

APPENDIX IX: Stakeholder Engagement Plan

Introduction

The greatest threat to biodiversity in the Galapagos Islands is biological invasion. Invasive alien species are one of the most significant drivers of environmental degradation and species extinction worldwide, and are generally considered the primary cause of biodiversity loss in island ecosystems. Hundreds of invasive alien species are already well established within the Galapagos archipelago. Some of these organisms arrived with seafarers more than 100 years ago, while others have been introduced (deliberately and inadvertently) within the last decade. The impacts of invasive alien species on endemic species can have ecosystem-wide ramifications. For example, when invasive rodents feed on giant tortoise eggs and hatchlings, they reduce the number of tortoises available to spread seeds (through their excrement) and ‘plant’ the next generation of native trees and shrubs. As canopy cover declines, so do the populations of understory plants that require shading from the harsh tropical sun. The loss of understory vegetation makes landscapes more vulnerable to soil erosion and contributes to declines in soil fertility through mineral leaching. This impairs soil fertility and undermines the capacity of landscapes to be resilient to further perturbations (e.g., extreme weather events, climate change).

Failure to control invasive alien species in the Galapagos archipelago will:

- Enable the persisting invasive vertebrate species to continue to predate upon, compete with, and/or spread pathogens and parasites to the native species;
- Allow for further degradation of sensitive marine and terrestrial habitats, thus preventing these ecosystems from being able to support the long-term viability of endemic species, and possibly human livelihoods;
- Substantially undermine investments already made in environmental conservation, ecotourism, and sustainable agriculture; and
- Reduce ecological and socio-economic resilience in the face of adverse impacts of climate change and other major environmental disturbances.

The Government of Ecuador (GoE) is well aware of the adverse impacts that invasive alien species have on biodiversity and human livelihoods, and over the last two decades, has made major accomplishments in the prevention, control, and eradication of invasive alien species. Many of the recent advances were achieved between 2002 and 2011 under the auspices of the ‘Control of Invasive Species in the Galapagos Archipelago’ (ECU/00/G31) project funded by the Global Environment Facility and executed by the Ministry of Environment (MAE). Major accomplishments include:

- Establishment of the Fund for Control of Invasive Species in the Galapagos (FEIG);
- Greater management capacity of the Galapagos National Park Directorate (DPNG) and Charles Darwin Foundation (CDF);
- Improved border protection by the Galapagos Inspection and Quarantine System (SICGAL), advances in public policy by the National Institute of the Galapagos (INGALA); and
- A pilot goat eradication project on northern Isabela Island.

Despite progress, numerous challenges to minimizing the spread and impact of invasive alien species remain. The main barriers include: a) limited technical capacity to design and implement highly effective prevention, eradication, or control programs, b) lack of equipment and personnel to adequately inspect the vast amount of cargo and equipment in transit, c) a decline in taxonomic capacity to identify invasive alien species once intercepted, and e) the high cost of effective biosecurity programs, eradication programs, and control programs.

The GoE recognizes that international trade, travel, and transport are pathways for the introduction of invasive alien species, and that prevention is typically the most cost-effective means for minimizing the impact of invasive alien species. The GoE and many project partners have had the opportunity to learn (directly and indirectly) from previous GEF projects executed within Ecuador, as well as similarly themed projects conducted in other countries/regions. Based on these lessons learned, this GEF 6 project was designed.

The objective of the project is ‘to safeguard biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems.’ This project aims to safeguard biodiversity in the Galapagos Islands by 1) enhancing biosecurity across the Galapagos archipelago, 2) solidifying the social license to eradicate invasive vertebrate species from Floreana Island, and 3) translocating previously extirpated keystone species (giant tortoises) to Santa Fe Island. The project will be carried out through three components:

- Component 1: Furthering development of a state-of-the-art biosecurity system.
- Component 2: Solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems.
- Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises).

Project success will secondarily lead to a reduction in land degradation, and improved ecotourism opportunities. Consequently, ecosystem services, agricultural production, and economic investments will be better secured on human-inhabited islands in Ecuador and beyond.

Internalization of CI-GEF Policy Requirements

The CI-GEF Project Agency has oversight of Island Conservation, as Executing Agency of both the PPG and the implementation phase of the project. This includes its relationships with all stakeholders, including project-affected groups, and local CSOs, throughout the design/preparation process. The objective is to ensure that a broad range of views and concerns are made known and taken into account in the design and implementation of the project. Efforts have been made to ensure that stakeholder groups of historically vulnerable or marginalized people (e.g. women, youth, elders, and religious/ethnic minorities) have been able to fully participate in this process. This policy will continue through the project’s implementation phase.

Ideally, stakeholder engagement should involve the public in problem-solving. A joint effort by stakeholders, in-country representatives, executing entities, and the GEF Project Agency will help to ensure better results. Executing Agencies—in this case IC—must ensure, *inter alia*, that the key principles of the CI-GEF Gender Mainstreaming Policy – ensuring that both men and women are given equal access to information and decision-making processes—is incorporated throughout stakeholder engagement (see Gender Safeguard Plan above).

As Executing Agency, IC has identified the range of stakeholders that may be interested in the actions of the project and has considered how external communications might facilitate a dialog with all stakeholders. Stakeholders have been informed and provided with information regarding project activities. Where projects involve specifically identified physical elements, aspects and/or facilities that are likely to generate adverse environmental and social impacts to Affected Communities the Executing Agency will identify the Affected Communities and will meet the relevant requirements described below.

The Executing Agency has been responsible for drafting and executing the *Stakeholder Engagement Plan* (SEP), i.e. the present annex, which is scaled to the project risks and impacts and development stage. The Plan is tailored to the characteristics and interests of the affected communities, recognizing that some community members may not be able to effectively communicate outside of the local language (Spanish).

When the stakeholder engagement process depends substantially on community representatives, the Executing Agency will make every reasonable effort to verify that such persons do in fact represent the views of Affected Communities and that they can be relied upon to faithfully communicate the results of consultations to their constituents.

The CI-GEF Project Agency has reviewed and approved of the present SEP and will oversee its execution.

Summary of Previous Stakeholder Engagement Activity

Since 2009, IC and partners have undertaken a series of stakeholder consultations, focused on issues relating to the development and eventual implementation of an eradication and sustainable development plan for Floreana Island (ref. Component 2 of the present project). Examples of some of these consultations are listed in **Table 1** below.

In addition to contributions from other full-time IC staff, from March 2015 to June 2018, a full-time community facilitator was employed by IC to help advance the conflict transformation process¹. Trips were made by this person at least every month to Floreana, often for a week at a time.

Table 1: Examples of stakeholder engagement activities, 2009-2015

Date	Component	Workshop/ Meetings	Attendees	Objective	Comments
10-13 May 2009	2	Community interviews	FPC, Floreana Community members, international feral cat eradication planning team	Understand community perceptions to potential eradication of feral cats and sterilization of domestic cats	Support for feral cat eradication. Concern by some residents about killing domestic cats but support for sterilization.
23 May 2012	2	Half-day workshop	DPNG, FPC, Floreana Community members, IC, facilitator	Understanding community perceptions and impacts from invasive species. Information collection and sharing. DPNG presented idea of rodent and cat eradication.	Objective achieved. Significant impacts to crop production identified by invasive species, particularly rodents. Local extinction of vermilion flycatcher attributed to invasive rodents and cats. General support on rodent and cat eradication.

¹ Term attributed to John Paul Lederach's longer *The Little Book of Conflict Transformation*, 2003. See para. 75 above

Date	Component	Workshop/ Meetings	Attendees	Objective	Comments
8-12 March, 2014	2	Conflict transformation on 5-day retreat on Isabela Island	DPNG, ABG, MAG, FPC, Floreana Community members, IC, CDF, facilitator	Conduct conflict transformation training, develop shared vision, identify next steps and who will lead.	All objectives completed. In addition, major conflicts were tabled and points of views expressed in constructive manner. Community, government and NGO points combined into a shared vision. Invasive rodents and feral cat eradication identified as priority cross-cutting theme. Sustainable development was other key theme.
March-October, 2015	2	Socialization of the Floreana Ecological Restoration Project	DPNG, ABG, FPC, Floreana community , IC	To build a baseline of information between stakeholders and collect the doubts, question and suggestions community had about the project.	Mixed community opinions. Concerns identified about toxicant in water, livestock poisoning, native species risks, tricks by government to remove community, etc. Concerns raised formed the basis for community outreach over the next years and provided opportunity to understand, discuss concerns and potential solutions.
24 July, 2015	1,2	Inter-institutional meeting. Full day.	DPNG, ABG, MAG, IC, facilitator	Define components of the project, next steps and strategies to move forward.	Agreement to continue moving forward. Series of action items identified, including Floreana community socio-economic baseline.
18 July, 2015	2	Workshop for Integral Sustainable Development Plan	FPC, Floreana community , DPNG, ABG, IC, facilitator	Validate and prioritize the projects that are necessary to implement on Floreana Island	Mixed opinions and concerns/support voiced. Used votes to decide upon priority actions. Invasive rodent and feral cat eradication one of the priorities selected.

Stakeholder activities to date have been undertaken with the aim of creating the necessary conditions to present the project and work with the different actors involved. The variety of actors required different strategies that took into account the diverse roles, social status, gender, access to resources, necessities and interest that institutions and communities have related to the project and its implementation.

To get to this stage, individual treatment through a “one-by-one” approach, has been the methodology used to provide specific information to each person in the community and institutional officials linked to the project, providing the quantity and quality of information needed by each stakeholder. The

individual approach also allowed the project development team to identify and collect the concerns and necessities that stakeholders have around the project. This has led to the identification of strategies to fill the information gaps and provide stakeholders with the necessary elements to become active participants in project implementation (see below).

In addition to the above, recent stakeholder engagement under what will be Component 2 of the project has included a series of thematic information and awareness activities, which are summarized in **Table 2** below.

Table 2. Thematic information and awareness campaigns during preparation of PIF and during PPG Phase, 2016-2018

Date	Project component	Topic	Attendees/ Stakeholders	Objective	Comments
March 2016	2	Methods of application of bait, management of domestic animals and water mitigation plan	ABG, DPNG, MAG, FPC, Floreana community	To further inform institutions and community about the methodology proposed to eradicate rodents and feral cats and the mitigation actions co-designed with them for domestic animals and water sources	General agreement by all. Specific comments captured as meeting minutes and official comments sent in writing by institutions.
April, July, October, September 2017	2	Mitigation actions for the following topics: livestock, water, tourism, fisheries, pets, children, commensal rodents, agriculture	ABG, DPNG, MAG, FPC, Floreana community	To develop the mitigation actions for the aspects of concerns and interest of stakeholders.	General agreement by all. Specific comments captured as meeting minutes and official comments sent in writing by institutions. Draft plans modified accordingly.
April, November, December 2017; February 2018	2	Mitigation plans	ABG, DPNG, MAG, FPC, Floreana community	Present to stakeholders the revised mitigation plans and receive comments and concerns from stakeholders	Few, very specific concerns captured as meeting minutes. Draft plan revised accordingly.
May 2018	2	Mitigation actions for livestock. Determination , by drawing from a hat, of	Farmers of Floreana	Provide information about the action and infrastructure that have to be implemented to mitigate risk for livestock and receive	Treated concerns raised since last meeting. Agreements reached, all satisfied with

Date	Project component	Topic	Attendees/ Stakeholders	Objective	Comments
		which farms shall receive pilot chicken coops		comments and concerns from stakeholders to take into account during the management plan development. Determine which farms to build pilot coops on.	outcome, draft plan modified accordingly. Meeting minute of process and outcome of pilot coop selection.
May, June, July 2018	2	Property management plans	Floreana community	Discuss with households the various plans as they relate to their property and household.	Continued outreach to Floreana community, deepening understanding. Household visit forms completed and copy provided to household interviewed.
July 2018	2	Silage containers and chicken coops	Floreana farmers	Transport and locate shipping containers to be used as silage storage for cattle/equines and feed storage for pigs. Working with farmers on coop site preparation and receiving construction materials.	Containers located at farm sites where concrete bases were complete. Sites prepared for coops in collaboration with farmers.

Project Stakeholders

Among the strategic actors are: the partner institutions that endorse and will participate in the execution of the project; the institutions that are contributing funding to implement each of the components of the project, and; the target group that constitutes the resident population of the Galapagos Islands, the scientific community and the institutional technicians who are in charge of co-executing the activities of each component. Particularly relevant are the residents of Floreana Island, where activities will take place under Component 2. **Table 3** below links stakeholders to relevant project components.

Table 3. Stakeholder involvement, by project components

Stakeholders	Component 1. Biosecurity	Component 2. Ecosystem Restoration	Component 3. Re-establishment of keystone species
Government Agencies			
Ministry of Environment (MAE)	X	X	X
Galapagos National Park Directorate (DPNG)	X	X	X
Galapagos Biosecurity Agency (ABG)	X	X	
Ministry of Agriculture (MAG)		X	
Ministry of Public Health		X	
Galapagos Government Council (CGREG)	X		
Floreana Parish Council (FPC)	X	X	
Non-Governmental Organizations (NGOs)			
Conservation International (CI)	X	X	X
Island Conservation (IC)	X	X	
Durrell Wildlife Conservation Trust (Durrell)		X	
Galapagos Conservancy (GC)			X

Each of the Governmental stakeholders has a specific role within the archipelago, in relation to its jurisdiction and the governmental administrative hierarchy. For their part, Non-Governmental Organizations contribute with technical assistance to the governmental institutions that lead the project components. The mandate / role of each governmental and non-governmental stakeholder, together with its expected role in the project, is shown in **Table 4** below.

Table 4. Stakeholder roles, overall and with respect to project

Stakeholder	Role	Engagement in the project
Government Agencies		
Ministry of Environment (MAE)	Formulates and coordinates Ecuador's environmental policies and leads efforts to protect the nation's terrestrial and marine ecosystems	The MAE will serve as the Government of Ecuador's (GoE) primary point of contact for project management and coordination. Ecuador's focal point for GEF 6 is a delegate of the Minister of Environment. The DPNG and ABG, both units of the MAE, will serve as the government leads for 'on-the-ground' implementation activities.
Galapagos National Park Directorate (DPNG)	Part of the MAE; manages and controls the Galapagos Marine Reserve and Galapagos National Park, promotes scientific research with conservation goals, and engages local and visitors in conservation activities	The DPNG will lead aspects of Component 1 and Components 2 & 3, coordinating activities with ABG, FPC, IC, GC and other stakeholders. They will provide a designate to serve on the Project Steering Committee http://www.galapagospark.org/
Galapagos Biosecurity Agency (ABG)	Part of the MAE; controls, regulates, prevents, and reduces risk of the introduction and spread of non-native organisms	The ABG will lead aspects of Component 1 activities and provide a designate to serve on the Project Steering Committee. They will also coordinate with DPNG and IC on Component 2 activities, specifically aspects related to activities outside of the National Park. They will ensure that the environmental impact assessment adequately addresses risks to livestock and pets, and in conjunction with aspects related to human safety. http://www.bioseguridadgalapagos.gob.ec/
Ministry of Agriculture (MAG)	Manages and executes the proper distribution of economic resources, technical assistance, and other support to agriculture producers	The MAG will interface with the ABG on Component 2 activities in the context of managing livestock. They will also assist DPNG on Component 2 activities, ensuring that the environmental impact assessment adequately addresses risks to agriculture and livestock. http://singapgalapagos.agricultura.gob.ec/
Ministry of Public Health (MoPH)†	Regulates, plans, coordinates, controls, and manages public health in Ecuador	The MoPH will interface with the DPNG and ABG on Component 2 activities ensuring that the environmental impact assessment and implementation adequately addresses risks to human health.
Galapagos Government Council (CGREG)†	Executes regional policies and activities within the Galapagos; formerly known as Instituto Nacional Galapagos	Provides oversight of major projects that are carried out within the Galapagos. Are coordinating the development of a consolidated cargo wharf in Guayaquil for improving Galapagos biosecurity (component 1).

	(INGALA)	http://www.gobiernogalapagos.gov.ec/
Floreana Parish Council (La Junta Parroquial de Floreana; FPC)	Part of the San Cristobal municipality; represents 145 residents of Floreana Island	The residents of Floreana Island have requested technical assistance for the eradication and control of invasive alien species. The FPC will provide local political support, community leadership and representation, facilitate community engagement, and participate in stakeholder meetings. They will coordinate with DPNG, ABG and IC to accomplish Component 2 activities in a manner that fully engages stakeholder input and maximizes the benefits of project execution to the people and biodiversity of Floreana Island. They will also coordinate with ABG on component 1 activities that fall within the FPC's jurisdiction
NON-GOVERNMENTAL ORGANIZATIONS (NGOs)		
Conservation International (CI)	CI empowers societies to responsibly and sustainably care for nature, our global biodiversity, for the well-being of humanity	CI will serve as the implementing agency for the project. http://www.conservation.org
Island Conservation (IC)	Prevents extinctions by removing invasive alien species from island ecosystems	IC will serve as the executing agency for the project. It will provide technical assistance to DPNG, ABG and other partners to implement Component 2, as well as provide a designate to the Project Steering Committee. http://www.islandconservation.org
Durrell Wildlife Conservation Trust (Durrell)†	Provides the research and capacity building necessary to save the most threatened species and threatened places worldwide.	Durrell's work on captive holding endangered species will support development of non-target species risk management strategies as part of Component 2. http://www.durrell.org/
Galapagos Conservancy (GC)†	Advances and supports conservation of the Galapagos Islands through directed research, informed public policy, and building a sustainable society	GC will support the DPNG in implementation of Component 3. GC is providing co-financing to support Components 1, 2 and 3 of this project. GC also provides technical support to DPNG in tortoise breeding activities, as well as planning and implementing tortoise translocations, such as will be conducted on Santa Fe Island and as is proposed for Floreana Island after the eradication of invasive mammals. http://www.galapagos.org/

Stakeholder Engagement Plan for full project phase

Building on activities summarized in Table 2 above, the project will support information campaigns aimed at providing and raising the level of information about the project to stakeholders. The information will be provided through informative meetings with every governmental institution and in the case of the Floreana community, every family will be visited to provide the information and collect concerns of community members.

This plan seeks to outline all the activities intended to involve stakeholders into a participatory process across all the components with the objective of generating an active participation of actors on the different phases and components of the project. To fulfill this objective, all the actors must understand the scope of the project and have a baseline of information that will allow them to have the necessary knowledge to make decisions, change behaviors and produce the adequate conditions to achieve the project.

Specific objectives will include:

- Develop a participatory process, involving partner institutions and community members into the development and project planning.
- Generate a baseline of information about the project amongst the stakeholders to facilitate involvement and decision making.
- Implement a platform of information to share information about the project across the stakeholders and receive suggestions and concerns.
- Generate a culture of conservation through the implementation of a process to raise environmental awareness and reinforce a cultural identity compatible with the social and natural reality of the Galapagos inhabitants.
- Enable the conditions needed among the Galapagos communities to implement the social infrastructure needed for the eradication of invasive rodents and feral cats on Floreana.
- Promote a change in traditional livestock management to move towards ecologically-sustainable farming practices on Floreana.

Table 5 below presents a tentative list of consultations planned for the project’s implementation phase.

Table 5: Consultation activities planned to take place during project implementation phase

Date	Project component	Topic	Attendees/ Stakeholders	Objective	Comments
June 2020	1	Consultation with entities which participate in the biosecurity procedures and processes	Direccion Aviacion Civil Airline and Shipping companies Port Authority CGREG DPNG	ABG will conduct one on one meetings with these stakeholders to introduce the new procedures, explain why the changes are required to take place and ensure buy-in from other entities that are part of the process.	Ensure buy-in from other entities which are part of the biosecurity process
Aug-Oct 2018	2	Chicken coops and farm infrastructure	Floreana farmers	Coordinate construction of 7 chicken coops funded by IC. Discuss additional needs, concerns and next steps	Continues dialogue and directs action in next steps to achieve shared vision.

Date	Project component	Topic	Attendees/ Stakeholders	Objective	Comments
				in sustainable agriculture for each farm.	
Oct 2018, monthly until process completed (potentially June 2019)	2	Operational and management plans	Floreana community.	Discuss with households the various plans as they relate to their property and household.	Continued outreach to Floreana community, deepening understanding. Household visit forms completed and copy provided to household interviewed.
January 2019	2	Chicken coops	Floreana farmers	Coordinate remaining 10 GEF-funded chicken coop constructions with farmers, complete agreements.	Record results in minutes of meeting and signed agreements.
Project inception	1,2,3	Overall project	Public meetings in Puerto Ayora (Santa Cruz Island), and Puerto Velasco Ibarra (Floreana Island).	Presentation of GEF project overview to stakeholders, introduce project manager.	In addition to general project overview, grievance mechanism explained amongst other points.
May 2019	2	Chicken coops and other farm infrastructure	Floreana farmers	Review processes implemented with farmers (After Action Review), to determine what could have been done better.	Record results in minutes of meeting.
May 2019, December 2019	2	FPC declaration	FPC, DPNG, IC	Process to establish the FPC declaration	Record results in minutes of meeting.
September 2019	2	Environmental and Social Impact Assessment	ABG, DPNG, MAG, FPC, IC, Floreana community	Present complete eradication project to stakeholders and solicit public comment.	ESIA Consultant records results.
September 2019	3	Field Planning Meetings	DPNG	Agree on key activities to mission and ensure all parties are clear in terms of roles and responsibilities	Meeting Minutes outlining key responsibilities

Resources and responsibilities

In addition to significant staff time, approximately \$5,000 has been set aside in the project budget for the stakeholder consultations outlined in Table 5 above. Responsibilities will be in accordance with overall implementation responsibilities, with IC taking the lead, in close co-operation with Governmental partners, in consultations under Components 1 and 2 and Galapagos Conservancy taking a similar role for Component 3-specific consultations.

Grievance mechanism

The project’s grievance mechanism is described in **Appendix VI** above.

Monitoring and reporting

Table 6: Indicators related to stakeholder engagement

Indicators	Metrics	Methodology	Baseline	Target	Location	Frequency	Responsible Parties	Indicative Resources
1	Number of government agencies, civil society organizations, private sector, and other stakeholder groups that have been involved in the project implementation phase on an annual basis	Consultation / participation to be recorded on an ongoing basis and summarized in annual project reporting	NA	At least 15 annually	PMU	Once (Y3, Q2)	PMU	Approximately 5-10% of the project team’s time will be allocated to monitoring of indicators. No additional dedicated budget is allocated
2	Number persons (sex disaggregated) that have been involved in project implementation phase (on an annual basis)	Consultation / participation to be recorded on an ongoing basis and summarized in annual project reporting	NA	At least 100 men and 100 women annually	PMU	Once (Y3, Q2)	PMU	Approximately 5-10% of the project team’s time will be allocated to monitoring of indicators. No additional dedicated budget is allocated
3	Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation	Meetings, workshops and consultations to be recorded on an ongoing basis and summarized in annual	NA	At least 12 annually	PMU	Once (Y3, Q2)	PMU	Approximately 5-10% of the project team’s time will be allocated to monitoring of indicators. No additional dedicated budget is allocated

Indicators	Metrics	Methodology	Baseline	Target	Location	Frequency	Responsible Parties	Indicative Resources
	phase (on an annual basis)	project reporting						
4	Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project	To be undertaken by the consultant hired by the CI-GEF Agency to conduct the MTR and Terminal Evaluation	NA	>95%	PMU	Once (Y3, Q2)	CI-GEF Agency	Approximately 5-10% of the project team's time will be allocated to monitoring of indicators. No additional dedicated budget is allocated