temporary artificial wetlands of rice and sugarcane production. Artificial wetlands can provide an alternative habitat to the diminishing natural wetlands, especially for several waterfowl species. However, bird-friendly practices must be implemented to ensure that artificial wetlands do not become pools of contaminants that further threaten birds. In regard to sustainable cattle ranching, Audubon will develop best practices for restoring forests through vegetation planting with the greatest impact on bird conservation.

Audubon’s contribution to migratory and Colombian bird conservation will focus on ensuring that the rice and sugarcane crop rotation and cattle ranching meet minimum standards to be considered bird friendly. These standards include:

- Establishing live fences around rice fields to help reduce erosion, produce timber products and fruits, create corridors for biodiversity passage, provide nesting and resting sites for birds, and serve as windbreaks that support productivity.
- Promoting the use of organic fertilizers.
- Integrating pest management for insects and rodents, using humane practices to scare birds, and integrating weed control that diminishes the use of herbicides.
- Correcting disposition of hazardous waste from any used chemical products.
- Managing water such as by separating human-utilized water from crops, protecting water sources with natural vegetation, and preventing contamination.

This pilot project will form the basis of Audubon’s landscape conservation approach that will influence other strategies with similar stakeholders. The goal is to test and evaluate the potential for increased biodiversity conservation, especially focused on migratory and resident birds within crop fields and ranches, at a larger scale. Through this pilot project Audubon will:

- Outline best management practices for the rotation of rice and sugarcane, as well as cattle ranching, to be ready for deployment in the first two months of the project. The framework will document optimum bird-friendly standards for farmers and ranchers to consider and help quantify the environmental benefits of the new practices.
- Influence the rice industry to include these best management practices and recommendations in contracts with landowners entering the program.
- Train and support cattle ranchers to develop sustainable silvopastoral systems.
- Develop conservation value analysis across the landscape by estimating conservation potential of migratory and resident birds in medium- and long-term timeframes (i.e., five to ten years) and highlighting other environmental benefits such as improved water use and filtration.
- Develop and implement a communication strategy that describes the opportunity for sugarcane landowners and cattle ranchers, highlights the impacts and successes of the programs for international audiences, and helps drive replication and scaling of the initiative.
Panama is one of the top 20 countries in the world for mangrove cover, and the country’s mangroves provide key ecosystem services to its residents. Panama’s mangroves serve as important nurseries for shrimp and commercial fish, supporting a diverse industry that was valued at over $400 million/year in 2007.\textsuperscript{20}

The Pacific Coast of Panama has nearly 90 percent of the country’s mangroves; however, the coastline is experiencing rapid urban expansion and development, which has contributed to a 68 percent loss of mangrove cover since 1980.\textsuperscript{51} Population growth in the eastern part of Panama City (population 880,000) has caused the greatest proportion of mangrove loss in the country. The Panamanian government has moved to protect mangroves that remain in the Bay of Panama, although regulations have not been implemented.

**Opportunity and impact on birds**

Panama’s mangroves support a range of biodiversity, and the Bay of Panama mangroves are the most important site for migratory shorebirds in the Americas, with more than 2.5 million birds using the area annually alongside more than 200 resident bird species (eight IUCN Endangered), 177 fish species, 50 mammals, 21 amphibians, and 28 reptiles. Further, Panama’s mangroves have a huge potential to sequester carbon through improved management and restoration, up to 9.8 x 107 tons CO2, helping in the global fight to mitigate climate change. Despite these benefits, unchecked development and urbanization have wreaked intense environmental damage on mangroves. The resulting degradation and outright loss of habitat have negatively affected local communities, leading to increased coastal flooding, loss of livelihood opportunities, and more.

**Audubon’s role**

The objective of Audubon’s current project in Panama is to elevate the importance of Panama’s coastal natural capital (mangrove ecosystems), the carbon they sequester, and the biodiversity they support by shifting perceptions of their value and importance.

Audubon and its partners will use a multi-pronged approach:

- Deliver robust science that establishes a blue carbon baseline;
- Establish economic valuation of the ecosystem services provided;
- Build knowledge, awareness, and engagement with key stakeholders to drive action that increases protection of coastal wetlands; and
- Support and strengthen policies that will incentivize mangrove conservation and reforestation.

These efforts will be applied in two pilot sites: The Bay of Panama and its mosaic of urban landscape and mangrove habitat, and the Bay of Parita, a site in transition where the connection between mangroves and livelihoods is more obvious. Specifically, this project will help Panama include blue carbon associated with coastal natural capital in the country’s NDCs under the Paris Agreement, support stronger climate adaptation efforts, reduce degradation and deforestation, and build mechanisms that drive funding toward mangrove and coastal conservation.

By integrating coastal natural capital into the country’s mitigation calculations under the Paris Agreement and building awareness around carbon and ecosystem service values, the intention is to secure habitats over the long term and identify sustainable funding mechanisms to fund their management. Further west along the Pacific coast, the Bay of Parita lacks the development and urban population of Panama City, but instead faces mangrove losses due to clearing for shrimp farming and salt production. The watersheds that feed into the Bay of Parita are considered to be some of the most vulnerable to climate change in the country, causing major concerns for food security, local people’s livelihoods and well-being, the economy, and biodiversity.
Appendix H: Important Birds Areas: Gaps in Protection in IAP’s Core Countries

Current level of protection (IUCN I-IV) in IAP’s core countries

<table>
<thead>
<tr>
<th>IUCN Classification</th>
<th>Colombia</th>
<th>Panama</th>
<th>Mexico</th>
<th>Chile</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Area (ha)</td>
<td>% of total area</td>
<td>Area (ha)</td>
<td>% of total area</td>
<td>Area (ha)</td>
</tr>
<tr>
<td>Ia</td>
<td>1,971,301</td>
<td>2%</td>
<td>-</td>
<td>0%</td>
<td>36,673,610</td>
</tr>
<tr>
<td>Ib</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>22,400</td>
</tr>
<tr>
<td>II</td>
<td>13,555,375</td>
<td>12%</td>
<td>1,098,913</td>
<td>15%</td>
<td>1,158,879</td>
</tr>
<tr>
<td>III</td>
<td>57,256</td>
<td>0%</td>
<td>8,614</td>
<td>0%</td>
<td>14,094</td>
</tr>
<tr>
<td>IV</td>
<td>2,796,173</td>
<td>2%</td>
<td>46,781</td>
<td>1%</td>
<td>361,111</td>
</tr>
<tr>
<td>Total PAs</td>
<td>18,380,105</td>
<td>16%</td>
<td>1,154,308</td>
<td>15%</td>
<td>38,230,094</td>
</tr>
</tbody>
</table>

- Number of IBAs:
  - 127
  - 53
  - 182
  - 177
  - 539

- IBA Area (ha):
  - 9,218,084
  - 2,501,046
  - 31,451,464
  - 5,534,601
  - 48,705,195

- Total Land Area:
  - 114,200,000
  - 7,551,700
  - 197,300,000
  - 75,695,000
  - 394,746,700

Gaps in IBA protection in Colombia
Gaps in IBA protection in Panama

Gaps in IBA protection in Mexico
Gaps in IBA protection in Chile
## Appendix I: Preliminary Key Performance Indicators

<table>
<thead>
<tr>
<th>Objectives</th>
<th>KPI</th>
<th>Country</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATIONAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secure funding (IAP Core and Project Funding)</td>
<td>Public funding raised (national, bi/multilateral)</td>
<td>ALL</td>
<td>$712,380</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
<td>$4,000,000</td>
<td>$6,000,000</td>
<td>$7,000,000</td>
</tr>
<tr>
<td></td>
<td>Foundation funding raised (individual donor, corporate, foundation)</td>
<td>ALL</td>
<td>$1,321,510</td>
<td>$2,800,000</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$2,500,000</td>
<td>$2,800,000</td>
</tr>
<tr>
<td></td>
<td>Audubon investment secured</td>
<td>ALL</td>
<td>$800,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$500,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>Secure leverage funding</td>
<td>Leveraged funding raised (e.g., corporate, public sources)</td>
<td>ALL</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
<td>$5,000,000</td>
<td>$7,500,000</td>
<td>$20,000,000</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>Hire Staff</td>
<td>Number of new core staff hired</td>
<td>ALL</td>
<td>3</td>
<td>10</td>
<td>9</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Number of new project staff hired</td>
<td>ALL</td>
<td>8</td>
<td>18</td>
<td>27</td>
<td>29</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Establish in country presence</td>
<td>Number of countries where Audubon is funding projects</td>
<td>ALL</td>
<td>6 countries</td>
<td>6 countries</td>
<td>6 countries</td>
<td>7 countries</td>
<td>7 countries</td>
<td>8 countries</td>
</tr>
<tr>
<td></td>
<td>Number of countries where IAP has established full operational presence (e.g., legal, hiring, finance)</td>
<td>ALL</td>
<td>Colombia</td>
<td>Panama</td>
<td>Chile</td>
<td>Mexico</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WORKING LANDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish partnerships</td>
<td># of strategic partnerships developed/MOLUs</td>
<td>Colombia</td>
<td>2</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Define and establish demonstration projects to test and refine bird-friendly agricultural practices.</td>
<td>Demonstration project sites the Cauca Valley selected.</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Produce agricultural sector playbooks that include tools needed to transition practices.</td>
<td>Playbooks completed</td>
<td>Colombia</td>
<td>Cattle Ranching</td>
<td>Rice</td>
<td>Sugar Cane</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of cattle Ranchers trained</td>
<td>Colombia</td>
<td>tbd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of sugarcane Farmers trained</td>
<td>Colombia</td>
<td>tbd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of rice Farmers trained</td>
<td>Colombia</td>
<td>tbd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disseminate playbooks through partners, mainstreaming practices at the national level.</td>
<td>Number of conservation agreements signed</td>
<td>Colombia</td>
<td>tbd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Area of farms implementing BMPs (ha) in Cauca</td>
<td>Colombia</td>
<td>10,000</td>
<td>9,403</td>
<td>18,244</td>
<td>45,399</td>
<td>106,119</td>
<td>310,834</td>
</tr>
<tr>
<td></td>
<td>SCR national policy designed</td>
<td>Colombia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>SCR national policy implemented (with financial)</td>
<td>Colombia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>SCR playbook implemented by Cattle Ranching</td>
<td>Colombia</td>
<td>1</td>
<td>3</td>
<td>10</td>
<td>15</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Increase environmental benefits increased of working lands practices on birds, water, climate.</td>
<td># of bird-friendly trees planted</td>
<td>Colombia</td>
<td>250,000</td>
<td>235,072</td>
<td>456,108</td>
<td>1,134,983</td>
<td>2,652,976</td>
<td>7,770,860</td>
</tr>
<tr>
<td></td>
<td>Increase in MT CO2e (carbon stored)</td>
<td>Colombia</td>
<td>0.113</td>
<td>0.183</td>
<td>0.355</td>
<td>0.801</td>
<td>1.835</td>
<td>4.983</td>
</tr>
<tr>
<td></td>
<td>Hectares restored or protected</td>
<td>Colombia</td>
<td>1,000</td>
<td>940</td>
<td>1,824</td>
<td>4,540</td>
<td>10,612</td>
<td>31,083</td>
</tr>
<tr>
<td></td>
<td>Improved profitability of 95% of farms implementing BMPs (Farm Revenue - Expenses)</td>
<td>Colombia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Hectares of riparian vegetation protected (check on this)</td>
<td>Colombia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Identify finance sources and mechanisms to deliver funding to farmers and ranchers to support their transition to sustainable practices.</td>
<td>Farmers accessing to credit loans developed for SCR</td>
<td>Colombia</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Private capital vehicles designed and Allocating investments at scale</td>
<td>Colombia</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mainstream practices at the hemispheric level</td>
<td>Hemisphere bird and SCR Conference to position Audubon's work</td>
<td>ALL</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workplan and KPIs developed for Panama</td>
<td>Panama</td>
<td>✓</td>
<td></td>
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<td></td>
<td>Workplan and KPIs developed for Mexico</td>
<td>Mexico</td>
<td>✓</td>
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<td></td>
<td>Hemisphere bird and SCR project sources identified and interested</td>
<td>ALL</td>
<td>✓</td>
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<td></td>
<td>Hemisphere bird and SCR project approved for priority countries</td>
<td>ALL</td>
<td>✓</td>
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<td>Objectives</td>
<td>KPI</td>
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<td><strong>PROTECTED AREAS</strong></td>
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<tr>
<td>Launch Conserva Aves partnership.</td>
<td>Number of MoUs signed with partners e.g.,</td>
<td>ALL</td>
<td>Core Org (2)</td>
<td>National org (4)</td>
<td></td>
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<tr>
<td></td>
<td>Conserva Aves geospatial platform established</td>
<td>ALL</td>
<td></td>
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<td></td>
<td>Conserva Aves website established</td>
<td>ALL</td>
<td></td>
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<tr>
<td>Set priorities set where protection is most needed at the country-level.</td>
<td>A set of country-level targets, based on IBAIs, KBAs</td>
<td>ALL</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>and MBI science, developed in consultation with national, and local</td>
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<tr>
<td></td>
<td>constituencies</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Funds raised for the initiative and local partners provide matching funds.</td>
<td>$USD amount of revenue raised by Audubon and partners</td>
<td>ALL</td>
<td>$870,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>$USD amount of revenue leveraged</td>
<td>ALL</td>
<td></td>
<td></td>
<td>$5,000,000</td>
<td>$7,000,000</td>
<td>$3,000,000</td>
<td></td>
</tr>
<tr>
<td>Develop Subnational Protected Area Playbooks and tailor to each core country.</td>
<td>Protected areas playbook for Colombia complete</td>
<td>Colombia</td>
<td></td>
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<tr>
<td></td>
<td>Protected areas playbook for Chile complete</td>
<td>Chile</td>
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<tr>
<td></td>
<td>Protected areas playbook for Panama complete</td>
<td>Panama</td>
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<tr>
<td></td>
<td>Protected areas playbook for Mexico complete</td>
<td>Mexico</td>
<td></td>
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<tr>
<td>Review proposals and select protected area projects for funding.</td>
<td>Number of proposals received</td>
<td>ALL</td>
<td>60/15</td>
<td>60/15</td>
<td>60/15</td>
<td></td>
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<tr>
<td></td>
<td>Area represented by proposals received (ha)</td>
<td>ALL</td>
<td>510,000 ha</td>
<td>510,000 ha</td>
<td>510,000 ha</td>
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<tr>
<td></td>
<td>(assuming 8,500 ha/PAs)</td>
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<tr>
<td></td>
<td>Minimum number of proposals accepted and contracted</td>
<td>ALL</td>
<td>30</td>
<td>25</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Minimum number of protected areas established</td>
<td>ALL</td>
<td></td>
<td>30</td>
<td>25</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Minimum number of protected areas being implemented</td>
<td>ALL</td>
<td></td>
<td></td>
<td>55</td>
<td></td>
<td></td>
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<tr>
<td>Define new KBAs and as needed.</td>
<td>Number of new KBAs nominated/Identified</td>
<td>ALL</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Area/percent of KBAs protected</td>
<td>ALL</td>
<td>382,500 (75%)</td>
<td>382,500 (75%)</td>
<td>382,500 (75%)</td>
<td></td>
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<tr>
<td>Evaluate impact and evolve strategy, as needed.</td>
<td>Evaluate protected area implementation and refine strategy, as needed.</td>
<td>ALL</td>
<td></td>
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<tr>
<td></td>
<td>Number of communities engaged in PA development and implementation</td>
<td>ALL</td>
<td>20</td>
<td>16</td>
<td>16</td>
<td></td>
<td></td>
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<tr>
<td>Engage local communities and strengthen local capacity.</td>
<td>Number of communities benefit from and support PAs</td>
<td>ALL</td>
<td></td>
<td></td>
<td></td>
<td>20</td>
<td>16</td>
<td></td>
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<tr>
<td></td>
<td>EDI criteria &amp; recommendations complete</td>
<td>ALL</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Marginalized communities engaged and benefitting</td>
<td>ALL</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td># NGOs/community groups receiving training</td>
<td>ALL</td>
<td>30</td>
<td>25</td>
<td>25</td>
<td></td>
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<tr>
<td>Objectives</td>
<td>KPI</td>
<td>Country</td>
<td>2021</td>
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<tr>
<td>COASTAL RESILIENCE</td>
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<tr>
<td>Develop demonstration projects that establish bird-friendly coastal development practices.</td>
<td>Current IDB-funded project in Panama Bay established to run</td>
<td>Panama</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Identify additional demonstration project sites in Colombia, Mexico, and Chile.</td>
<td>ALL</td>
<td>✓</td>
<td>Col, Ch</td>
<td>Mex</td>
<td></td>
<td></td>
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<tr>
<td>Conduct research to better identify the overlay of coastal development pressure and threats to biodiversity in LAC</td>
<td>Complete research and use it to refine strategy.</td>
<td>ALL</td>
<td>✓</td>
<td></td>
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<tr>
<td>Develop playbooks for a bird-focused approach to coastal resilience efforts.</td>
<td>Playbook for including mangroves in NDCs complete</td>
<td>Panama</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Playbook for coastal municipal protections complete</td>
<td>Panama</td>
<td>✓</td>
<td></td>
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<tr>
<td></td>
<td>Playbook for coastal natural infrastructure planning complete</td>
<td>Panama</td>
<td>✓</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Number of new national and sub-national policies that promote coastal resilience</td>
<td>Panama, Chile, Bahamas</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Mainstream bird-friendly coastal infrastructure and resilience practices at the national level.</td>
<td># of new/adapted management plans that include coastal birds in marine spatial planning approved</td>
<td>Panama, Chile</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Analysis on the economic benefits of coastal natural infrastructure solutions produced</td>
<td>Panama</td>
<td>2 (Bay of Panama, Parita)</td>
<td></td>
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<tr>
<td></td>
<td>Birds are established as indicators of coastal health</td>
<td>Panama</td>
<td>✓ (Panama Pac Coast)</td>
<td></td>
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<tr>
<td>Monitor impact</td>
<td>Coastal habitat restored (e.g., mangroves, salt marshes, wetlands) - hectares</td>
<td>Panama, Chiriqui</td>
<td>150 ha (Chiriqui)</td>
<td></td>
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<tr>
<td></td>
<td>Total coastal priority sites management improved (ha)</td>
<td>Panama, Chile</td>
<td>77,007</td>
<td>85,664</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td># ha PA</td>
<td></td>
<td>41576</td>
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<tr>
<td></td>
<td># ha IBA/RBA</td>
<td></td>
<td>35,431</td>
<td></td>
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<tr>
<td></td>
<td>Coastal pollution decreased (in construction)</td>
<td>Panama</td>
<td></td>
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<tr>
<td>Engage communities and build diverse and inclusive coalitions of partners (ACP)</td>
<td>Hemisphere bird and Coastal Resilience Conference to position Audubon’s work</td>
<td>All</td>
<td></td>
<td>✓</td>
<td></td>
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<td></td>
<td>Workplan and KPIs developed for Chile</td>
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<td></td>
<td>Workplan and KPIs developed for Colombia</td>
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<td></td>
<td>Workplan and KPIs developed for Mexico</td>
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<td></td>
<td>Hemisphere bird and Coastal Resilience project sources identified and interested</td>
<td>ALL</td>
<td>✓</td>
<td></td>
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<tr>
<td></td>
<td>Hemisphere bird and SCR project approved for priority countries</td>
<td></td>
<td></td>
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<td>✓</td>
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<td>Objectives</td>
<td>KPI</td>
<td>Country</td>
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<tr>
<td><strong>BUILDING A CONSTITUENCY FOR BIRDS</strong></td>
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<tr>
<td>Develop conservation blueprints in deep intervention project landscapes.</td>
<td>Conservation blueprint completed - Colombia - Working Lands - Cauca Valley</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Conservation blueprint completed - Colombia - Coastal Resilience - Landscape TBD</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Leader organizations identified and leading 10 other priority landscapes</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Advocate for national policy change that would reduce barriers in other strategies, including WBCPs.</td>
<td>NCBP Funding secured</td>
<td>Colombia</td>
<td>✓</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>NCBP Governance structure established (with diverse representation)</td>
<td>Colombia</td>
<td>✓</td>
<td></td>
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<tr>
<td></td>
<td>NCBP completed</td>
<td>Colombia</td>
<td>✓</td>
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<td></td>
<td>NCBP 5 year implementation funding identified</td>
<td>Colombia</td>
<td>✓</td>
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<tr>
<td></td>
<td>NCBP 5 project approved</td>
<td>Colombia</td>
<td>✓</td>
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<tr>
<td></td>
<td>NCBP mainstreamed in national development plans (next President’s development plan)</td>
<td>Colombia</td>
<td>✓</td>
<td></td>
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<tr>
<td></td>
<td>New bills or ordinances at national and subnational levels that benefit birds</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
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<td></td>
<td>NCBP adopted as key policy for Colombia to accomplish biodiversity commitments</td>
<td>Colombia</td>
<td></td>
<td></td>
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<td>✓</td>
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<tr>
<td></td>
<td>Bird-related local policy actions by partners</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td></td>
<td>Universities and students engaged (accumulative)</td>
<td>Colombia</td>
<td>2</td>
<td>4</td>
<td>10</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Individuals engaged in community science and amount of data they have collected</td>
<td>Colombia</td>
<td>10</td>
<td>40</td>
<td>100</td>
<td>tbd</td>
<td>tbd</td>
<td>tbd</td>
</tr>
<tr>
<td></td>
<td>BBT-related businesses developed within Audubon trails</td>
<td>Colombia</td>
<td>2</td>
<td>10</td>
<td>30</td>
<td>tbd</td>
<td>tbd</td>
<td>tbd</td>
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<tr>
<td></td>
<td>Number of students engaged in education programs and projects</td>
<td>Colombia</td>
<td></td>
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<tr>
<td><strong>Continue to build on its successes in the bird-based tourism sector, Audubon</strong></td>
<td>Nature-based rural tourism businesses developed by women, youth or vulnerable population</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Bird-based tourism guides trained</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>50</td>
<td>50</td>
<td></td>
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<tr>
<td></td>
<td>Number of Peer Review Papers (Audubon - lead or co-authored)</td>
<td>Colombia</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td>10</td>
<td>15</td>
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<tr>
<td></td>
<td>Number of multi-media messages launched or reach</td>
<td></td>
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<td>tbd</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
References


3. Protection refers to protected areas categorized as I - VI by the International Union for Conservation of Nature.


12. The CBD is the international legal instrument for “the conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of the benefits arising out of the utilization of genetic resources.” In 2010, the CBD called for the protection of at least 17 percent of terrestrial and 10 percent of marine areas by 2020. Biosafety Unit, “The Convention on Biological Diversity” (Secretariat of the Convention on Biological Diversity, December 4, 2020), https://www.cbd.int/convention/.

13. The Paris Agreement requires all countries to outline their efforts to reduce national emissions and adapt to the impacts of climate change. These commitments are called NDCs. “The Paris Agreement | UNFCCC,” https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement.

14. National Development Plans outline how a particular government will dedicate its policy efforts and economic resources over a certain period of time.

15. For example, the Migratory Bird Treaty Act, Ramsar Convention on Wetlands, Convention on the Conservation of Migratory Species of Wild Animals, and CBD.


17. Climate strongholds are regions that are predicted to have suitable climate conditions—including ranges of temperature, precipitation, and seasonality—to support numerous species of birds with diverse habitat requirements into the future.


19. Protection refers to protected areas categorized as I - VI by IUCN.

20. Audubon plans to achieve its hectare goals through two approaches: direct and indirect efforts. Direct efforts will employ on-the-ground action such as direct investment and involvement in protecting and restoring high-priority landscapes where it is politically feasible for Audubon to engage and its influence is strong. Audubon’s indirect contributions will generate large-scale impact by co-creating national policy, altering industry practices to include bird best management practices, and leveraging partnerships that can influence funding and development plans.
21 Audubon has worked or is currently working in a few of these countries already (The Bahamas, Belize, Guatemala).

22 Honduras, Nicaragua, El Salvador, Venezuela, Ecuador, Cuba, Dominican Republic, Puerto Rico, Bolivia, Jamaica, Guyana, Turks and Caicos, Paraguay, Suriname.


26 RedLAC was established in 1999 to promote the interrelationships of Environmental Funds (EFs) in the LAC region and provide an effective system of learning, capacity building, training, and cooperation. RedLAC membership currently includes 25 EFs in 15 countries. RedLAC member EFs are leaders in developing permanent financing mechanisms that produce measurable impacts on conservation and SDGs at national, regional, and global scales.

27 Over a third of the LAC region (760 million hectares) is covered in crops or pasture (10 percent crops and 28 percent pasture), and almost half (46 percent) is forested. “Farming Systems and Poverty,” http://www.fao.org/3/Y1860E/y1860e09.htm.

28 MSCR is an alliance between the Federation of Colombian Cattle Breeders (FEDEGAN), The Nature Conservancy (TNC), The Fund for Environmental Action and Children (Action Fund), the Center for Research in Sustainable Agricultural Production Systems (CIPAV), and the World Bank, with financial support from the United Kingdom Department of Business, Energy and Industrial Strategy (BEIS) and the Global Environment Fund (GEF). The project also has institutional support from Colombia’s Ministry of Environment and Sustainable Development (MADS) and the Ministry of Agriculture and Rural Development (MADR).


30 A. Johnston et al., “Comparing Abundance Distributions and Range Maps.”


38 Ibid.


40 In Panama, alongside Panama Audubon Society, Audubon currently engages 25 schools annually, reaching more than 4,000 students and their families.


Ibid.

Yanira Cifuentes-Sarmiento and Fernando Castillo, Las Alas Del Arroz: Aves Acuáticas En Cultivos Ecoamigables Del Valle Del Cauca, 2016.

Integrated Pest Management (IPM) is a sustainable, science-based, decision-making process that combines biological, cultural, physical, and chemical tools to identify, manage and reduce risk from pests and pest management tools and strategies in a way that minimizes overall economic, health and environmental risks.
