













**Table 1. Organizational Capacity (continued)**

<b>Technical expertise and know-how</b>	To have available trained staff, teams and materials, planning, and adequate logistical knowledge of methodologies for work in accordance with the activity and the group objective (Ecuador)
	Valuing and capitalizing on what has been learned (Fianar)
	<p>Knowledge of training needs for the personnel                      Background of personnel                      Experience of personnel                      Training in many technical areas or other integrated disciplines                      Multidisciplinary approach (Tana)</p>
<b>Mobilizing financial resources</b>	Existence of sources of financial assistance in health, environment, and development (Ecuador)
	<p>Identifying needs for material needs of each program actor                      Comprehensive management of resources (Fianar)                      Auto-financing, gifts, loans, in-kind assistance                      Problem to solve: sector financing limitations where it is often impossible to mix financial sources for an integrated program</p>







continuing through the setting of objectives, activities, indicators, and means of verification, through the implementation and assessment steps.

is more effective, efficient, and sustainable, there is little evidence other than impressions, anecdotes, hopes, and hunches.

- Coordination by staff of work schedules, plans, worksites, IEC messages, and approaches—follow-up and data collection are essential.
- Decentralized decision-making and strong support from CEMOPLAF leadership are important components in the Ecuador experience—flexibility and responsiveness to community opinion are key to the trust-building process.
- A move from parallel to integrated implementation is a logical first step.

***Valid and Reliable Evidence of Effectiveness, Efficiency, and Sustainability is Weak***

Data are missing to substantiate the confidence in integration/linkage. Programs have not actually assessed the integration effect. Although people in Washington, Ecuador, and Madagascar felt strongly that the approach

***Significant Need for Process and Tools for Planning, Monitoring and Evaluation of Integration***

Processes and tools are lacking. In the rush to identify indicators for integration, thought must be given to new processes for blending the accepted and expected sector-related methodology and indicators with context-specific integration outcomes.

***Post-ICDP Challenge Is to Demonstrate Value of Integration for Conservation Programs***

Conservation projects are moving away from Integrated Conservation and Development Programs toward facilitation of eco-regional planning processes that involve national and international policy issues. Questions remain concerning the implications of this at the community and project levels. To what extent are the environmental conservation organizations willing and/or interested to be active partners in integrated/linked community level work?

