INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT PROPOSAL

TITLE	STRENGTHENING OF COMMUNITY FOREST MANAGEMENT IN PERU
SERIAL NUMBER	PD 894/19 Rev.1 (F)
COMMITTEE	REFORESTATION AND FOREST MANAGEMENT
SUBMITTED BY	GOVERNMENT OF PERU
ORIGINAL LANGUAGE	SPANISH

SUMMARY

By achieving the specific objective of strengthening community forest management through the establishment and implementation of community forest management technical units (UTMFCs) at the national level, this project will contribute to strengthening community forest management with a view to improving the quality of life of native and rural communities that are users of forest and wildlife resources;

Expected project outputs are: efficient management of national and regional forest authorities to establish and manage UTMFCs; technical, organizational and management capacities of native and rural communities strengthened for the implementation of community forest management (CFM) actions; and community organizations strengthened for the implementation of CFM.

Activities to be carried out to strengthen technical, regulatory and management capacities for the implementation of UTMFCs include: strengthening the interaction of regional forest and wildlife authorities (ARFFS) with native and rural communities and other public and private organizations related to UTMFCs; providing technical and operational support to the ARFFS for the implementation and management of UTMFCs; raising awareness among indigenous and rural communities about the benefits of CFM; strengthening technical, regulatory, production, commercial, planning, organizational and management knowledge for the implementation of CFM; participating in technical, policy and marketing training events and experience-sharing meetings, among others; identifying and training leaders of native and rural communities; promoting the participation of women in decision-making and in production activities; and finally, developing the capacities of men and women for the management of native and rural organizations.

EXECUTING AGENCY	ASSOCIATION FOR INTEGRATED RESEARCH AND DEVELOPMENT (AIDER)	
COLLABORATING AGENCIES	--	
DURATION	24 MONTHS	
APPROXIMATE STARTING DATE	UPON APPROVAL	
BUDGET AND PROPOSED SOURCES OF FINANCE:	Source	Contribution in US$
	ITTO	**571,879**
	AIDER (counterpart contribution)	293,686
	TOTAL	**865,565**

TABLE OF CONTENTS

PROJECT BRIEF **3**

LIST OF ACRONYMS AND ABBREVIATIONS **6**

MAP OF PROJECT AREA **7**

PART 1. PROJECT CONTEXT **8**

1.1 ORIGIN 8
1.2 RELEVANCE 9
1.2.1 Conformity with ITTO's objectives and priorities 9
1.2.2 Relevance to the submitting country's policies 10
1.3 TARGET AREA 10
1.3.1 Geographic location 10
1.3.2 Social, cultural, economic and environmental aspects 11
1.4 EXPECTED OUTCOMES AT PROJECT COMPLETION 13

PART 2. PROJECT RATIONALE AND OBJECTIVES **14**

2.1 RATIONALE 14
2.1.1 Institutional set-up and organizational issues 14
2.1.2 Stakeholder analysis 15
2.1.3 Problem analysis 16
2.1.4 Logical framework matrix 19
2.2 OBJECTIVES 20
2.2.1 Development objective and impact indicators 20
2.2.2 Specific objective and outcome indicators 20

PART 3. DESCRIPTION OF PROJECT INTERVENTIONS **21**

3.1 OUTPUTS AND ACTIVITIES 21
3.1.1 Outputs 21
3.1.2 Activities 21
3.2 IMPLEMENTATION APPROACHES AND METHODS 24
3.3 WORK PLAN 26
3.4 BUDGET 27
3.4.1 Master budget 27
3.4.2 Consolidated budget by component 31
3.4.3 ITTO budget by component (US$) 32
3.4.4 Executing agency budget by component 33
3.5 ASSUMPTIONS, RISKS AND SUSTAINABILITY 34
3.5.1 Assumptions and risks 34
3.5.2 Sustainability 36

PART 4. IMPLEMENTATION ARRANGEMENTS **37**

4.1 EXECUTING AGENCY AND ORGANIZATION STRUCTURE 37
4.1.1 Executing and collaborating agencies 37
4.1.2 Project management team 37
4.1.3 Project steering committee 38
4.1.4 Stakeholder involvement mechanisms 39
4.2 REPORTING, REVIEW, MONITORING AND EVALUATION 39
4.3 DISSEMINATION AND MAINSTREAMING OF PROJECT LEARNING 40
4.3.1 Dissemination of project results 40
4.3.2 Mainstreaming of project learning 40

ANNEX 1: Profile of the executing agency **41**

ANNEX 2: Tasks and responsibilities of key experts provided by the executing agency **46**

ANNEX 3: Terms of reference of personnel and consultants financed by ITTO **50**

ANNEX 4. Recommendations of ITTO's Expert Panel **53**

PROJECT BRIEF

Current situation and problems to be addressed by the project

The Technical Units for Community Forest Management (*Unidades Técnicas de Manejo Forestal Comunitario* – UTMFCs) are organic units that seek to build and sustain intercultural relations and dialogue and work in coordination with public and private institutions and communities, among others, to promote sustainable forest management and contribute to improving the quality of life of local communities as well as the regional economies. The establishment of UTMFCs is based on the provisions of Act No. 29763 - Forestry and Wildlife Law. Their objective is to provide efficient and quality services to native and rural communities in accordance with their competences. One of the objectives of UTMFCs is to strengthen the capacities of and provide technical assistance to the communities, as well as facilitating community engagement in the management, monitoring and control of forest and wildlife resources in community territories and promoting and managing sustainable production projects.

The role of the UTMFCs is determined by the regional forest and wildlife authorities (*Autoridades regionales forestales y de fauna silvestre* - ARRFS) with the participation of the local communities. however, the implementation of these units is yet to be realized because their establishment and operation will require technical support and resources. The development of these units is important to strengthen community forest management (CFM) and ensure compliance with national forest regulations.

The project will support efficient management by forest and wildlife authorities for the establishment and implementation of UTMFCs; strengthening of the technical, organizational and management skills of native and rural communities to implement community forest management actions; and strengthening of community organizations, all of which will lead to the improvement of community forest management (CFM) to contribute to forest conservation and to the welfare of the communities that are legal forest users.

Development and specific objectives

The development objective of the project is to contribute to CFM in order to improve the quality of life of native and rural communities that are users of forest and wildlife resources, while its specific objective is to strengthen CFM through the establishment and management of UTMFCs at the national level.

Stakeholders/beneficiaries, outcomes and outputs

Direct project beneficiaries are the members of rural communities in the dry forests of the northern region, organized under CECOBOSQUE and FEPROCCA (Piura) and FEDECAL (Lambayeque), as well as the native communities in the Amazon region, organized under ORAU (Ucayali), ~~**ORPIO (Loreto),**~~ FECONAPIA (Huánuco), ARPI-SC (Junín and Pasco) and FENAMAD (Madre de Dios).

At project completion, the community forest management practices carried out by native and rural communities of the Amazon tropical forests of Peru, as well as the dry forests of the north coast of the country, will have been strengthened. This will be achieved through efficient management by forest and wildlife authorities for the establishment and implementation of UTMFCs, after having established pilot units to serve as models for the establishment of other UTMFCs structured as UGFFS units in the rest of the country, with the involvement of indigenous peoples' organizations as stipulated by the Forestry and Wildlife Law (LFFS) – Act No. 29763. These UTMFCs provide efficient and quality care and services to native and rural communities, according to the specific competencies of the UGFFS, strengthening capacities and providing technical assistance to members of the rural and indigenous communities by respecting their uses and customs; facilitating community participation of communities in the management, control and monitoring of forest and wildlife resources in their territories; promoting and managing sustainable production projects of wild flora and fauna for community producers; participating in the monitoring of the communities' management plans with the involvement of their representative organizations; providing training, information and legal guidance to enable them to obtain permits and authorizations for the use of forest and wildlife resources and for the development of forest management instruments; and promoting the importance of disseminating the knowledge and experiences acquired through CFM in the communities.

Furthermore, community members will have strengthened their capacities in the technical, organizational and management aspects required for the implementation of CFM actions, and community organizations

will be strengthened and will be acting in a coordinated manner to ensure the implementation of CFM plans, thus increasing the area of forests under forest management and ensuring compliance with national forest regulations. As a result, the supply of legally sourced timber and non-timber products will have increased, avoiding greater deforestation and forest degradation, as well as land-use changes, and thus the quality of life of the population of native and rural communities that are users of forest resources and wildlife in the project area will have been improved.

Expected project outputs are:

1. Efficient management by national and regional forest authorities to establish and implement UTMFCs
2. Technical, organizational and management skills of native and rural communities strengthened to implement community forest management actions
3. Community organizations strengthened for CFM

Methodological approach and stakeholder involvement

The capacity building process will be based on the "Learning-by-Doing" method. This will facilitate awareness building, reflection and analysis of the capacities that require strengthening, to enable participants to make the most appropriate forest management decisions. This is a dynamic method that was designed as an organized set of knowledge, methods, practical work and tools, to facilitate capacity building for the establishment and implementation of UTMFCs and CFM actions. It is based on a territorial development approach, with participatory processes applying gender equality criteria and interaction based on intercultural awareness.

- **Territorial approach to rural development:** it involves the inclusion of all social stakeholders in a given territory, and constitutes a model for joint rural development management, acknowledging social and cultural diversity of each territory as expressed by its social stakeholders; this model strives to enrich human capital and improve social stakeholder capacities.

- **Participatory approach:** it is based on the principle that involvement is a political, democratic and pedagogical process. The strategy to achieve active and committed involvement will be based on interactive consultation through spaces for dialogue between local and regional government institutions and rural community organizations; sharing of knowledge, proposals and ideas; reaching consensus and agreements; and sharing responsibilities.

- **Gender equality approach:** this is a socio-cultural variable associated with social relations and socially constructed differences between men and women. The strategy for implementing this approach is based on analyzing and promoting equitable male and female involvement as administrators, producers, users, and consumers of forest resources and as holders of a vast wealth of knowledge about these resources. The main actions will be aimed at including, in each activity, an element of reflection and debate on gender and forests; encouraging female leadership; and strengthening community organizations and public bodies in order to achieve equitable male and female involvement in positions and responsibilities.

- **Intercultural approach:** it involves the establishment of relations based on mutual tolerance and respect, valuing cultural diversity, and is achieved through a process of communication and sharing of experiences and knowledge among groups that interact dynamically. The actions that will contribute to the implementation of this approach include: acknowledgement of local knowledge and its articulation with modern technical and scientific knowledge; acknowledgement of and respect for the internal mechanisms of communities and community organizations for decision making, and the development of mechanisms and spaces for consensus-based decision making on CFM.

Sustainability of project outcomes

The project will strengthen CFM through the establishment and implementation of UTMFCs under the responsibility of the ARFFS and with the support SERFOR as the national forest and wildlife authority, as stipulated by law. The project will contribute to the implementation of these actions in a shorter period time, by establishing 8 UTMFCs, 3 of which will serve as models for the establishment of other units. Sustainability will be ensured as long as regional governments allocate the required human and financial resources to continue these activities. To this end, the project will carry out technical, political, budgetary and legal advocacy actions to ensure financial support from the government budget, for both the establishment and implementation of UTMFCs in order to meet the established objectives and to provide the services that are outlined in the national legislation. In this regard, the project envisages capacity building and strengthening, for both civil and public servants, in the management of UTMFCs, the strengthening of CFM capacities among community members, and the strengthening of community organizations, so that the State can continue fulfilling its commitments.

Main assumptions and risks

The most important assumptions and risks include the following:

- National and regional policies promote community forest management
- Regional forest and wildlife authorities (ARFFSs) undertake commitments and prioritize actions to establish the UGFFSs, which is a precondition for implementing the UTMFCs
- National and regional forest authorities are willing to carry out joint actions and participate in training activities
- Public and private institutions are willing to share information
- Government authorities and community leaders are willing to participate in project activities
- Local communities are interested in the harvesting of forests through forest management plans (FMP)
- Development organizations and local communities are willing to share gender-based CFM experiences.

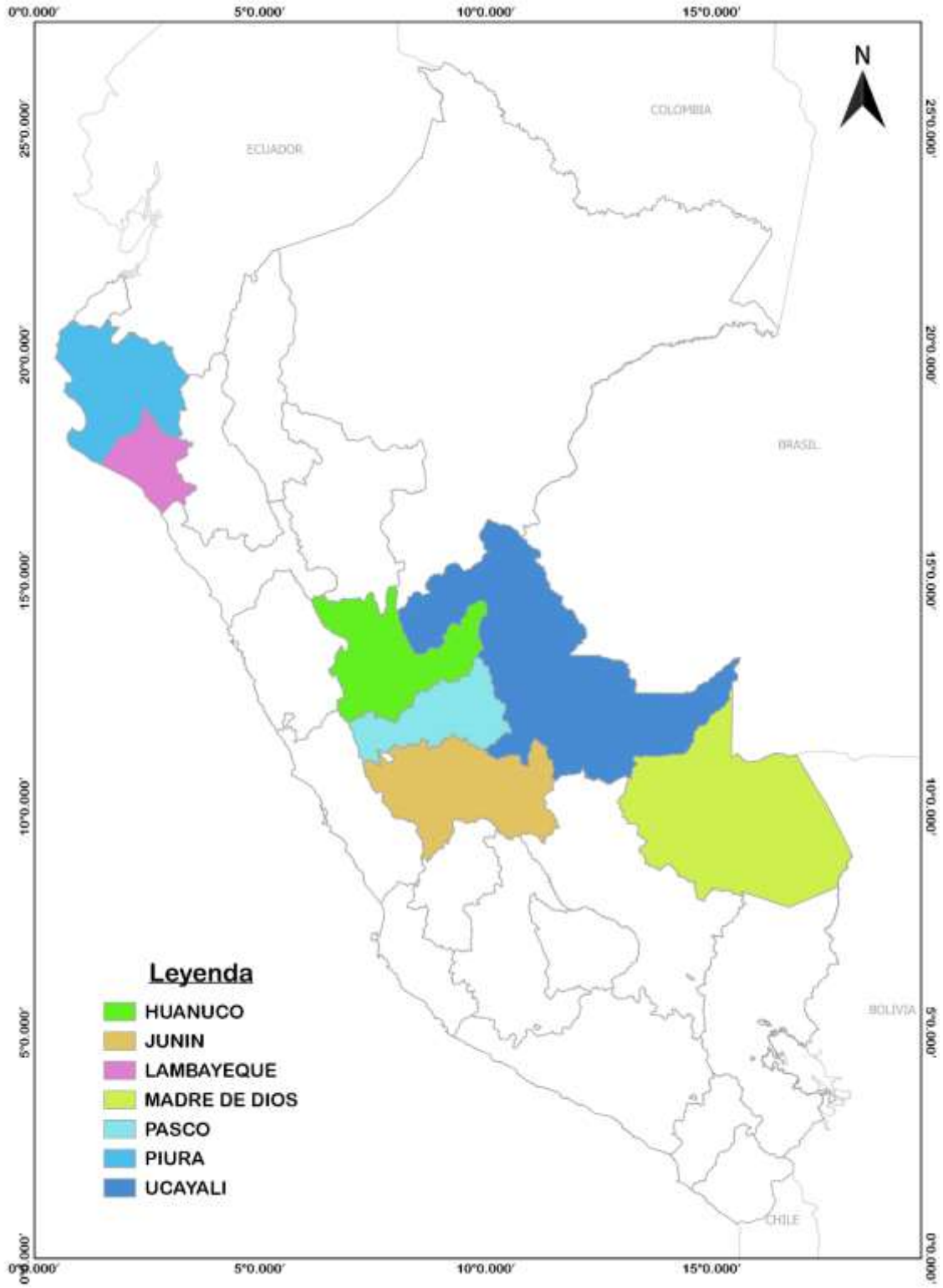
Budget and sources of finance

The overall project budget is US$865,565, comprising an ITTO contribution of US$571,879 and a national counterpart contribution of US$293,686.

LIST OF ACRONYMS AND ABBREVIATIONS

AIDER	Asociación para la Investigación y Desarrollo Integral *(Association for Integrated Research and Development)*
AIDESEP	Asociación Interétnica de Desarrollo de la Selva Peruana *(Inter-Ethnic Association for Forest Development in Peru)*
ANAP	Asociación de Nacionalidades Ashaninkas del Peru *(Ashaninka Peoples' Association of Peru)*
ARPI/SC	Asociación Regional de Pueblos Indígenas de la Selva Central *(Regional Indigenous Peoples' Association of the Central Forest Region)*
ARFFS	Autoridades regionales forestales y de fauna silvestre *(Regional Forest and Wildlife Authorities)*
ATFF	Administración técnica forestal y de fauna silvestre *(Technical Forest and Wildlife Administration)*
CAM	Comisión Ambiental Municipal *(Municipal Environmental Commission)*
CAR	Comisión Ambiental Regional *(Regional Environmental Commission)*
CDM	Clean Development Mechanism
CECOBOSQUE	Central de Comunidades Campesinas del Bosque Seco *(Council for Dry Forest Rural Communities)*
CFM	Community forest management
COHARYIMA	Consejo Harakbut, Yine y Machinguenga *(Harakbut, Yine and Machinguenga Council)*
COINBAMAD	Consejo Indígena de la Zona Baja de Madre de Dios *(Indigenous Council of the Lower Area of Madre de Dios)*
CONAP	Confederación de Nacionalidades Amazónicas del Perú *(Confederation of Amazon Peoples of Peru)*
CONAVAMSAT	Consejo Asháninka del Valle de Maranquiari – Satipo *(Ashaninka Council of Maranquiari – Satipo Valley)*
EEZ	Economic ecological zoning
FECOMBU	Federación de Comunidades Nativas del Bajo Ucayali
FECONABAP	Federación de Comunidades Nativas del Bajo Perené
FECONADIP	Federación de Comunidades Nativas del Distrito de Iparía
FECONAPIA	Federación de Comunidades Nativas de Puerto Inca y Afluentes
FECONAU	Federación de Comunidades Nativas del Ucayali y Afluentes
FEDECAL	Federación de Comunidades Campesinas de Lambayeque
FEMUCARINAP	Federación Nacional de Mujeres campesinas, Artesanas, Indígenas, Nativas y Asalariadas
FENACOCA	Federación Nativa de Comunidades Cacataibo
FENAMAD	Federación Nativa del Río Madre de Dios y Afluentes
FEPROCCA	Federación Provincial de Comunidades Campesinas de Ayabaca
FMP	Forest Management Plan
FMS	Forest Management Statement
GORE	Regional Government
INEI	Instituto Nacional de Estadística e Informática *(National Institute of Statistics and Information Technology)*
ITTO	International Tropical Timber Organization
KANUJA	Unión Indígena Asháninka Nomatsiguenga del Valle Pangoa
LFFS	Ley Forestal y de Fauna Silvestre *(Forestry and Wildlife Law)*
MINAGRI	Ministerio de Agricultura y Riego *(Ministry of Agriculture and Irrigation)*
MINAM	Ministerio del Ambiente *(Ministry of the Environment)*
NGO	Non-government organization
NPA	Natural Protected Area
OMFC	Oficina de Manejo Forestal Comunitario *(Community Forest Management Office)*
ONAMIAP	Organización Nacional de Mujeres Indígenas, Andinas y Amazónicas del Perú *(National Organization of Indigenous, Andean and Amazon Women of Peru)*
ORAU	Organización Regional AIDESEP Ucayali *(AIDESEP Ucayali Regional Organization)*
ORDIM	Organización de Desarrollo del Distrito Indígena de Masisea *(Masisea Indigenous District Development Organization)*
ORPIO	Organización Regional de los Pueblos Indígenas del Oriente *(Regional Organization for Eastern Indigenous Peoples)*
PCC	Project Consultative Committee
PNFFS	Política Nacional Forestal y de Fauna Silvestre *(National Forest and Wildlife Policy)*
PSC	Project Steering Committee
REDD+	Reducing emissions from deforestation and degradation plus
SERFOR	Servicio Nacional Forestal y de Fauna Silvestre (*National Forest and Wildlife Service)*
SERNAMP	Servicio Nacional de Áreas Protegidas *(National Service for Protected Areas)*
SINAFOR	Sistema Nacional de Gestión Forestal y de Fauna Silvestre *(National System for Forest and Wildlife Management)*
SL	Latitude south
UGFFS	Unidad de Gestión Forestal y de Fauna Silvestre *(Forest and Wildlife Management Unit)*
UTMFC	Unidad Técnica de Manejo Forestal Comunitario *(Technical Unit for Community Forest Management)*
WL	Longitude west

MAP OF PROJECT AREA



PART 1. PROJECT CONTEXT

1.1 Origin

Peru is one of the 10 megadiverse countries in the world; it has the second largest Amazon forest that includes 13% of the Amazon rainforest area and contains more than 70 million ha of forests, which are home to more than 8,000 communities, whose lands cover over 11 million hectares, hence the significance of forests for the development of the Amazon and northern coastal regions of the country.

The Technical Units for Community Forest Management (*Unidades Técnicas de Manejo Forestal Comunitario* – UTMFCs) are organic units that seek to build and sustain intercultural relations and dialogue and work in coordination with public and private institutions and communities, among others, to promote sustainable forest management and contribute to improving the quality of life of local communities as well as the regional economies. The establishment of UTMFCs is based on the provisions of Act No. 29763 - Forestry and Wildlife Law. Their objective is to provide efficient and quality services to native and rural communities in accordance with their competences. One of the objectives of UTMFCs is to strengthen the capacities of and provide technical assistance to the communities, as well as facilitating community engagement in the management, monitoring and control of forest and wildlife resources in community territories and promoting and managing sustainable production projects.

The role of the UTMFCs is determined by the regional forest and wildlife authorities (*Autoridades regionales forestales y de fauna silvestre* - ARRFS) with the participation of the local communities. In Ucayali, ~~**Loreto,**~~ Madre de Dios, San Martín and Huánuco, forest and wildlife related functions have been transferred to the regional governments. In other regions of the country where these functions have not yet been transferred, as is the case in Piura, Lambayeque, Pasco and Junín, they are under SERFOR's management through the Technical Forest and Wildlife Administrations (*Administraciones Técnicas Forestales y de Fauna Silvestre* – ATFFS).

In the Junín region, the UTMFC initiative has been launched since 2015 through pilot programs in the province of Satipo. Participating indigenous and rural organizations include CONAP, CCP, Femucarinap and Onamiap; however, the implementation of these units is yet to be realized. In general, UTMFCs at the national level have not yet been created, even though their establishment and implementation are important to promote the sustainable use of forest resources by both native and rural communities. In the case of Piura, SERFOR, the Regional Government of Piura, AIDER and CECOBOSQUE reached an agreement in 2017 to work towards the implementation of a UTMFC in the region.

AIDER's experience in working on CFM with a technical, economic and social focus includes a forest governance project with the support of ITTO and the National Forest and Wildlife Authority (currently represented by SERFOR) – RED-PD 033/11 Rev.3 (F) "Value Adding to Environmental Services from Managed Forests Belonging to Seven Native Communities in the Ucayali Region", an initiative that has strengthened SFM in community areas as well as the management of timber and non-timber forest production activities, based on the indigenous population's interest in strengthening their capacities for forest conservation and improving their quality of life. In addition, Project PD 741/14 Rev.3 (F) "Capacity building for the sustainable management of tropical dry forests on the north coast of Peru" is being implemented under an AIDER-ITTO-SERFOR agreement. The project deals with the problem of the limited capacities of stakeholders to address the degradation of dry tropical forests on the north coast of Peru, in the departments of Tumbes, Piura and Lambayeque, which share this ecosystem. Thus, the project is strengthening the capacities of key stakeholders to apply sustainable management policies in dry tropical forests so as to contribute to improving the quality of life of rural communities through the conservation and sustainable use of those forests.

This project proposal has been developed with the primary aim of promoting the establishment and implementation of UTMFCs based on SERFOR's interest in promoting community forest management, improving the quality of life of local communities and enforcing the national forest regulations regarding CFM, as well as AIDER's commitment to continue strengthening CFM.

1.2 Relevance

1.2.1 Conformity with ITTO's objectives and priorities

a. Compliance with the International Tropical Timber Agreement, ITTA 2006

This project conforms to the ITTA 2006 objectives of promoting the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests, and promoting the sustainable management of tropical timber producing forests. The project is consistent with the objectives set out in Article 1 of the Agreement as follows:

- ✓ ***Objective c. Contributing to sustainable development and to poverty alleviation:*** The project will improve community income levels through the establishment and implementation of UTMFCs and CFM activities.
- ✓ ***Objective f. Promoting and supporting research and development with a view to improving forest management and efficiency of wood utilization:*** The project will promote the development and implementation of forest management plans and the strengthening of forestry skills.
- ✓ ***Objective n. Strengthening the capacity of members to improve forest law enforcement and governance:*** The project will facilitate the development and implementation of UTMFCs with the participation of native and rural communities, while strengthening governance.
- ✓ ***Objective q. Promoting better understanding of the contribution of non-timber forest products to the sustainable management of tropical forests:*** The project envisages integrated and sustained forest harvesting using a gender approach.
- ✓ ***Objective r. Encouraging members to recognize the role of forest-dependent indigenous and local communities:*** UTMFCs will provide a platform where forest authorities and communities will participate and interrelate considering both indigenous cosmovision and forest policy elements.

b. ITTO Strategic Action Plan 2013 – 2018

The project is consistent with the following priorities:

Strategic Priority 2. *Increase the contribution of tropical forests to national and local economies:* by improving community income levels through CFM-related production activities based on better organization and management conditions.
Strategic Priority 3. *Enhance the conservation and sustainable use of biodiversity in tropical timber producing forests:* through the development and implementation of CFM plans for timber and non-timber production.
Strategic Priority 4. *Reduce tropical deforestation and forest degradation and enhance the provision of environmental services.* by strengthening CFM-based production activities that will support legal forest actions.
Strategic Priority 6. *Build and develop human resource capacity to implement SFM and increase trade in forest goods and services from sustainably managed forests:* by providing training on CFM based on sustainability criteria, market approaches and compliance with forest regulations.

c. ITTO/CBD Collaborative Initiative for Tropical Forest Biodiversity 2011
The project is consistent with key outcome 4 of this initiative: Improved welfare of local communities and indigenous groups through biodiversity conservation and sustainable use of natural resources.

d. ITTO Policy Guidelines on Gender Equality and Empowering Women (GEEW)
The project is consistent with these guidelines and with Appendix D: Guidelines for project-related gender analyses. This project is considered to be gender-sensitive because gender mainstreaming has been taken into account from its design stage.

e. Guidelines for environmental and social risk and impact assessment in ITTO projects
The project envisages positive social impacts by improving technical, organizational and management capacities of male and female indigenous producers and their economic income; furthermore, it will promote timber and non-timber forest production through the development and implementation of management plans to be approved by the competent regional forest and wildlife authorities.

1.2.2 Relevance to the submitting country's policies

The proposal is framed within the Political Constitution of Peru, which in its ***Article 66*** states that renewable and non-renewable resources are part of the Nation's assets, and that the State is responsible for their harvesting and for establishing the conditions of their utilization in accordance with the law. The proposal is also consistent with the National Forest and Wildlife Policy, which is based on the principles contained in the Executive Organic Law – Act No. 26821 and the Forestry and Wildlife Law – Act No. 29763, in consonance with the National Environmental Law – SD No. 012-2009-MINAM and the provisions concerning the Rights of Indigenous Peoples. These principles are as follows: forest governance, cross-sectoral approach, sustainable utilization of the national forest heritage, ecosystem approach, competitiveness and productivity, social fairness and inclusion, inter-cultural awareness, participation in forest and wildlife management, and gender approach. CFM is part of the National Forest and Wildlife Policy, which in its chapter on *"Social inclusion and inter-cultural awareness"* focuses on the *"Development and consolidation of CFM in all its sustainable forms and uses, as well as sustainable management and harvesting by local communities".*

1.3 Target area

1.3.1 Geographic location

This inter-regional project will be implemented in the forest areas of the north coast of the country (departments of Piura and Lambayeque) and of the Peruvian Amazon region (departments of ~~**Loreto,**~~ Ucayali, Huánuco, Pasco, Junín and Madre de Dios).

Department of Piura: It borders to the north with Tumbes and the Republic of Ecuador; to the south with the department of Lambayeque; to the east with the department of Cajamarca; and to the west with the Pacific Ocean. Its continental area covers 36,065 km^2 while its island area covers 1.32 km^2, which accounts for 2.8% of the national territory. Politically, it is divided into 8 provinces (Piura, Sullana, Talara, Paita, Sechura, Morropón, Ayabaca and Huancabamba), 64 districts and 2,632 population centers (INEI 2011).

Department of Lambayeque: It borders to the north with Piura; to the south with the department of La Libertad; to the east with Cajamarca; and to the west with the Pacific Ocean. Its geographical coordinates extend from 5°28'49.48" LS (latitude south) to the north, up to 7°10'37.52" LS to the south, and from 79º07'20.60" LW (longitude west) in the eastern border up to 80º37'37.40" LW in the western border. Including the islands of Lobos de Afuera and Lobos de Tierra, the department covers an area of 14,856.25 km^2 (1.16% of the total land area of Peru). Politically, it is divided into 3 provinces (Chiclayo, Lambayeque and Ferreñafe) and 38 districts.

Department of Madre de Dios: It borders to the north with the department of Ucayali and Brazil; to the south with the departments of Puno and Cusco; to the east with Bolivia and Brazil; and to the west with the department of Cusco. The department covers a total area of 85,301 km^2, which accounts for 6.6% of the national territory. Its geographical coordinates are 9º55´3" LS and 70º37´59" and 77º22´27" LW. Politically, it is divided into 3 provinces and 11 districts.

Department of Ucayali: It is located in the central and eastern part of the country, within geographical coordinates of 07º20'23" and 11º27'35" LS and 70º29'46" and 75º58'08" LW. It borders to the north with the department of Loreto; to the south with the departments of Cuzco, Madre de Dios Junín; to the east with Brazil (State of Acre); and to the west with the departments of Pasco and Huánuco. The department has a total area of 102,410.18 km², which accounts for 7.97% of the national territory and about one seventh of the Peruvian Amazon rainforest. The department contains both high rainforest areas and Amazon plain areas, which represent 13.7% and 86.3%, respectively, of the total area of the region.

Department of Junín: It is located in the central part of Peru, its capital is the city of Huancayo. It borders to the south with the departments of Huancavelica and Ayacucho; to the north with Pasco and Ucayali; to the east with Cusco; and to the west with the city of Lima. The department has a total area of 44,197.23 km² and is politically divided into 9 provinces and 123 districts.

Department of Pasco: It is located in the central part of the country, to the east of the western mountain ranges, and is made up of Andean areas and high and middle rainforest areas along the Pachitea river. It

borders to the north with Huánuco; to the south with Junín; to the east with Ucayali; and to the west with Lima. The department has a total area of 25,319.59 km^2 and is divided into three provinces: Pasco, Daniel A. Carrión and Oxapampa.

Department of Huánuco: It is located in the central-eastern part of the country and has a total area of 36,850 km², which accounts for 2.9% of the national territory. The department is politically divided into 11 provinces.

~~**Department of Loreto: It is located in the north-eastern part of Peru. It is bordered to the north with Ecuador and Colombia; to the east with Brazil; to the south with Ucayali; and to the west with the departments of Amazonas and San Martín. It is the largest department in the country with an area of 368,852 km^2.**~~

1.3.2 Social, cultural, economic and environmental aspects

Social aspects. The departments of Piura and Lambayeque have a population of more than 3 million (INEI 2012). Over 90% of the population are urban dwellers with a gender split of 54% males and 46% females. With regard to organizational aspects, rural communities (RCs) are grouped into CECOBOSQUE for the management of their natural resources, covering a territory of 1.4 million hectares. In Lambayeque the equivalent organization is FEDECAL, which covers an area of approximately 600,000 ha. The Piura communities that are both recognized and have title over their lands include José Ignacio Távara Pasapera in Chulucanas, Samanga in Ayabaca, Andanjo - Canchaque in Huancabamba; in Lambayeque, recognized communities with land titles are Santo Domingo de Olmos, Muchik Santa Catalina Chongoyape in Chiclayo, while existing organizations are CECOBOSQUE and FEPROCCA in Piura and FEDECAL in Lambayeque.

The native population living in the departments of Ucayali, Loreto, Pasco, Junín and Huánuco represents more than 80% of the total native communities of the Amazon region and are distributed into different ethnic groups, including Shipibos Conibos, Ashaninkas, Cacataibos, Yaneshas, Yines, and Machiguengas, among others. Madre de Dios also has a wide ethnic diversity distributed into seven linguistic groups, including: Harakmbut, Ese'Eja, Matsiguenka, Yine, Shipibo - Conibo, Amahuaca and Kichua Runa. Indigenous women play a very important role in the holistic development and education of the younger generations. They also play a prominent role in the struggle to achieve indigenous peoples' rights and conservation and cultural development objectives. The table below shows the distribution of the population, land area and native communities (NCs) by department in the project area.

Department	Province	Districts	Native communities	Population (No.)	No. of families	Area (ha)
Ucayali	Coronel Portillo and Padre Abad	Callería, Iparía, Masisea, Irazo-la, Padre Abad	Callería, Roya, Junín Pablo, Buenos Aires, Nuevo Loreto, Sinchi Roca, Puerto Nuevo, Yamino, M. Cáceres	3,041	720	177,573
~~Loreto~~	~~Ucayali~~	~~Contamana, Padre Márquez~~	~~Canaan chia Tipishca, Canaan, Nuevo San Pablo, Túpac Amaru, Vencedor, Nuevo Sucre, Roaboya nativa, Alfonso Ugarte, Paoyhan~~	~~3,874~~	~~776~~	~~31,956~~
Pasco	Oxapampa	Puerto Bermúdez	Divisoria, Belén, Puerto Davis, San Fernando de Machuriani, Florida, San Pedro de Azupizú, Shirarine, Puerto Leticia, Betania, Tres Unidos	2,394	562	58,134
Junín	Satipo	Río Tambo, Pangoa, Satipo	Shimanbenzo, Mazaroveni, Cubantia, San Jacinto, Alto Sondoveni, San Pascual, Sta. Clara	1,586	345	50,983
Huánuco	Puerto Inca	Puerto Inca, Honoria, Yuyapichis, Tournavista	Santa Marta, Cleyto, Santa Teresa, Dos Unidos, Nuevo Unidos de Tahuantinsuyo, El Naranjal	2,080	393	63,571

Department	Province	Districts	Native communities	Population (No.)	No. of families	Area (ha)
Madre de Dios	Tahuamanu, Tambopata y Manu		Arazaire, Barranco Chico, Bélgica, Boca Inambari, Boca Ishiriwe, Boca Pariamanu, Diamante, El Pilar, Infierno, Isla de los Valles, Kotsimba, Masenawa, Monte Salvado, Palma Real, Palotoa Teparo, Puerto Arturo, Puerto Azul, Puerto Luz, Puerto Nuevo, San Jacinto, San Jose de Karene, Shintuya, Shipitiare, Shiringayoc, Sonene, Tres Islas	10,641	2,739	432,338
Total				**19,742**	**4,759**	**782,599**

Politically, in the regions of Piura, Lambayeque, Pasco and Junín, the Regional Forest and Wildlife Authorities (ARFFS) are represented by the Technical Forest and Wildlife Administration Units (ATFFS), while in the regions of Loreto, Ucayali, Madre de Dios, and Huánuco, forest and wildlife administrative functions have already been transferred to the respective regional governments, which are in fact the ARFFS. In Madre de Dios, the native communities or indigenous peoples are organized through FENAMAD, an organization founded in 1982, with the objective of defending the rights of these communities and promoting plans, projects and actions that improve the welfare of indigenous peoples in Madre de Dios. These communities are grouped into two indigenous councils (COINBAMAD and COHARYIMA); COINBAMAD is the intermediate organization of FENAMAD and is responsible for coordinating and identifying the needs of native communities. Even though native communities are politically divided and belong to different departments, their umbrella organizations include communities from different departments at the national level who represent them in AIDESEP and CONAP.

Cultural aspects. The north of the country (Piura and Lambayeque) is an important cultural heritage area. Piura, where the Vicús culture flourished, was also populated by the Tallanes along the coast, and the Huancabambas and Guayacundos in the highlands. There are many cultural sites in this area such as the ceremonial center of Ñañañique, the petroglyphs of Samanga, the treasures of Frías, the domains of Olleros, the ceremonial center of Narihuala, Aypate, as well as ceramics that are characteristic of the Encantada Chulucanas area. The department of Lambayeque is the cradle of many great pre-Columbian cultures, such as Lambayeque, Chimú and Mochica, whose artwork is admired worldwide for the state of development they achieved, particularly in goldsmithing and metallurgy. The remains of the tomb of the Lord of Sipán, discovered in 1987, is a clear example of this. Another discovery of equal importance was that of the Lord of Sicán, a member of the nobility of the Sicán or Lambayeque culture, which was found in the "Las Ventanas Huaca" in the historical Pomac Forest Sanctuary. The native communities of the Peruvian Amazon region have a great cultural diversity that allows them to differentiate between linguistic families and ethnic groups. There are marked differences even among communities of the same ethnic group, depending on the location of the community, proximity to access roads or cities, and the extent and location of their territory. The most remote communities maintain the strongest cultural identity and even use their native mother tongue to communicate within their family group and their community. However, they are increasingly adopting the new customs introduced by the mestizos. The cultural roots are stronger in the communities which are further away from cities. These are the communities that mostly communicate in their own dialects, while those closest to the city have been increasingly adopting mestizo customs. Furthermore, they are constantly fighting within the legal system to defend their ancestral and indigenous territories.

Economic aspects. Agriculture is the main economic activity of the rural communities (RCs) of Piura and Lambayeque, while in the Amazon region, the main economic activities of the native communities (NCs) are fishing, gathering, subsistence agriculture, timber harvesting (in most cases in partnership with third parties), subsistence fishing, handicrafts (mainly women) to be sold at local markets, and in general the harvesting and use of non-timber forest products. Most of these economic activities are aimed at producing goods for self-consumption and only some of these goods, such as wood, agricultural crops and handicrafts are sold at markets. Madre de Dios has 34 native communities, affiliated with FENAMAD, whose territories cover an area of approximately half a million hectares. All these communities are currently harvesting wood in their territories, but there is only a small percentage of them that have valid harvesting permits. These communities are also engaged in fishing, crafts (use of seeds and barks) and textiles, among others, and their main market is the city of Puerto Maldonado.

Environmental aspects. The Peruvian Amazon region covers 60.3% of the total area of the country. Not only is it one of the most biodiverse places in the world, but it also provides ecosystem services that are extremely valuable, especially in the current context of the climate change era in which we live. The NCs directly depend on the natural environment to survive, both from a physical point of view (food, medicines, housing and clothing) and from a spiritual perspective. The fact that they directly depend on their natural environment for survival has created an awareness of the need to avoid the overexploitation of their natural resources. There are more than 18 million hectares of natural protected areas (NPA) in the country and it is expected that these areas will continue to increase in the future under the administration of the Peruvian government through SERNANP. There are also many established regional conservation areas in the country and others are in the process of being established. On the other hand, most of the forest land areas under title to the communities are being harvested, mainly by third party operators as well as by small-scale forest management and certification initiatives. Furthermore, forest areas along access roads are being encroached upon for land-use changes and mining operations.

1.4 Expected outcomes at project completion

At project completion, the community forest management practices carried out by native and rural communities of the Amazon tropical forests of Peru, as well as the dry forests of the north coast of the country, will have been strengthened. This will be achieved through efficient management by forest and wildlife authorities for the establishment and implementation of UTMFCs, after having established pilot units to serve as models for the establishment of other UTMFCs structured as UGFFS units in the rest of the country, with the involvement of indigenous peoples' organizations as stipulated by the Forestry and Wildlife Law (LFFS) – Act No. 29763. These UTMFCs provide efficient and quality care and services to native and rural communities, according to the specific competencies of the UGFFS, strengthening capacities and providing technical assistance to members of the rural and indigenous communities by respecting their uses and customs; facilitating community participation of communities in the management, control and monitoring of forest and wildlife resources in their territories; promoting and managing sustainable production projects of wild flora and fauna for community producers; participating in the monitoring of the communities' management plans with the involvement of their representative organizations; providing training, information and legal guidance to enable them to obtain permits and authorizations for the use of forest and wildlife resources and for the development of forest management instruments; and promoting the importance of disseminating the knowledge and experiences acquired through CFM in the communities.

Furthermore, community members will have strengthened their capacities in the technical, organizational and management aspects required for the implementation of CFM actions, and community organizations will be strengthened and will be acting in a coordinated manner to ensure the implementation of CFM plans, thus increasing the area of forests under forest management and ensuring compliance with national forest regulations. As a result, the supply of legally sourced timber and non-timber products will have increased, avoiding greater deforestation and forest degradation, as well as land-use changes, and thus the quality of life of the population of native and rural communities that are users of forest resources and wildlife in the project area will have been improved.

PART 2. PROJECT RATIONALE AND OBJECTIVES

2.1 Rationale

2.1.1 Institutional set-up and organizational issues

- ***National Forest and Wildlife Service (SERFOR)***

SERFOR, the national authority for forests and wildlife resources, is a specialized technical agency that is the governing body of SINAFOR and is therefore its technical and regulatory authority responsible for establishing relevant standards and procedures at the national level. At the regional level, forest sector authorities are represented by the regional forest and wildlife authorities (*Autoridades regionales forestales y de fauna silvestre* - ARRFS), and in those regions where these functions have not yet been transferred, regional authorities are represented by the the Technical Forest and Wildlife Administrations (*Administraciones Técnicas Forestales y de Fauna Silvestre* – ATFFS)., which are attached to SERFOR.

- ***Association for Integrated Research and Development (AIDER)***

AIDER is a Peruvian NGO established in 1986. Its areas of work include sustainable forest management; community forest management; combatting desertification; forest governance and certification; environmental services (CDM and REDD); NPA management; research; restoration of degraded areas; and reforestation. At the national level, it interacts with various institutions such as MINAM, SERFOR and indigenous organizations, and it is involved in various networks and organizations such as IUCN, FSC International, FSC Peru, the Peruvian Environmental Network, the National Forestry Chamber (CNF), REDD+ Group Peru, and the International NGO Network on Desertification, among others. At the regional level, it interacts with forest authorities, regional governments, local governments, and indigenous and rural organizations. It actively participates in various fora and networks; for example, in Ucayali, it is involved in the Ucayali Regional Technical Commission of EEZ, the Inter-cultural Roundtable of Social Capital for Sustainable Forest Management, the Regional Platform for Community Forest Management, the Regional Technical Group on Climate Change - REDD Roundtable, and the Sustainable Forest Development Roundtable of the Ucayali Region. In Piura, it is involved in the Regional Environmental Commission, the Regional Technical Group on Forest Development, the Regional Technical Group on Climate Change, the Departmental Commission Against Desertification and Drought, the Macro-Regional Forest Platform of the North Coast, the El Angolo Game Reserve Management Committee, the Regional Council for Organic Products, the Dry Forest Research Network, the Norbosque Regional Programme, the Local Management Committee for the Regional Conservation Area of Dry Forests in the Huarmaca Salt Flats, and the Management Committee for the North-eastern Biosphere Reserve of Amotape Mangroves. In Lambayeque, it participates in the Regional Environmental Commission, the Regional Technical Group on Climate Change and the Regional Technical Group on Biological Diversity.

Indigenous organizations:

- **AIDESEP:** as the representative organization of indigenous peoples in the Peruvian Amazon, it groups 9 decentralized regional organizations, located in the north, centre and south of the Peruvian forest region, and it comprises 109 federations, representing 1,809 communities with a population of more than 650,000 indigenous men and women grouped in 19 linguistic families. At the regional level, it represents ORAU (Ucayali), ~~**ORPIO (Loreto),**~~ ARPI-SC (Central Forest Region between Junín and Pasco) and FENAMAD (Madre de Dios).

- **CONAP:** an organisation that groups federations from the departments of Loreto, Huánuco, Junín, Pasco and Ucayali.

- **ORAU:** an indigenous organization that comprises the following federations: FECONAU, ORDIM, FECONADIP, FENACOCA, FECOMBU, FECONAPIA, ARPI-SC, CONAVAMSAT, FECONABAP, KANUJA and ANAP.

2.1.2 Stakeholder analysis

Several stakeholders have been identified in the project area to be involved in the project:

Stakeholder group	Characteristics	Problems, needs and interests	Strengths	Involvement in the project
Primary stakeholders				
Native communities of the Amazon region and rural communities living in forest areas along the north coast of Peru	These communities have a holistic cosmovision of their territories and natural resources, which is made up of three basic elements: soil, forests and water. Along the north coast, the rural communities are grouped into the following organizations: CECOBOSQUE and FEPROCCA (in Piura) and FEDECAL (in Lambayeque). In the Amazon region, native communities are grouped into the following organizations: ORAU (Ucayali), ~~**ORPIO (Loreto),**~~ FECONAPIA (Huánuco) ARPI-SC (Junín and Pasco) and FENAMAD (Madre de Dios).	**Problems:** Low income levels from forest production and management activities; increased deforestation; illegal logging; encroachments; land-use changes; poverty; gender inequality; limited knowledge about CFM, forest regulations and arrangements for their implementation, and limited contact with forest authorities and public and private technical experts for the implementation of CFM activities. **Needs:** Establishment and operation of UTMFCs, improved capacities for the implementation of CFM technical activities and improved organizational skills, of both men and women, for the production of timber and non-timber products. **Interests:** Ensure the conservation of their natural forest areas; generate higher income levels.	• They are willing to engage with forest authorities • They hold concessions for forest use in lands suitable for forestry • They have ancestral knowledge about forest and wildlife resources • They are willing to participate in project implementation activities	Direct project stakeholders
Secondary stakeholders				
Regional Amazon-based governments of ~~**Loreto,**~~ Ucayali, Madre de Dios and Huánuco	Competencies over forest and wildlife matters have been transferred to their jurisdictions in accordance with the national forest policy. They are the Regional Forest and Wildlife Authorities (ARFFS)	**Problem:** Limited technical and logistic capacity to establish a UTMFCs **Needs:** To strengthen their administrative and technical skills to support CFM activities To build confidence and improve their links with native and rural communities. **Interests:** To strengthen CFM for the benefit of native and rural communities	Willing to implement coordinated actions in support of rural and native communities	Project collaborators
Technical Forest and Wildlife Administrations – ATFFS of Pasco and Junín	Regional governments where forest and wildlife functions have not yet been transferred. They are attached to the national forest authority (SERFOR). They represent the ARFFS in their jurisdictions.			
Rural and native community organizations	They represent the federations and the rural and native communities to ensure the respect of their rights, and the conservation of their natural heritage and their cultural development	**Problems:** Increased poverty in the communities **Needs:** Satisfy the demands of community members **Interests:** To mitigate the visible poverty that exists in the communities through the sound management of forest and wildlife resources	Institutional support and an interest in promoting sustainable development to ensure the preservation of Amazon cultures	Project collaborators
Development NGO: AIDER	Development organization that actively contributes with policy and technical proposals for forest management activities. It is recognized by both regional and national authorities	It is interested in mitigating poverty by linking sustainable development to conservation needs	Institutional support and an interest in promoting sustainable development	Direct project stakeholders

2.1.3 Problem analysis

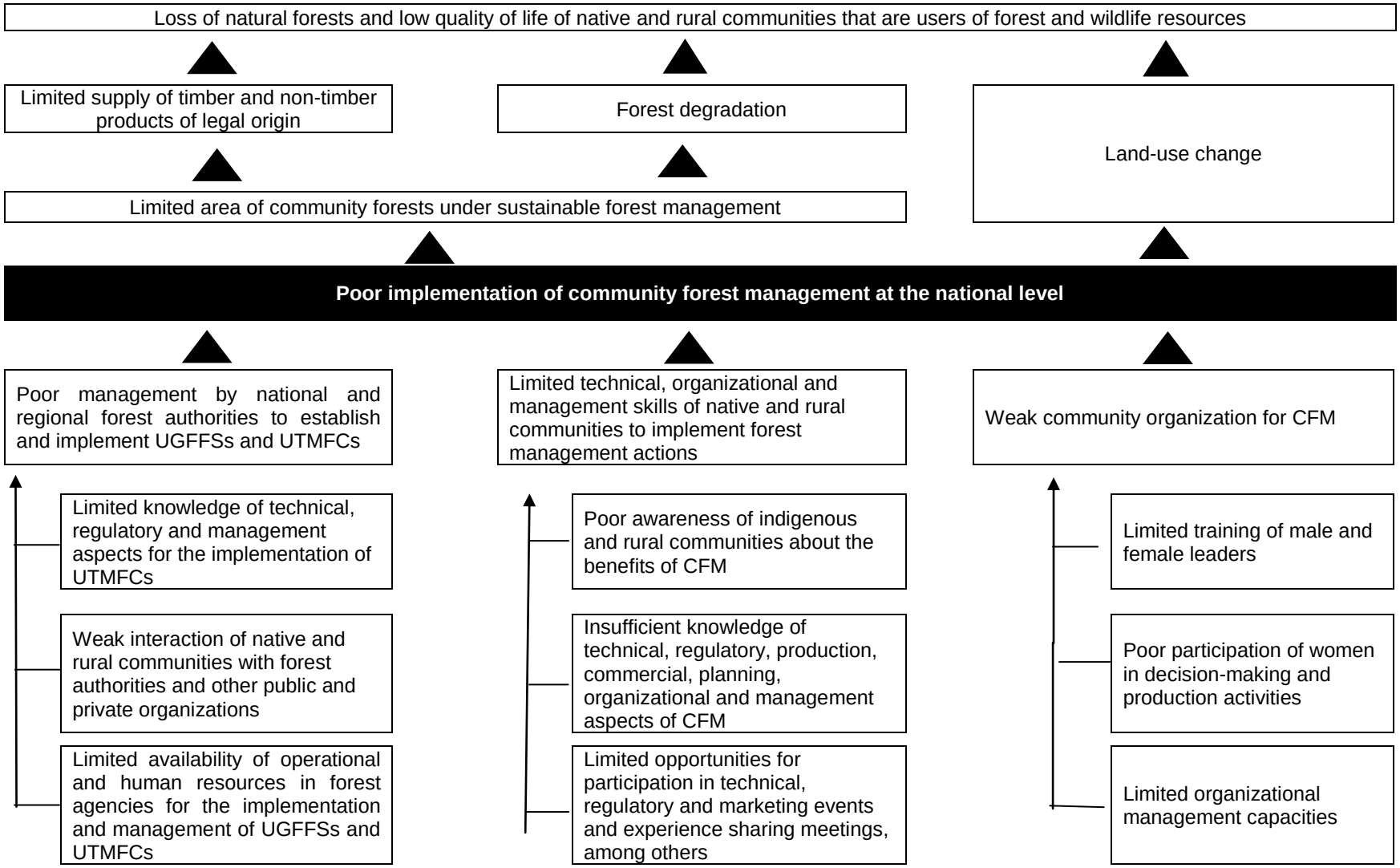
One of the main problems identified in relation to the situation of forests on community lands is the poor implementation of community forest management activities at the national level, due to the low level of management actions taken by the national and regional forest authorities for the establishment and operation of forest and wildlife management units (UGFFS) and technical community forest management units (UTMFC). The reasons for this include: limited technical-regulatory and management knowledge for the implementation of UTMFCs; weak interaction between native and rural communities, forest authorities and other public and private organizations; and limited availability of operational and human resources in forest agencies for the implementation, management and operation of UGFFSs and UTMFCs .

Another problem that was identified was the limited technical, organizational and management skills of native and rural communities to implement forest management actions, due to the fact that these communities have poor awareness about the benefits of CFM and that there is insufficient knowledge available about the technical, regulatory, production, commercial, planning, organizational and management aspects of CFM, as well as limited opportunities for the members of these communities to participate in technical, regulatory and marketing events and experience sharing meetings, among other events.

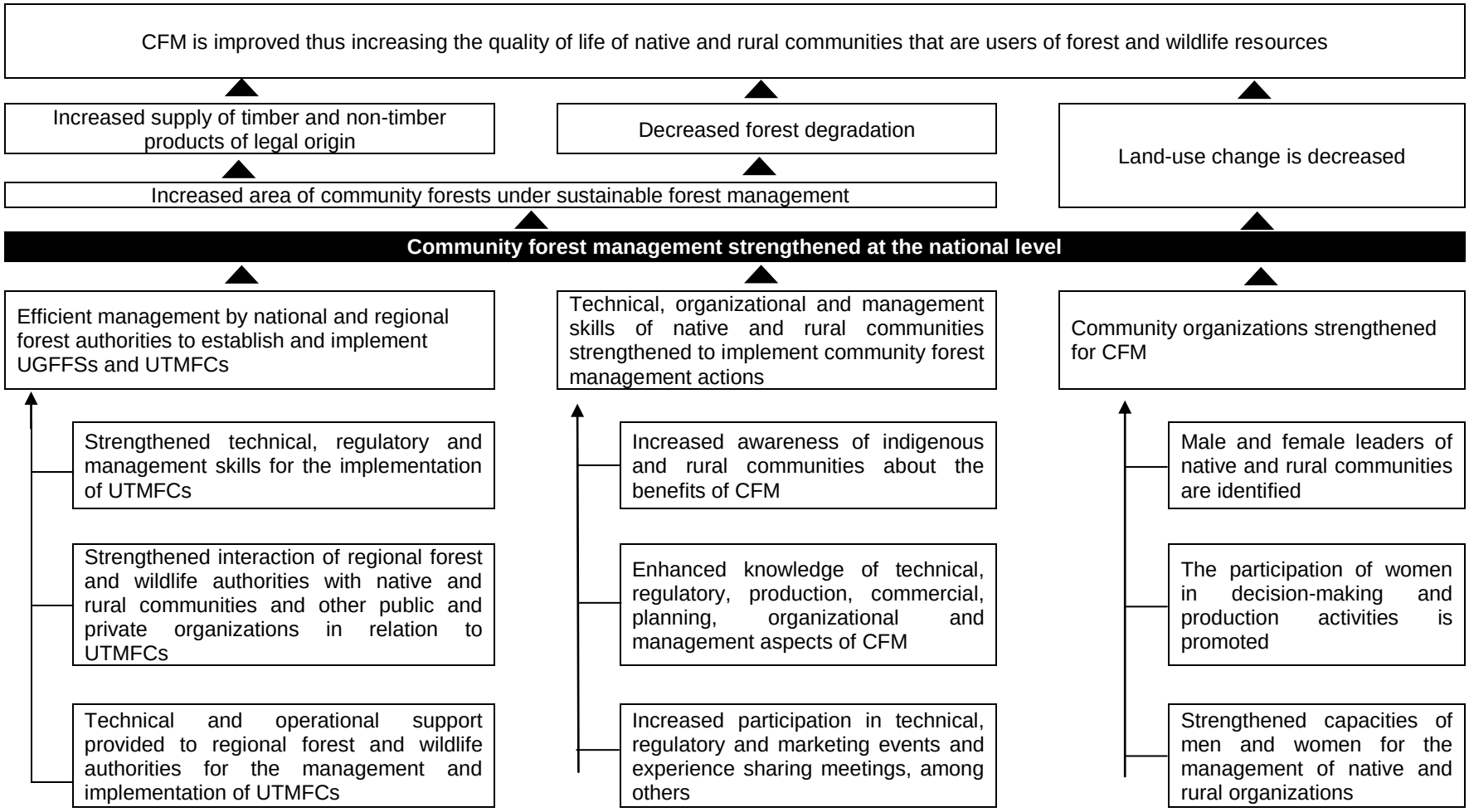
The third and final problem identified was weak community organization for the implementation of CFM, due to the limited training and education of community leaders, poor participation of women in decision-making and production activities and the limited organizational management capacities of these communities.

There are also large deforested areas that cover 24% of the territory of the sub-watershed. This situation has been caused by different factors, such as the opening of access roads to this region, which has been going on since the 1980s; the deforestation or clearing of certain areas for land titling purposes; and the colonization of forest areas for agricultural activities and the establishment of pasturelands, as well as the illegal growing of coca crops. All of this has made the local landscape highly vulnerable due to land-use change and has turned this region into an area of socio-political conflicts. Furthermore, in recent years, the national and regional governments have been promoting investments in large-scale oil-palm and cacao monoculture plantations, actions that are contrary to landscape restoration as the establishment of these plantations requires the deforestation of large areas of forest. To date, there have been very few initiatives aimed at the restoration of the landscape in the sub-watershed area due to the following identified causes: **i) Low level of management capacity in public institutions for landscape restoration:** The local government of the sub-watershed area of influence was divided to create new districts and the new local governments created are in the process of identifying and establishing their specific functions and responsibilities, as currently there is no clear jurisdictional boundaries. This is evidenced by their limited coordination with the regional government for the management of the region, as well as by their limited knowledge about forest legislation and landscape restoration for the implementation of investment projects. ii) **Limited technical, economic and organizational capacities of the native communities and settlements in the sub-watershed area**, particularly the native communities of Sinchi Roca, Sinchi Roca II and Puerto Nuevo, which together represent 34% of the territory of the sub-watershed. It should be noted that from the year 2000 to 2016, these three native communities had a total of 8,760 ha of deforested lands. **iii) Weak participation of civil society in landscape restoration activities**; in this case, civil society includes local dwellers, producer associations, neighbourhood councils and NGOs working in the area, all of whom have very limited links with the activities of private enterprises, universities, research institutions and public institutions, due to their lack of knowledge about the value of the sub-watershed landscape and the absence of leadership in landscape management actions.

Problem Tree



Objectives Tree



2.1.4 Logical framework matrix

INTERVENTION STRATEGY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	KEY ASSUMPTIONS
DEVELOPMENT OBJECTIVE Contribute to CFM to improve the quality of life of native and rural communities that are users of forest and wildlife resources	400,000 hectares of forest under community forest management 2,500 men and women from native and rural communities derive economic, social and environmental benefits from CFM	➢ Reports submitted by SERFOR, ARFFS, MINAM, OSINFOR and the project ➢ ARFFS management reports ➢ INEI reports ➢ Project reports	National and regional policies support CFM
Specific objective Strengthen CFM through the establishment and management of UTMFCs at the national level	8 regional governments have a technical team duly trained for the establishment and management of UTMFCs 3 UTMFC establishment and management models – 2 for the lower forest region and 1 for the coastal dry forest region 8 UTMFCs established at the national level in the regional government areas of Ucayali, ~~Loreto,~~ Madre de Dios, Huánuco, Pasco, Junín, Amazonas, Piura and Lambayeque 20 native communities and 5 rural communities are implementing CFM activities 100 indigenous producers, of whom at least 30% are women, have strengthened management skills to lead production CFM activities in accordance with the forest legislation	➢ ARFFS management reports ➢ Regional government resolutions ➢ Documents and agreements with communities on their willingness to implement forest management plans ➢ Project reports ➢ Reports submitted by SERFOR, ARFFS, OSINFOR and the project	Regional forest and wildlife authorities undertake commitments and prioritize actions to implement UGFFSs and UTMFCs
Output 1 Efficient management by national and regional forest authorities to establish and implement UTMFCs	40 ARFFS professionals have strengthened their technical, regulatory and management capacities for the implementation of UTMFCs 8 training workshops on technical, regulatory and management aspects of UTMFCs 8 ARFFS have documents available for the establishment and implementation of UTMFCs 8 dialogue platforms on CFM established with the participation of forest authorities, communities and civil society 8 UTMFCs established and managed based on a participatory approach	➢ Project reports ➢ Event proceedings ➢ Technical files ➢ Minutes of dialogue fora ➢ UTMFC reports ➢ Training materials publishes and distributed	➢ National and regional forest authorities are willing to implement joint actions and participate in training ➢ Public and private institutions are willing to share information
Output 2 Technical, organizational and management skills of native and rural communities strengthened to implement community forest management actions	480 community members, of whom at least 30% are women, are aware of the benefits of CFM 8 workshops/courses implemented on technical, regulatory, production and marketing aspects for the development of FMPs and the implementation of CFM 160 community members, of whom at least 30% are women, trained in technical, regulatory, production and marketing aspects for the development of FMPs and the implementation of CFM 16 communities have FMPs for timber and non-timber products 16 communities have skills to improve timber and non-timber production	➢ Project reports ➢ Event proceedings ➢ Training materials publishes and distributed ➢ Forest management plans ➢ Production reports	➢ Authorities and community leaders are willing to participate in project activities ➢ Communities are interested in the harvesting of forests under FMPs
Output 3 Community organisations strengthened for CFM	32 leaders, of whom at least 30% are women, identified and trained 32 women participate in CFM production activities and UTMFC actions and are involved in decision-making 32 community members, of whom at least 30% are women, trained for the management of their organizations	➢ Project reports ➢ Event proceedings ➢ UTMFC reports	➢ Development organizations and communities are willing to share gender-focused CFM experiences

2.2 Objectives

2.2.1 Development objective and impact indicators

Development objective: Contribute to CFM to improve the quality of life of native and rural communities that are users of forest and wildlife resources.

Impact indicators:

- ✓ 400,000 hectares of forest under community forest management
- ✓ 2,500 men and women from native and rural communities derive economic, social and environmental benefits from CFM

2.2.2 Specific objective and outcome indicators

Specific objective: Strengthen CFM through the establishment and management of UTMFCs at the national level.

Outcome indicators:

- ✓ 8 regional governments have a technical team duly trained for the establishment and management of UTMFCs
- ✓ 3 UTMFC establishment and management models – 2 for the lower forest region and 1 for the coastal dry forest region
- ✓ 8 UTMFCs established at the national level in the regional government areas of Ucayali, ~~**Loreto,**~~ Madre de Dios, Huánuco, Pasco, Junín, Amazonas, Piura and Lambayeque
- ✓ 20 native communities and 5 rural communities are implementing CFM activities
- ✓ 100 indigenous producers, of whom at least 30% are women, have strengthened management skills to lead production CFM activities in accordance with the forest legislation

PART 3. DESCRIPTION OF PROJECT INTERVENTIONS

3.1 Outputs and activities

3.1.1 Outputs

For Output 1. Efficient management by national and regional forest authorities to establish and implement UTMFCs

- ✓ 40 ARFFS professionals have strengthened their technical, regulatory and management capacities for the implementation of UTMFCs.
- ✓ 8 training workshops on technical, regulatory and management aspects of UTMFCs.
- ✓ 8 ARFFS have documents available for the establishment and implementation of UTMFCs
- ✓ 8 dialogue platforms on CFM established with the participation of forest authorities, communities and civil society
- ✓ 8 UTMFCs established and managed based on a participatory approach

For Output 2. Technical, organizational and management skills of native and rural communities strengthened to implement community forest management actions

- ✓ 480 community members, of whom at least 30% are women, are aware of the benefits of CFM.
- ✓ 160 community members, of whom at least 30% are women, trained in technical, regulatory, production and marketing aspects for the development of forest management plans and the implementation of CFM
- ✓ 16 communities have forest management plans for timber and non-timber products
- ✓ 16 communities have skills to improve timber and non-timber production

For Output 3. Community organizations strengthened for CFM

- ✓ 16 leaders, of whom at least 30% are women, identified and trained for organizational strengthening
- ✓ At least 30 women participate in CFM production activities and UTMFC actions and are involved in decision-making.
- ✓ 32 community members, of whom at least 30% are women, trained for the management of their organizations.

3.1.2 Activities

For Output 1:

A1.1 Strengthen technical, regulatory and management capacities for the implementation of UTMFCs. With the participation of SERFOR, illustrative training booklets will be developed and face-to-face and virtual courses will be held for ARFFS professionals on technical, regulatory and management issues related to UTMFCs.

A1.2 Strengthen the interaction of ARFFS with native and rural communities and other public and private organizations in relation to UTMFCs. Regional and local dialogue platforms will be promoted and strengthened with the participation of community members, forest authorities and other civil society stakeholders to discuss issues related to forest and wildlife problems and propose solutions.

A1.3 Provide technical and operational support to regional forest and wildlife authorities for the management and implementation of UTMFCs. Project staff will provide technical and legal support for the preparation of documents and technical and legal files needed for the development, establishment and management of nine UTMFCs by ARFFS, in both the Amazon and the north coast regions.

For Output 2:

A2.1 Raise awareness among indigenous and rural communities about the benefits of CFM. Through the dissemination of outreach materials, visits to communities and organization of workshops, the project will raise the awareness of 540 people from native and rural communities, of whom at least 30% will be women, on issues related to the economic, social and environmental benefits generated through the adequate use of forests, including timber and non-timber products and environmental services.

A2.2 Strengthen knowledge of technical, regulatory, production, commercial, planning, organizational and management aspects of CFM. Indigenous community training materials will be designed and developed on regulatory and technical aspects of CFM, forest product processing, marketing and forest management, and practical courses-workshops will be organized on these topics. Furthermore, technical assistance will be provided for the development and administration of forest management plans.

A2.3 Participate in technical, regulatory and marketing events and experience sharing meetings, among others. The project will promote the participation of project beneficiaries in events organized by other stakeholders both within and outside the communities, on issues such as CFM, forest regulations, marketing of forest products, sharing of experiences, etc. The project will also participate in events and meetings representing the communities.

For Output 3:

A3.1 Identify and train male and female leaders of native and rural communities. Social skills of community members will be developed for their proactive participation in dialogue platforms with authorities and other civil society organizations, through the implementation of training events. Potential community leaders will be identified and trained through workshops and through participation in meetings with community authorities.

A3.2 Promote the participation of women in decision-making and production activities. Workshops will be organized to achieve greater participation of women in decision-making at the social and production organizations related to CFM and UTMFCs.

- ✓ 16 leaders, of whom at least 30% are women, identified and trained for organizational strengthening
- ✓ At least 30 women participate in CFM production activities and UTMFC actions and are involved in decision-making.
- ✓ 32 community members, of whom at least 30% are women, trained for the management of their organizations.

A3.3 Strengthen the capacities of men and women for the management of native and rural organizations. Workshops will be held to strengthen the capacities of the members of the organizations to develop CFM. Furthermore, the project will provide support and advice to the organizations for improved interaction with forest authorities during the establishment and implementation of UTMFCs.

The following table shows the inputs required for the implementation of each activity:

Activities	Inputs
A1.1 Strengthen technical, regulatory and management capacities for the implementation of UTMFCs	18 airfares 54 DSA 160 gallons – fuel and lubricants 16 days – vehicle for transport 8 workshops – local transport 8 workshops – office supplies/stationery 240 servings - refreshments 1 sub-contract – development on training materials on UTMFCs 8 workshops – venue 8 laptops 4 multimedia projectors 48 M/D – speakers 8 workshops – data collection and entry services 8 workshops – logistic services
A1.2 Strengthen the interaction of ARFFS with native and rural communities and other public and private organizations in relation to UTMFCs	24 airfares 48 DSA 1,200 gallons – fuel and lubricants 48 sessions – office supplies/stationery 270 servings – refreshments 48 sessions – venue
A1.3 Provide technical and operational support to regional forest and wildlife authorities for the management and implementation of UTMFCs	20 M/M consultants – guidance on UTMFCs /Amazon region 10 M/M consultant – guidance on UTMFCs /Dry forest region 24 airfares 96 DSA 480 gallons – fuel and lubricants 54 days – vehicle for transport 18 months – local transport 18 months – office supplies/stationery 8 laptops 51 support services to regional governments – UTMFCs
A2.1 Raise awareness among indigenous and rural communities about the benefits of CFM	4 airfares 12 DSA 1 outboard motor 1,200 gallons – fuel and lubricants 36 days – vehicle for transport 16 workshops – local transport 16 workshops – office supplies/stationery 480 servings – refreshments 1 service – development of awareness/outreach materials 16 workshops – venue 16 workshops – data collection and entry services 16 workshops – logistic services
A2.2 Strengthen knowledge of technical, regulatory, production, commercial, planning, organizational and management aspects of CFM	22 airfares 112 DSA 1,000 gallons – fuel and lubricants 64 days - vehicle for transport 18 months - local transport 18 months – office supplies/stationery 320 servings - refreshments 1 sub-contract – development of training materials on CFM 8 courses - venue 32 M/D – speakers 8 courses – data collection and entry services 8 courses – logistic services
A2.3 Participate in technical, regulatory and marketing events and experience sharing meetings, among others	24 airfares 96 DSA 24 months – local transport

Activities	Inputs
A3.1 Identify and train male and female leaders of native and rural communities	16 airfares 64 DSA 320 gallons – fuel and lubricants 16 days - vehicle for transport 8 months – local transport 8 months – office supplies/stationery 128 servings – refreshments 6 months – Social science specialist 8 workshops – data collection and entry services 8 workshops – logistic services
A3.2 Promote the participation of women in decision-making and production activities	16 airfares 64 DSA 400 gallons – fuel and lubricants 120 days – vehicle for transport 24 months – local transport 24 months – office supplies/stationery 128 servings – refreshments 6 months – Social science specialist 32 workshops – data collection and entry 32 workshops – logistic services 20 months – driver
A3.3 Strengthen the capacities of men and women for the management of native and rural organizations	16 airfares 64 DSA 1,280 gallons – fuel and lubricants 48 days - vehicle for transport 12 months – local transport 12 months – office supplies/stationery 128 servings – refreshments 6 months – Social science specialist 8 workshops – data collection and entry 8 workshops – logistic services

3.2 Implementation approaches and methods

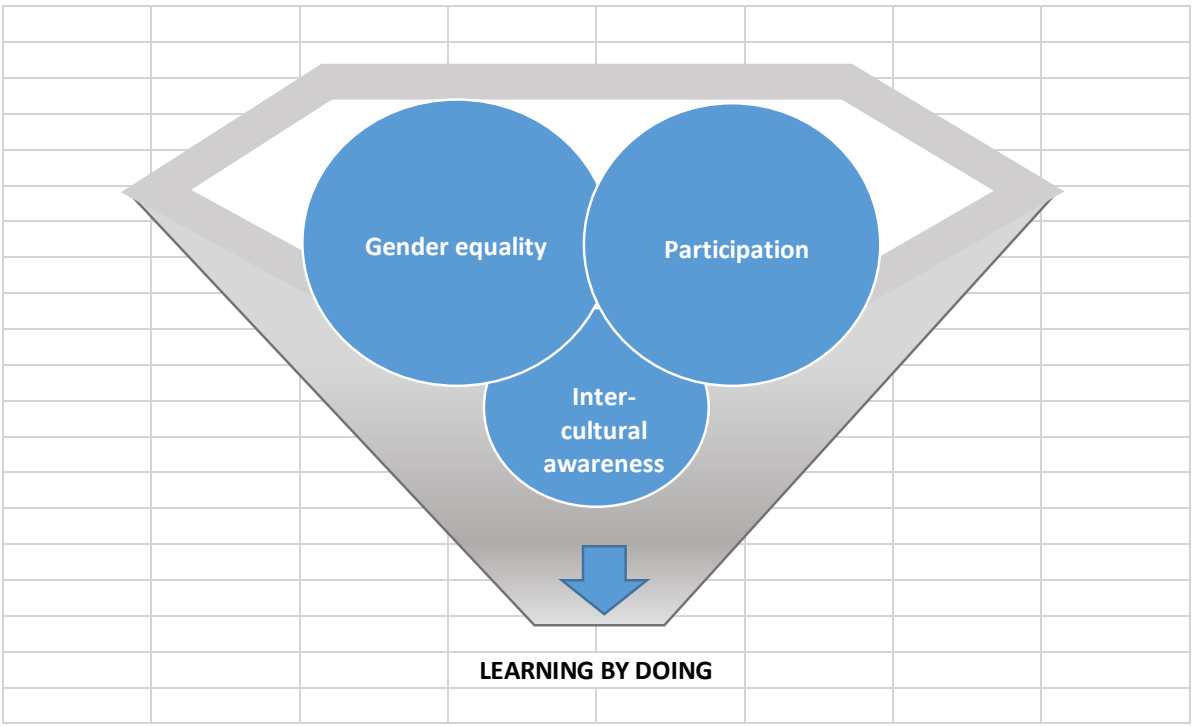
The capacity building process will be based on the "Learning-by-Doing" method. This will facilitate awareness building, reflection and analysis of the capacities that require strengthening, to enable participants to make the most appropriate forest management decisions. This is a dynamic method that was designed as an organized set of knowledge, methods, practical work and tools, to facilitate capacity building for the establishment and implementation of UTMFCs and CFM actions. It is based on a territorial development approach, with participatory processes applying gender equality criteria and interaction based on intercultural awareness.

Territorial approach to rural development: it involves the inclusion of all social stakeholders in a given territory, and constitutes a model for joint rural development management, acknowledging social and cultural diversity of each territory as expressed by its social stakeholders; this model strives to enrich human capital and improve social stakeholder capacities.

Participatory approach: it is based on the principle that involvement is a political, democratic and pedagogical process. The strategy to achieve active and committed involvement will be based on interactive consultation through spaces for dialogue between local and regional government institutions and rural community organizations; sharing of knowledge, proposals and ideas; reaching consensus and agreements; and sharing responsibilities.

Gender equality approach: this is a socio-cultural variable associated with social relations and socially constructed differences between men and women. The strategy for implementing this approach is based on analyzing and promoting equitable male and female involvement as administrators, producers, users, and consumers of forest resources and as holders of a vast wealth of knowledge about these resources. The main actions will be aimed at including, in each activity, an element of reflection and debate on gender and forests; encouraging female leadership; and strengthening community organizations and public bodies in order to achieve equitable male and female involvement in positions and responsibilities.

Intercultural approach: it involves the establishment of relations based on mutual tolerance and respect, valuing cultural diversity, and is achieved through a process of communication and sharing of experiences and knowledge among groups that interact dynamically. The actions that will contribute to the implementation of this approach include: acknowledgement of local knowledge and its articulation with modern technical and scientific knowledge; acknowledgement of and respect for the internal mechanisms of communities and community organizations for decision making, and the development of mechanisms and spaces for consensus-based decision making on CFM.



Andragogy principles: Given that the participants in training events will be adult men and women, with different levels of knowledge and life experiences that must be taken into account to ensure their active participation according to the roles and functions of their genders, the project will apply andragogy principles in capacity strengthening.

3.3 Work Plan

Duration of project implementation: 24 months

Outputs/Activities	Responsible Party	Year 2				Year 3			
		Quarter				Quarter			
		1	2	3	4	1	2	3	4
Output 1. Efficient management by national and regional forest authorities to establish and implement UTMFCs									
A1.1 Strengthen technical, regulatory and management capacities for the implementation of UTMFCs	Project director								
A1.2 Strengthen the interaction of ARFFS with native and rural communities and other public and private organizations in relation to UTMFCs	Regional coordinator								
A1.3 Provide technical and operational support to regional forest and wildlife authorities for the management and implementation of UTMFCs	UTMFC Consultant								
Output 2. Technical, organizational and management skills of native and rural communities strengthened to implement community forest management actions									
A2.1 Raise awareness among indigenous and rural communities about the benefits of CFM	Regional coordinator								
A.2.2 Strengthen knowledge of technical, regulatory, production, commercial, planning, organizational and management aspects of CFM	Regional coordinator								
A2.3 Participate in technical, regulatory and marketing events and experience sharing meetings, among others	Regional coordinator								
Output 3. Community organizations strengthened for CFM									
A3.1 Identify and train male and female leaders of native and rural communities	Social science specialist								
A3.2 Promote the participation of women in decision-making and production activities	Social science specialist								
A3.3 Strengthen the capacities of men and women for the management of native and rural organizations	Social science specialist								
A3.4 Establish and manage project coordination	Project director								

3.4 Budget

3.4.1 Master budget

Output /Activity	Description	Budget Component	Quantity		Unit	Unit cost US$	Total cost US$	ITTO		Executing agency
			Year 1	Year 2				Year 1	Year 2	
Output 1	**Efficient management by national and regional forest authorities to establish and implement UTMFCs**									
A1.1	**Strengthen technical, regulatory and management capacities for the implementation of UTMFCs**									
	Airfares	32	18		Ticket	130	2,340	2,340		-
	DSA	31	54		Day	60	3,240	3,240		-
	Fuel and lubricants	51	160		Gallon	4	640	640		-
	Vehicle for transport	32	16		Day	40	640	-		640
	Local transport	32	8		Workshop	80	640	640		-
	Office supplies	54	8		Workshop	50	400	400		-
	Refreshments	61.2	240		Serving	4	960	960		-
	Development on training materials on UTMFCs	21	1		sub-contract	3,500	3,500	3,500		-
	Venue	61.8	8		Workshop	100	800	-		800
	Laptop	44.1	8		Unit	800	6,400	6,400		-
	Multimedia projector	44.2	4		Unit	600	2,400	2,400		-
	Speakers	12.7	48		M/D	200	9,600	-		9,600
	Data collection and entry services	61.6	8		Workshop	250	2,000	2,000		-
	Logistic services	61.4	8		Workshop	300	2,400	2,400		-
	Officers participating in workshops	12.6	160		M/D	80	12,800	-		12,800
A1.2	**Strengthen the interaction of ARFFS with native and rural communities and other public and private organizations in relation to UTMFCs**									
	Airfares	32	8	16	Ticket	130	3,120	1,040	2,080	-
	DSA	31	16	32	Day	60	2,880	960	1,920	-
	Fuel and lubricants	51	400	800	Gallon	4	4,800	1,600	3,200	-
	Office supplies	54	16	32	Session	30	1,440	480	960	-
	Refreshments	61.2	90	180	Serving	4	1,080	360	720	-
	Venue	61.8	16	32	Session	100	4,800	-	-	4,800
A1.3	**Provide technical and operational support to regional forest and wildlife authorities for the management and implementation of UTMFCs**									
	Consultants (2) – guidance on UTMFCs /Amazon region	13.1	6	14	M/M	2,500	50,000	15,000	35,000	-
	Consultant – guidance on UTMFCs /Dry forest region	13.2	3	7	M/M	2,500	25,000	7,500	17,500	-
	Airfares	32	8	16	Ticket	110	2,640	880	1,760	
	DSA	31	32	64	Day	60	5,760	1,920	3,840	-
	Fuel and lubricants	51	160	320	Gallon	4	1,920	640	1,280	-

Output /Activity	Description	Budget Component	Quantity		Unit	Unit cost US$	Total cost US$	ITTO		Executing agency
			Year 1	Year 2				Year 1	Year 2	
	Vehicle for transport	32	18	36	Day	40	2,160	-	-	2,160
	Local transport	32	6	12	Month	80	1,440	480	960	-
	Office supplies	54	6	12	Month	50	900	300	600	-
	Laptop	44.1	8	-	Unit	800	6,400	6,400	-	-
	Support services to regional governments – UTMFCs	61.5	18	33	Month	500	25,500	9,000	16,500	-
Output 2.	**Technical, organizational and management skills of native and rural communities strengthened to implement community forest management actions**									
A2.1	**Raise awareness among indigenous and rural communities about the benefits of CFM**									
	Airfares	32	4	-	Ticket	110	440	440		-
	DSA	31	12	-	Day	60	720	720		-
	Outboard motor	44.4	1	-	Unit	4,000	4,000	4,000		-
	Fuel and lubricants	51	1,200	-	Gallon	4	4,800	4,800		-
	Vehicle for transport	32	36	-	Day	40	1,440	-		1,440
	Local transport	32	16	-	Workshop	80	1,280	1,280		-
	Office supplies	54	16	-	Workshop	50	800	800		-
	Refreshments	61.2	480	-	Serving	4	1,920	1,920		-
	Development of awareness/outreach materials	61.1	1	-	Service	2,000	2,000	2,000		-
	Venue	61.8	16	-	Workshop	10	160	-		160
	Data collection and entry services	61.6	17	-	Workshop	250	4,250	4,250		-
	Logistic services	61.4	16	-	Workshop	250	4,000	4,000		-
	Community members participating in workshops	12.4	480	-	M/D	10	4,800	-		4,800
A2.2	**Strengthen knowledge of technical, regulatory, production, commercial, planning, organizational and management aspects of CFM**									
	Airfares	32	8	14	Ticket	110	2,420	880	1,540	
	DSA	31	40	72	Day	60	6,720	2,400	4,320	-
	Fuel and lubricants	51	400	600	Gallon	4	4,000	1,600	2,400	-
	Vehicle for transport	32	24	40	Day	40	2,560	-	-	2,560
	Local transport	32	6	12	Month	80	1,440	480	960	-
	Office supplies	54	6	12	Month	50	900	300	600	-
	Refreshments	61.2	120	200	Serving	4	1,280	480	800	-
	Development of training materials on CFM	22	1	-	sub-contract	7,000	7,000	7,000	-	-
	Venue	61.8	3	5	Course	100	800	-	-	800
	Speakers	12.7	12	20	M/D	200	6,400	2,400	4,000	-
	Data collection and entry services	61.6	3	5	Course	250	2,000	750	1,250	-
	Logistic services	61.4	3	5	Course	250	2,000	750	1,250	-
	Community members participating in workshops	12.4	60	100	M/D	10	1,600	-	-	1,600

Output /Activity	Description	Budget Component	Quantity		Unit	Unit cost US$	Total cost US$	ITTO		Executing agency
			Year 1	Year 2				Year 1	Year 2	
A2.3	**Participate in technical, regulatory and marketing events and experience sharing meetings, among others**									
	Airfares	32	12	12	Ticket	110	2,640	1,320	1,320	
	DSA	31	48	48	Day	60	5,760	2,880	2,880	
	Local transport	32	12	12	Month	80	1,920	960	960	
Output 3.	**Community organisations strengthened for CFM**									
A3.1	**Identify and train male and female leaders of native and rural communities**									
	Airfares	32	8	8	Ticket	110	1,760	880	880	
	DSA	31	32	32	Day	60	3,840	1,920	1,920	-
	Fuel and lubricants	51	160	160	Gallon	4	1,280	640	640	-
	Vehicle for transport	32	8	8	Day	40	640	-	-	640
	Local transport	32	4	4	Month	80	640	320	320	-
	Office supplies	54	4	4	Month	50	400	200	200	-
	Refreshments	61.2	64	64	Serving	4	512	256	256	-
	Social science specialist	12.2	3	3	Month	1,800	10,800	5,400	5,400	-
	Data collection and entry services	61.6	4	4	Workshop	250	2,000	1,000	1,000	-
	Logistic services	61.4	4	4	Workshop	250	2,000	1,000	1,000	-
	Community members participating in workshops	12.4	32	32	M/D	10	640	-	-	640
A3.2	**Promote the participation of women in decision-making and production activities**									
	Airfares	32	8	8	Ticket	110	1,760	880	880	
	DSA	31	32	32	Day	60	3,840	1,920	1,920	
	Fuel and lubricants	51	200	200	Gallon	4	1,600	800	800	
	Vehicle for transport	32	60	60	Day	40	4,800	-	-	4,800
	Local transport	32	12	12	Month	80	1,920	960	960	-
	Office supplies	54	12	12	Month	50	1,200	600	600	-
	Refreshments	61.2	64	64	Serving	4	512	256	256	-
	Social science specialist	12.2	3	3	Month	1,800	10,800	5,400	5,400	-
	Data collection and entry services	61.6	16	16	Workshop	250	8,000	4,000	4,000	-
	Logistic services	61.4	16	16	Workshop	250	8,000	4,000	4,000	-
	Community members participating in workshops	12.4	64	64	M/D	10	1,280	-	-	1,280
	Driver	12.3	10	10	Month	500	10,000	5,000	5,000	-
A3.3	**Strengthen the capacities of men and women for the management of native and rural organizations**									
	Airfares	32	8	8	Ticket	110	1,760	880	880	
	DSA	31	32	32	Day	60	3,840	1,920	1,920	
	Fuel and lubricants	51	640	640	Gallon	4	5,120	2,560	2,560	

Output /Activity	Description	Budget Component	Quantity		Unit	Unit cost US$	Total cost US$	ITTO		Executing agency
			Year 1	Year 2				Year 1	Year 2	
	Vehicle for transport	32	24	24	Day	40	1,920	-	-	1,920
	Local transport	32	6	6	Month	80	960	480	480	-
	Office supplies	54	6	6	Month	50	600	300	300	-
	Refreshments	61.2	64	64	Serving	4	512	256	256	-
	Social science specialist	12.2	3	3	Month	1,800	10,800	5,400	5,400	-
	Data collection and entry services	61.6	4	4	Workshop	250	2,000	1,000	1,000	-
	Logistic services	61.4	4	4	Workshop	250	2,000	1,000	1,000	-
	Community members participating in workshops	12.4	32	32	M/D	10	640	-	-	640
A3.4	**Establish and manage project coordination**									
	Project Director	11.1	12	12	M/M	2,700	64,800	32,400	32,400	-
	AIDER Coordinator	11.2	12	12	M/M	1,500	36,000	-		36,000
	Regional officers (3)	11.4	33	33	M/M	900	59,400	29,700	29,700	-
	Regional coordinators - AIDER (3)	11.3	**9**	12	M/M	1,000	**21,000**	-		**21,000**
	Administrative assistant	12.1	10	12	M/M	800	17,600	8,000	9,600	-
	Monitoring officer	12.5	12	12	M/M	500	12,000	-		12,000
	Financial audit	62	-	2	Auditing	1,500	3,000	-		3,000
	Office rental	41	12	12	Month	2,000	48,000	-		48,000
	Office furniture	54	1	-	Overall	2,000	2,000	-		2,000
	Office supplies	54	12	12	Month	50	1,200	600	600	-
	Multifunction printer	44.3	4	-	Unit	250	1,000	500		500
	Laptop	44.1	4	-	Unit	800	3,200	1,600		1,600
	Multimedia projector	44.2	4	-	Unit	600	2,400	-		2,400
	Computer equipment maintenance	61.3	11	11	Month	40	880	440	440	-
	Spares for equipment	52	10	10	Month	50	1,000	500	500	-
	Utilities	53	12	12	Month	400	9,600	2,400	2,400	4,800
	Bank charges, courier, photocopying and other costs	61.7	12	12	Month	40	960	480	480	-
	Fuel and lubricants	51	400	400	Gallon	4	3,200	800	800	1,600
	Local transport	32	12	12	Month	80	1,920	480	480	960
	Airfares	32	12	12	Ticket	40	960	240	240	480
	DSA	31	48	48	Day	60	5,760	1,440	1,440	2,880

3.4.2 Consolidated budget by component

Item	Description	Total	Year 1	Year 2
10	***Personnel***			
11.1	Project Director	64,800	32,400	32,400
11.2	AIDER Coordinator	36,000	18,000	18,000
11.3	Regional coordinators - AIDER (3)	**21,000**	**9,000**	12,000
11.4	Regional officers (3)	59,400	29,700	29,700
12.1	Administrative assistant	17,600	8,000	9,600
12.2	Social science specialist	32,400	16,200	16,200
12.3	Driver	10,000	5,000	5,000
12.4	Community members participating in workshops	8,960	6,680	2,280
12.5	Monitoring officer	12,000	6,000	6,000
12.6	Officers participating in workshops	12,800	12,800	
12.7	Speakers	16,000	12,000	4,000
13.1	Consultants (2) – guidance on UTMFC /Amazon region	50,000	15,000	35,000
13.2	Consultant – guidance on UTMFC /Dry forest region	25,000	7,500	17,500
19	**Component Total**	**365,960**	**178,280**	**187,680**
20	***Sub-contracts***			
21	Development of training materials on UTMFC	3,500	3,500	
22	Development of training materials on CFM	7,000	7,000	
29	**Component Total**	**10,500**	**10,500**	
30	***Travel***			
31.1	DSA	42,360	20,760	21,600
33.1	Local transport	46,160	24,020	22,140
39	**Component Total**	**88,520**	**44,780**	**43,740**
40	***Capital items***			
41	Office rental	48,000	24,000	24,000
44.1	Laptop	16,000	16,000	
44.2	Multimedia projector	4,800	4,800	
44.3	Multifunction printer	1,000	1,000	
44.4	Outboard motor	4,000	4,000	
49	**Component Total**	**73,800**	**49,800**	**24,000**
50	***Consumable items***			
51	Fuel and lubricants	27,360	14,880	12,480
52	Spares for equipment	1,000	500	500
53	Utilities	9,600	4,800	4,800
54	Office supplies	9,840	5,980	3,860
59	**Component Total**	**47,800**	**26,160**	**21,640**
60	***Miscellaneous***			
61.1	Development of awareness/outreach materials	2,000	2,000	
61.2	Refreshments	6,776	4,488	2,288
61.3	Computer equipment maintenance	880	440	440
61.4	Logistic services	20,400	13,150	7,250
61.5	Support services to regional governments – UTMFCs	25,500	9,000	16,500
61.6	Data collection and entry services	20,250	13,000	7,250
61.7	Bank charges, courier, photocopying and other costs	960	480	480
61.8	Venue	6,560	2,860	3,700
62	**Annual financial audit and submission of report**	**6,000**	**3,000**	3,000
69	**Component Total**	**89,326**	**48,418**	**40,908**
70	***National Management Costs***	***101,386***		
80	***Project Monitoring and Administration***			
81	ITTO monitoring and review	12,000		
82	ITTO mid-term/ex-post evaluation	15,000		
	Sub-total	**27,000**		
83	ITTO programme support costs (12%)	61,273		
89	**Component Total**	**88,273**		
100	**GRAND TOTAL**	**865,565**		

3.4.3 ITTO budget by component (US$)

Item	Description	Total	Year 1	Year 2
10	***Personnel***			
11.1	Project Director	64,800	32,400	32,400
11.4	Regional officers (3)	59,400	29,700	29,700
12.1	Administrative assistant	17,600	8,000	9,600
12.2	Social science specialist	32,400	16,200	16,200
12.3	Driver	10,000	5,000	5,000
12.7	Speakers	6,400	2,400	4,000
13.1	Consultants (2) – guidance on UTMFC /Amazon region	50,000	15,000	35,000
13.2	Consultant – guidance on UTMFC /Dry forest region	25,000	7,500	17,500
19	**Component Total**	**265,600**	**116,200**	**149,400**
20	***Sub-contracts***			
21	Development of training materials on UTMFC	3,500	3,500	
22	Development of training materials on CFM	7,000	7,000	-
29	**Component Total**	**10,500**	**10,500**	**-**
30	***Travel***			
31.1	DSA	39,480	19,320	20,160
33.1	Local transport	30,560	15,860	14,700
39	**Component Total**	**70,040**	**35,180**	**34,860**
40	***Capital items***			
44	Capital equipment			
44.1	Laptop	14,400	14,400	-
44.2	Multimedia projector	2,400	2,400	
44.3	Multifunction printer	500	500	
44.4	Outboard motor	4,000	4,000	
49	**Component Total**	**21,300**	**21,300**	**-**
50	***Consumable items***			
51	Fuel and lubricants	25,760	14,080	11,680
52	Spares for equipment	1,000	500	500
53	Utilities	4,800	2,400	2,400
54	Office supplies	7,840	3,980	3,860
59	**Component Total**	**39,400**	**20,960**	**18,440**
60	**Miscellaneous**			
61	Development of awareness/outreach materials	2,000	2,000	
62	Refreshments	6,776	4,488	2,288
63	Computer equipment maintenance	880	440	440
64	Logistic services	20,400	13,150	7,250
65	Support services to regional governments – UTMFCs	25,500	9,000	16,500
66	Data collection and entry services	20,250	13,000	7,250
67	Bank charges, courier, photocopying and other costs	960	480	480
69	**Component Total**	**76,766**	**42,558**	**34,208**
80	***Project Monitoring and Administration***			
81	ITTO monitoring and review	12,000		
82	ITTO mid-term/ex-post evaluation	15,000		
	Sub-total	**27,000**		
83	ITTO programme support costs (12%)	61,273		
89	**Component Total**	**88,273**		
100	**GRAND TOTAL**	**571,879**		

3.4.4 Executing agency budget by component

Item	Description	Total	Year 1	Year 2
10	***Personnel***			
11.2	AIDER Coordinator	36,000	18,000	18,000
11.3	Regional coordinators - AIDER (3)	**21,000**	**9,000**	12,000
12.4	Community members participating in workshops	8,960	6,680	2,280
12.5	Monitoring officer	12,000	6,000	6,000
12.6	Officers participating in workshops	12,800	12,800	-
12.7	Speakers	9,600	9,600	-
19	**Component Total**	**100,360**	**62,080**	**38,280**
30	***Travel***			
31.1	DSA	2,880	1,440	1,440
33.1	Local transport	15,600	8,160	7,440
39	**Component Total**	**18,480**	**9,600**	**8,880**
40	***Capital items***			
41	Office rental	48,000	24,000	24,000
44.1	Laptop	1,600	1,600	-
44.2	Multimedia projector	2,400	2,400	-
44.3	Multifunction printer	500	500	-
49	**Component Total**	**52,500**	**28,500**	**24,000**
50	***Consumable items***			
51	Fuel and lubricants	1,600	800	800
53	Utilities	4,800	2,400	2,400
54	Office supplies	2,000	2,000	-
59	**Component Total**	**8,400**	**5,200**	**3,200**
60	***Miscellaneous***			
61.8	Venue	6,560	2,860	3,700
62	**Annual financial audit and submission of report**	**6,000**	**3,000**	3,000
69	**Component Total**	**12,560**	**5,860**	**6,700**
70	***National management costs***			
71	National management costs /EA management costs (15%)	101,386	53,691	47,695
79	**Component Total**	**101,386**	**53,691**	**47,695**
	GRAND TOTAL	**293,686**	**164,931**	**128,755**

3.5 Assumptions, risks and sustainability

3.5.1 Assumptions and risks

The most important assumptions and risks include the following:

- National and regional policies promote community forest management
- Regional forest and wildlife authorities (ARFFSs) undertake commitments and prioritize actions to establish the UGFFSs, which is a precondition for implementing the UTMFCs
- National and regional forest authorities are willing to carry out joint actions and participate in training activities
- Public and private institutions are willing to share information
- Government authorities and community leaders are willing to participate in project activities
- Local communities are interested in the harvesting of forests through forest management plans (FMP)
- Development organizations and local communities are willing to share gender-based CFM experiences.

For each of the risks, the following mitigation measures and monitoring actions have been identified for implementation:

Risks	Mitigation measures	Monitoring
National and regional policies support Community Forest Management (CFM)	**If the policies are not favourable, the project will organize participatory workshops and meetings with the relevant authorities, both at the national and regional levels, with a view to carrying out policy advocacy actions in support of CFM.**	**Analysis of CFM public policies, to be carried out by the project team** **Interviews with representatives of community and civil society organizations** **Minutes of workshops and meetings containing agreements reached, lists of participants and photographic images** **Project monitoring reports on national and regional policies that promote CFM**
Regional forest and wildlife authorities (ARFFS) undertake commitments and prioritize actions to implement UGFFSs, which is a precondition for establishing UTMFCs	**The project will promote actions aimed at establishing UTMFCs without necessarily having to previously create UGFFSs, through legal interpretations and joint work with representative organizations of indigenous peoples**	**Interviews with forest authorities.** **Project monitoring reports on progress made in the implementation of UGFFS and UTMFCs** **Follow-up on legal reports that enable the establishment of UTMFCs without the need for the prior establishment of UGFFSs**

National and regional forest authorities are willing to implement joint actions and participate in training	The project will work in a an ongoing, coordinated manner with forest authorities at the national (SERFOR) and regional (GORE and ATFFS) levels. Furthermore, the Project Consultative Committee, of which both SERFOR and the ARFFSs are members, will play a key role in motivating the relevant authorities to participate fully in the project	Interviews with forest officers and authorities. Project monitoring reports Follow-up of the minutes of the Project Consultative Council's meetings
Public and private institutions are willing to share information	The information will be managed at the highest public sector level and, through a transparency mechanism, the public and private information required by the project will be managed in coordination with the highest level executives and directors of both profit and non-profit organizations, in order to raise their awareness of the importance of sharing this information	Interviews with representatives of public and private institutions about the availability of information Project monitoring reports Follow-up of the minutes of meetings
Authorities and community leaders are willing to participate in project activities	The project envisages a coordinated and ongoing working relationship with authorities and community leaders, both at the level of their organizations, and with the community leaders themselves. Furthermore, the Project Consultative Committee, where indigenous and farmer organizations are represented, will play a key role in motivating their representatives and leaders to fully participate in the project	Interviews with authorities and leaders about their participation in the project Project monitoring reports Follow-up of the minutes of Project Consultative Committee meetings
Communities are interested in the harvesting of forests under FMPs	The local communities will be sensitized and trained in community forest management, through the planning and implementation of FMPs	Interviews with communities Project monitoring reports Minutes of community awareness and training events Photographic images of communities participating in CFM activities during the implementation of FMPs
Development organizations and communities are willing to share gender-focused CFM experiences	The project will convene community leaders and development NGOs that have been working with communities in CFM activities with a gender approach to promote events (workshops) that facilitate the sharing of experiences	Project monitoring reports Minutes of meetings and other events

3.5.2 Sustainability

The project will strengthen CFM through the establishment and implementation of UTMFCs under the responsibility of the ARFFS and with the support SERFOR as the national forest and wildlife authority, as stipulated by law. The project will contribute to the implementation of these actions in a shorter period time, by establishing 8 UTMFCs, 3 of which will serve as models for the establishment of other units. Sustainability will be ensured as long as regional governments allocate the required human and financial resources to continue these activities. To this end, the project will carry out technical, political, budgetary and legal advocacy actions to ensure financial support from the government budget, for both the establishment and implementation of UTMFCs in order to meet the established objectives and to provide the services that are outlined in the national legislation. In this regard, the project envisages capacity building and strengthening, for both civil and public servants, in the management of UTMFCs, the strengthening of CFM capacities among community members, and the strengthening of community organizations, so that the State can continue fulfilling its commitments.

PART 4. IMPLEMENTATION ARRANGEMENTS

4.1 Executing agency and organization structure

AIDER (Association for Integrated Research and Development) will be the Executing Agency responsible for project management and implementation, as well as ongoing coordination with SERFOR, regional governments, ITTO, and rural and native community organizations. A Project Steering Committee will be set up with the participation of representatives of AIDER, SERFOR and ITTO.

4.1.1 Executing and collaborating agencies

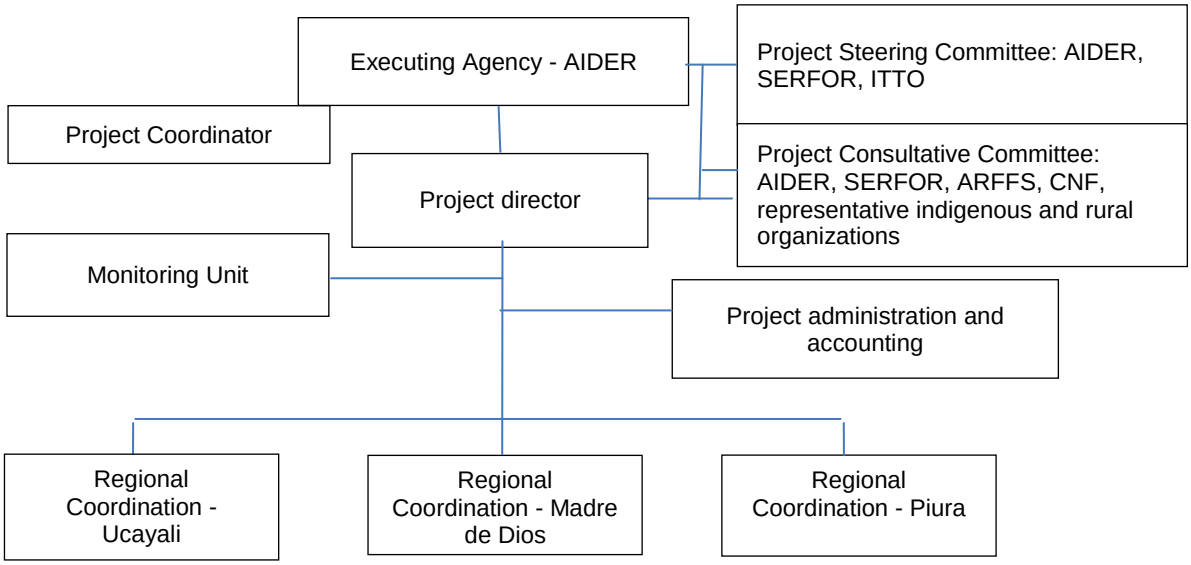
AIDER will be the project's executing agency. The Association has more than 32 years of experience in the design, execution, monitoring and evaluation of forest development projects at the national level in the forestry and environmental conservation fields, through sustainable proposals to support applied research, policy action and recognition of local knowledge by ensuring inter-institutional synergies. AIDER has worked in the project intervention area with stakeholders involved in forest management and with public and private institutions involved in sustainable forest management, as well as with indigenous organizations. Its head office is in Lima with branch offices in Pucallpa, Maldonado and Piura. AIDER will be responsible for setting up the project's administrative and technical teams, managing the project budget, implementing and monitoring project activities, coordinating with collaborating agencies, and submitting reports and operational plans as requested by ITTO and SERFOR.

4.1.2 Project management team

The management team will include key AIDER personnel and consultants as follows:

Key personnel	Duties
Project Director (ITTO)	Responsible for the administrative, technical and financial aspects of the project
Project Coordinator (AIDER)	Project representative at the national level and member of the Steering Committee
Administrative assistant (ITTO)	Responsible for coordinating project actions with regional coordinators and officers
Regional officers (ITTO)	Responsible for the implementation of project actions in their areas
Regional coordinators - Ucayali, Madre de Dios and Piura (AIDER)	Project representatives at the regional level
Monitoring officer (AIDER)	Responsible for the monitoring and evaluation of project progress

Project management



Role of the Project Coordinator (AIDER) and regional coordinators (AIDER)

Regional coordinators (AIDER):

The project will work with three regional coordinators so as to have an officer in charge in each target area. These are three separate forest areas of significance for the country in terms of forest cover and activity:

- **North coast area: dry forests in the departments of Piura and Tumbes. Head office: Piura.**
- **Central forest area: moist tropical forests in the departments of Ucayali, Huánuco, Pasco and Junín. Head office: Pucallpa.**
- **South forest area: moist tropical forests in the department of Madre de Dios. Head office: Puerto Maldonado.**

The role of each regional coordinator is to follow up, control and monitor project activities in their respective areas, provide institutional logistic support, provide work facilities for the project's technical team, and represent the project in their areas. The headquarters of each regional coordinator will be based in their respective regions: Piura (north coast), Pucallpa (central forest) and Puerto Maldonado (south forest). The three regional coordinators will report to the Project Director.

Project Coordinator (AIDER):

The Project Coordinator (AIDER) will work at the national level carrying out follow-up, control and monitoring actions for all project activities, participating in project management and planning activities, and coordinating with the Project Director. The Project Coordinator will provide institutional support to all three project areas, will represent the project at the national level, and will participate in the Project Steering Committee. The Project Coordinator will report to AIDER's Executive Director.

4.1.3 Project steering committee

AIDER will establish a Steering Committee for the technical and financial supervision of the project. The committee will be made up of representatives of AIDER, as Committee Chair, ITTO and SERFOR. The Project Director will act only as the technical secretary of the committee. This committee will be responsible for the general supervision of the project (budget and

technical aspects). The Steering Committee will meet once a year in a city located within the project area.

- ✓ Role of the Steering Committee: Supervise the implementation of the project, approve budget expenditures, review the activities carried out, and examine the budgets and scheduled activities to propose changes as appropriate. The Project Steering Committee will oversee the overall strategic management of the project and will ensure its efficient and effective execution according to schedule and the logical framework, work plan and other aspects of the project document.

- ✓ Role of the Consultative Committee: Keep all interested parties informed about the implementation of the project and ensure their participation, in addition to offering a platform for all stakeholders to make contributions to the project. Their recommendations will be forwarded to the chair of the Project Steering Committee. The committee will be made up of representatives of AIDER, SERFOR, ITTO, regional governments, rural and native community organizations, the National Forestry Chamber, and other stakeholders as determined by the committee.

4.1.4 Stakeholder involvement mechanisms

The project will use a participatory approach to ensure the involvement and participation of all stakeholders, and will also have a Project Steering Committee and a Consultative Committee. Stakeholder participation has been envisaged at project conception and during the implementation of activities. Project beneficiaries will be directly involved in project activities.

4.2 Reporting, review, monitoring and evaluation

Project reports will be prepared following the ITTO Manual. The following reports will be submitted: i) Inception report: to be submitted upon project approval; it will include a baseline study and yearly plan of operation, ii) Six-monthly report: to report on activity and financial progress, iii) Annual report: evaluation of results achieved according to the logical framework, iv) Monthly reports: internal monitoring of activity and financial progress, v) Project completion report: to be submitted at the end of the project.

Internal monitoring: It will include the following aspects: i) Follow-up of commitments established in the agreement signed between ITTO and the executing agency, ii) Progress and adequate implementation of scheduled activities, iii) Prompt delivery and quality of outputs, iv) The extent to which the specific objective has been achieved; v) Social, economic and environmental impacts and the effect of mitigating measures.

External monitoring: To be carried out by ITTO. It will include: i) assessing whether the project is proceeding in accordance with the agreed work schedule, so that the Organization can take the necessary actions, ii) proposing and participating in any necessary reviews of the project as a result of the assessment, and iii) reporting to the Committee and the Council on the situation of the project and its completion prospects.

Mid-term evaluation: This is the systematic and objective collection of information, field reviews and analysis of project validity, design, effectiveness, performance and impact during its implementation.

Ex-post evaluation: This evaluation consists of project information and review after its completion, to determine the degree of achievement of its objectives, the standard of efficiency and effectiveness, and to evaluate its sustainability.

4.3 Dissemination and mainstreaming of project learning

4.3.1 Dissemination of project results

A project communication and outreach plan will be developed. This plan will identify target groups/focal points, methodologies and strategies according to identified groups' needs, making use of indigenous cosmovision elements to ensure the message reaches the target population. Printed material will be prepared for use in project events. The project technical reports, guides and brochures will be disseminated through the websites of AIDER and local institutions, in addition to the actual distribution of these materials. Project results will also be disseminated at the Steering and Consultative Committees. In addition, articles will be disseminated through local newspapers, and in local and national events, where the project team will participate.

4.3.2 Mainstreaming of project learning

The experience derived from the project will be systematized in a publication that will present the achievements made and lessons learned. This publication will be printed and provided to the beneficiaries of the project and to the stakeholders involved in the forest sector. The results of this intervention will be presented at the end of the project. AIDER has a Knowledge Management Unit whose main objective is to develop mechanisms to speed up learning and generation, adaptation and dissemination of knowledge, which will be considered for the implementation of the project.

ANNEX 1: Profile of the executing agency

ASSOCIATION FOR INTEGRATED RESEARCH AND DEVELOPMENT – AIDER

- ### Mission and institutional objectives

The Association for Integrated Research and Development (AIDER) is a Peruvian non-profit, non-governmental organization (NGO), established in 1986, whose mission is to harmonize environmental conservation with sustainable development in forest ecosystems. It promotes the conservation and rehabilitation of forest ecosystems in the country, generating environmental, social and economic benefits for local communities, small producers, local governments and enterprises.

To comply with its institutional mission, AIDER develops projects and initiatives with the strategic objective of validating forest and environmental management models aimed at the sustainable utilization of natural resources, the valuation of ecosystem services, capacity strengthening, and innovation in the establishment of low-carbon emission business models in different landscapes and forests.

AIDER's lines of work are as follows:

- Sustainable forest management
- Rehabilitation of degraded areas, agroforestry and reforestation
- Ecosystem services and REDD+
- Strengthening of local capacities and social capital
- Management of natural protected areas
- Combatting desertification

AIDER coordinates and establishes links and synergies with local governments, native and rural communities, small producers, concession holders and private enterprises. Furthermore, as a result of its ongoing interaction with these stakeholders, it has established important partnerships with indigenous organizations, regional and local governments and private enterprises, including the promotion of public-private partnerships for environmental conservation.

- ### Initiatives

Management of Natural Protected Areas
AIDER implements integrated biodiversity and ecosystem monitoring systems by actively promoting research activities and designing financial sustainability models for the conservation of natural protected areas.

Community Forest Management
AIDER promotes sustainable forest management by transferring alternative technologies for the sustainable utilization of forest resources, developing local capacities for the formulation and implementation of management plans and providing support for the marketing of these products.

Rehabilitation of Degraded Areas and Combatting Desertification and Droughts
AIDER implements sustainable land management initiatives in arid areas, particularly in dry tropical forest ecosystems, as well as forest restoration, agroecological, agricultural and sustainable cattle-ranching activities

Local Capacities and Social Capital
AIDER is developing human capacities and promoting social capital in support of land management, forest governance and the establishment of fair-trade agreements that will guarantee forest conservation and sustainable development.

- **Logistic capacity**

AIDER has logistic capacity at the national level through its central headquarters in Lima and its three branch offices located in the departments of Madre de Dios, Ucayali and Piura. These offices have the required infrastructure and trained personnel for the provision of consultancy services and the implementation of projects in the coastal, highlands and Amazon regions of the country.

- **Main institutional achievements**

  - The first forest management plans in native communities of the country, approved by the forest authority.
  - The first community-based voluntary forest certification of the country in accordance with FSC standards, approved for timber production.
  - The rehabilitation of 1,000 hectares of degraded lands for the establishment of a forest plantation with native species, aimed at sustainable timber production and carbon sequestration. This was the first forest carbon project in the country validated under VCS standards.
  - Design and implementation of the first forest carbon projects in the country (reforestation and avoided deforestation).
  - International recognition by the United Nations of the deforestation-free cocoa business model adopted in Madre de Dios, promoted by AIDER within the framework of a public-private partnership.

- **Institutional experience and financial capacity**

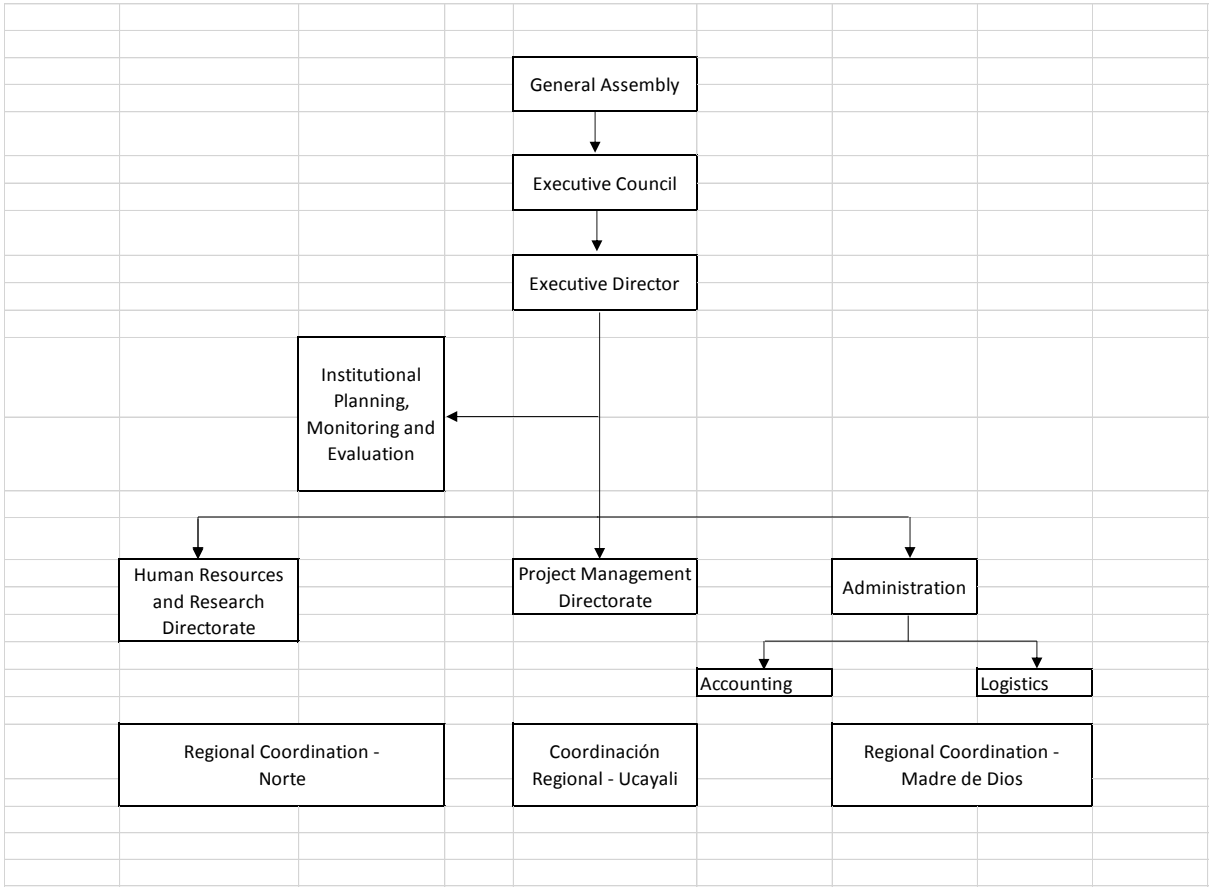
AIDER has implemented more than 50 consultancies and projects related to forest, ecosystem and biodiversity conservation, natural forest and plantation management, rehabilitation of degraded ecosystems, agroforestry and strengthening of social capital, trade in timber and non-timber products, climate change mitigation through reforestation and reduced deforestation.

AIDER manages funds sourced from international cooperation and the private and public sectors.

✓ **Institution's contact details**

Trade name:	AIDER
Business name:	Asociación para la Investigación y Desarrollo Integral (Association for Integrated Research and Development)
Date of establishment:	10 January 1986
Address:	Calle Las Camelias 174, Piso 6, San Isidro
Telephone:	(51)(1) 421-5835 / (51)(1) 222-2127
Email:	lima@aider.com.pe
Webpage:	www.aider.com.pe
Legal representative:	Jaime Guillermo Nalvarte Armas

AIDER's organizational chart



List of key projects and studies implemented in the last few years

Project Title	Duration	Amount funded (US$)	Financing Source
Manejo Forestal para reducción de la deforestación en Comunidades Shipibo Conibo y Cacataibo de Ucayali – NII KANITI	2018 - 2023	3’250,000	Althelia Climate Fund
Asistencia especializada en la producción de paiche (*Arapaima gigas*) en jaulas flotantes, en la Comunidad Nativa Callería, Distrito de Callería, Provincia de Coronel Portillo, Región Ucayali.	2018 - 2019	25,484	Programa Nacional de Innovación en Pesca y Acuicultura, del Ministerio de la Producción
Regeneración Natural Asistida en la Comunidad Campesina Juan Velasco Alvarado, en la zona de amortiguamiento del Área de Conservación Privada del Bosque Seco de Colina Juan Velasco Alvarado (Piura)	2018	13,995	The World Wildlife Fund – WWF
Adaptación de la Gestión de Recursos Hídricos al Cambio Climático: desarrollo de herramientas de gestión y mecanismos de financiación sostenibles en tres ecorregiones representativas del Perú (Piura, Perú)	2017 - 2021	482,477	The Nature Conservancy – TNC
Restauración de tierras áridas degradadas en comunidades campesinas de Piura	2017 - 2021	138,579	BOS+
Fortalecimiento de Capacidades para el Manejo Forestal Sostenible del Bosque Tropical Seco de la Costa Norte del Perú (Piura, Tumbes, Lambayeque)	2017 - 2019	988,886	The International Timber Organization – ITTO
Fortalecimiento de la gestión forestal participativa para el manejo de bosques comunales certificados y en el Área de Conservación Regional Imiría, región Ucayali	2017 - 2019	231,669.74	BOS+
Preservación del Bosque Seco en la Costa Norte del Perú	2017 - 2018	39,865 EUR	Good Planet
Puesta en valor de los Servicios Ecosistémicos del Bosque, como alternativa de desarrollo y bienestar, Comunidad Nativa Bélgica, Madre de Dios	2016 - 2018	303,738	Fondo de las Américas – FONDAM
Reducción de la Deforestación y Promoción del Desarrollo Sostenible – Componente Agroforestería	2014 - 2021	4’324,755	Althelia Climate Fund

List of projects and pre-projects submitted to ITTO:

- **Project RED-PD 033/1 Rev.3 (F): Value Adding to Environmental Services from Managed Forests Belonging to Seven Native Communities in the Ucayali Region.** Approved.
  Status: Completed.

- **Project PD 512/08 (I): Industrial Utilization and Marketing of Ten Potential Timber Species from Secondary and Residual Primary Forests.** Approved.
  Status: Completed.

- **Project RED-PD 018/09 Rev.1 (F): Sustainable Forest Management and Utilization of Ecosystem Services in Forests Managed by the Ese'eja Native Community in Infierno, Peru.** Approved.
  Status: Completed

- **Project PD 742/14 Rev.1 (F): Local Capacity Building for the Management of Secondary and Residual Primary Forests in the Provinces of Coronel Portillo and Padre Abad, Department of Ucayali, Peru.** Submitted.

- **Project: Governance strengthening for the sustainable management of tropical dry forests in the northern coastal region of Peru.** Approved.
  Status: Under implementation.

- **Project PD 868/18 Rev.1 (F): Improving Local Governance for Landscape Restoration in the San Alejandro River Sub-Watershed, Padre Abad Province, Department of Ucayali, Peru.** Approved.
  Status: Pending finance.

1.2 Infrastructure

The Executive Management headquarters of AIDER is located in the City of Lima; it also has regional offices in the North Coast (Piura), Madre de Dios (Puerto Maldonado) and Ucayali (Pucallpa).

The office in Madre de Dios has an area of 250 m^2 distributed over two floors; it is equipped with 5 desktop computers, 5 laptops, 1 multifunction printer, 2 multimedia projectors, direct internet access, office furniture, field equipment (GPS, compasses), 1 pick-up truck, and 4 motorcycles, among other equipment.

The office in Pucallpa has an area of 360 m^2 distributed over two floors; it is equipped with 4 desktop computers, 2 multifunction printers, 7 laptop computers, 1 multimedia projector, 1 audio-visual equipment, direct internet access, office furniture, field equipment (GPS, compasses), 2 motorcycles, 1 pick-up truck, and 1 aluminum boat with a 115 HP outboard motor, among other equipment.

In Piura, AIDER has an office of 100 m^2 structured as a duplex (two floors of approx. 100 m2 each); it is equipped with 1 personal computers and 4 laptops, 1 multifunction printer, 1 local internet network, 1 multimedia projector, 1 audio-visual equipment (television), 1 telephone line, 1 RPM cellular phone, office furniture (tables and desks), field equipment (GPS, compasses), 1 motorcycle and 1 pick-up truck.

In addition, the headquarters in Lima has 100 square meters of office space, equipped with 15 personal computers, 4 printers, 1 local network, 1 multimedia projector, audio-visual equipment, 2 telephone lines, 1 RPM cellular phone network, direct internet access, a fax machine and office furniture.

ANNEX 2: Tasks and responsibilities of key experts provided by the executing agency

AIDER Coordinator

PERCY RECAVARREN ESTARES
Calle Juan Fuentes 361, Dpto. 03, Urb. La Calera de la Merced – Surquillo, Lima
precavarren@aider.com.pe

Engineering degree in Renewable Natural Resources with a focus on Forestry Resources, graduated from the National Agrarian University of La Selva – UNAS. Experience in the design and implementation of forest plantations for timber production and carbon sequestration purposes in dry forests and tropical moist forests, as well as in biomass and carbon quantification for different types of vegetation cover. Also experience in the design of methodologies for monitoring, reporting and verification (**MRV**); quantification and analysis of deforestation in the Peruvian Amazon region; development of proposals; formulation and implementation of projects under the Clean Development Mechanism (**CDM**) of the Kyoto Protocol and voluntary markets, as well as projects on Reducing Emissions from Deforestation and Degradation (**REDD+**) in private sites, native community lands, forest concessions and natural protected areas. Extensive knowledge of the formulation, planning and systematization of development projects in the environmental and forestry fields.

Specific experience in land management and micro-zoning processes taking into account social, economic and technical factors with the use of **GIS** tools (ArcGIS, GPS, digital imagery, national maps, etc.), and relevant experience in the design, implementation, data processing and documentation of Amazon forest resource diagnostic studies, as well as in the development and implementation of natural resource management plans, prioritizing local community participation in inter-cultural contexts and high conservation value forests (**HCVF**) with a focus on native communities, riparian communities, forest concessions, private sites and natural protected areas. Substantial experience as a technical officer-in-charge actively involved in the first Voluntary Forest Certification (**VFC**) issued in Peru to a timber production operation under the Forest Regency (*Regencia Forestal*) scheme.

Professor in the Agroforestry Programme of the Scientific University of the South (*Universidad Científica del Sur*), Peru (2015-2016).

Personal details:

Name: Percy Emer Recavarren Estares
Place of birth: Tingo María, Perú
Age: 43 years
DNI (National ID): No. 23011959

Professional education: Engineering degree in Renewable Natural Resources with a focus on Forestry Resources, graduated from the National Agrarian University of La Selva – UNAS; Master's degree in Forestry and Management of Natural Resources with a focus on Forests and Plantations, from the National Agrarian University of La Molina – Lima (UNALM); Diploma in Project Management (ESAN); Specialization in Planning and Management of Development Projects (School for Development); Specialization in Climate Change Mitigation and Adaptation Projects (CATIE).

Current position: Coordinator of AIDER's Forest and Ecosystem Services Programme.

Duties: Representing the project at the national level and participating in the Project Steering Committee.

Regional Coordinator - Pucallpa

PÍO SANTIAGO PUERTAS
Jr. Eduardo del Águila N° 391 – Pucallpa
Telephones: (51 61) 63 4483 / 63 4484. Cell: 961611355
ucayali@aider.com.pe/piosantiagopuertas@yahoo.es

Forest Engineer specialized in Agricultural Industrial Management. Extensive professional experience in community forest management and conservation, industry, forest legislation and certification, strengthening of technical skills, social and business management for indigenous communities and forest concessions, community forest management certification according to FSC standards, and marketing of value-added forest products.

Personal details: Name: Pío Santiago Puertas
Place of birth: Ancash, Peru
Age: 52 years
DNI (National ID): No. 08905556

Professional education: Forest Engineer (National Agrarian University of La Molina – UNALM). MSc in Environmental Science (National Agrarian University of La Molina - UNALM). PhD studies in Environment and Sustainable Development, Hermilio Valdizan National University.

Current position: Regional Coordinator, AIDER's Ucayali Office.

Professional experience: Director of Project TFL-SPD 029/12: "Marketing of Timber from Legal and Sustainable Sources by Indigenous Communities of Ucayali, Peru, for the Fairtrade Market"; Director of Project PD 512/08 (I): "Industrial Utilization and Marketing of Ten Potential Timber Species from Secondary and Residual Primary Forests"; Coordinator of AIDER's Regional Office in Ucayali.

Duties: Representing the project in Ucayali, ~~**Loreto,**~~ Huánuco, Pasco and Junín.

Regional Coordinator – Piura

PIERRE GABRIEL GUTIERREZ MEDINA
Calle Los Cardos 200 dpto 301, urb. Miraflores – Castilla, Piura
Telephones: 073-205001 Cell: 996569676
pgutierrez@aider.com.pe/gutierrez.pierreg@gmail.com

Industrial and Systems Engineer specialized in Project Management. Professional experience in the management of development projects with a focus on sustainability and governance, climate change and civil society involvement.

Personal details: Name: Pierre Gabriel Gutierrez Medina
Place of birth: Piura, Peru
Age: 30 years
DNI (National ID): No. 45338965

Professional education: Industrial and Systems Engineer (University of Piura - UDEP). Currently undertaking a Master's Degree in Governance (Ortega & Gasset Institute– Universidad Complutense de Madrid & Electoral and Governance School of the National Elections Board).

Current position: Regional Coordinator, AIDER's Northern Office.

Professional experience: Coordinator of project "Water Resource Management Adaptation to Climate Change: Development of management tools and sustainable financing mechanisms in three representative eco-regions of Peru" / Local support to project "Capacity strengthening for the sustainable management of tropical dry forests in the northern coastal region of Peru".

Duties: Representing the project in Piura and Lambayeque.

Regional Coordinator – Madre de Dios

LIS PATRICIA CÁNTARO CONDOR
Jr. Los Pioneros Mz. A -6 Lote 5 – Puerto Maldonado
Cell: 982703222
mdios@aider.com.pe/lcantaro@aider.com.pe

Forest Engineer, with completed studies for the Master's Degree course in Forest Management and Forest Resources at the Post-Graduate School of the National Agrarian University of La Molina. Experience in the administration, coordination and management of production projects; knowledge of forest and wildlife legislation; forest and wildlife management consultancy in Madre de Dios; trainer of (male and female) groups in forest plantation production, establishment and maintenance; with excellent attitude and an easy-going nature, ability to interact at all levels, ability to work in a team, good communication skills.

Personal details: Name: Lis Patricia Cántaro Cóndor
Place of birth: Lima, Peru
Age: 43 years
DNI (National ID): No. 20069859

Professional education: Forest Engineer (National University of Central Peru – UNCP) with completed studies for the Master's Degree course in Forest Management and Forest Resources at the Post-Graduate School of the National Agrarian University of La Molina.

Current position: Regional Coordinator, AIDER's Madre de Dios Office.

Professional experience: Technical Manager of the project "Reducing Deforestation and Promoting Sustainable Development in Madre de Dios / Coordinator of Contract for the Partial Administration of the Tambopata National Reserve and the Bahuaja Sonene National Park, in the Madre de Dios region.

Duties: Representing the project in Madre de Dios

Institutional monitoring officer

SOFIA INDIRA MOLERO DENEGRI
Jr. Manuel Gómez 205 Dpto. 602, Lince - Lima
Telephone (51 1) 383 3280. Mobile: (51 1) 959108981
monitoreo@aider.com.pe / sofia.molero.denegri@gmail.com

University degree in Sociology; completed studies for the MSc program in Gastronomic Sciences at the University of San Martin de Porres and completed post-graduate studies for a Diploma in Monitoring and Evaluation of Development Plans, Programs and Projects. Work experience in social development and environmental conservation in the Amazon region and northern Peru. Experience in design, planning and systematization of development projects in the environmental and social fields. Experience in monitoring and evaluation of development projects.

Personal details: Name: Sofía Indira Molero Denegri
Place of birth: Lima, Peru
Age: 30 years
DNI: 44048671

Degrees: Sociologist (National Higher University of San Marcos), MSc in Social Management (Post-graduate School, Pontifical Catholic University of Peru).

Current position: Monitoring and Evaluation Officer, AIDER.

Professional experience: Design, planning, monitoring and evaluation of projects and institutional initiatives. Development of social and environmental projects, budgets and plans of operation, and systematization of projects and experiences. Management, administration and monitoring of various institutional initiatives. Development and facilitation of social workshops.

Duties: Project monitoring in coordination with the monitoring officers of each office.

ANNEX 3: Terms of reference of personnel and consultants financed by ITTO

TERMS OF REFERENCE FOR THE PROJECT DIRECTOR

Forest engineer or degree in a related discipline with at least 10 years of experience in the management of conservation and sustainable development projects, preferably related to community forest management.

Experience:

- Management of forest projects in tropical moist forests or similar ecosystems
- Institutional development, forest administration, and forest policy and legislation
- Experience in working with native and/or rural communities
- Development of production forest management activities
- Leadership qualities in the coordination of international cooperation projects

Duties:

- Develop and support financial, progress and final reports for donors and collaborating agencies
- Ensure the administration of project resources - ITTO as well as national counterpart funds, and collaborate in the preparation of financial reports
- Design and supervise work plans with a view to the achievement of project objectives
- Work in coordination with the national and regional coordinators, the project director and forest technicians on an ongoing basis for the planning, implementation and monitoring of project activities
- Under the supervision of the national and regional coordinators, coordinate the recruitment of consultants as required for the implementation of project activities
- Lead and, together with other professionals, draft project documents and technical reports
- Schedule and coordinate the implementation of workshops as required within the framework of project activities
- Lead the technical team for project implementation
- Prepare and monitor operational plans for the project in accordance with the ITTO Manual.

Work base: Lima, availability to travel to regional areas.

TERMS OF REFERENCE FOR THE REGIONAL COORDINATOR(S)

Forest engineer with at least 3 years of experience in the implementation of conservation and sustainable development projects, preferably forest-related.

Experience:

- Implementation and management of forest projects in tropical forests
- Planning of forest projects
- Experience in working with native and/or rural communities
- Provision of technical assistance for the development and implementation of forest management plans
- Timber and non-timber production
- Monitoring and control of forest operations in community lands.

Duties:

- Support the development and implementation of timber and non-timber forest management plans
- Provide technical support in timber and non-timber production
- Train community members in relation to project activities
- Provide guidance for the monitoring and control of natural resources in native community areas
- Actively participate in the project on a full-time basis
- Work in direct and close relationship with the project director on an ongoing basis for the implementation of project activities
- Support the development of financial, progress and final reports for donors and collaborating agencies
- Participate in the planning of project activities
- Lead and, together with other professionals, draft project documents and technical reports
- Schedule and coordinate the implementation of workshops as required within the framework of project activities
- Support the project director in the promotion and organization of meetings between local and regional authorities for the undertaking/signing of commitments.

Work base: Pucallpa/Puerto Maldonado/Piura.

TERMS OF REFERENCE FOR CONSULTANTS (2) IN COMMUNITY FOREST MANAGEMENT TECHNICAL UNITS (UTMFC) IN THE AMAZON REGION

Forest engineer with a minimum of 4 years of experience in forest conservation and sustainable development projects with native community involvement.

Expertise:

- **Experience in forest development projects with Amazon native communities.**
- **Ability to relate to Amazon indigenous communities and forest authorities and officers.**
- **Experience in the development and/or implementation of forest management plans.**
- **Knowledge of forest and management regulations for the implementation of community forest management technical units (UTMFCs) and for the approval of forest management documents.**
- **Ability to use and manage communication and training techniques.**

Duties:

- **Provide technical and operational support to regional forest authorities for the implementation and management of UTMFCs.**
- **Strengthen the technical and regulatory capacities of regional forest authorities for the implementation and management of UTMFCs.**
- **Develop technical capacities for the formulation and implementation of forest management plans for native communities.**
- **Facilitate coordination meetings between regional authorities and native community representatives for the implementation and sound management of UTMFCs.**
- **Participate in workshops organized by the Project in coordination with the Director.**
- **Participate in the planning of project activities.**
- **Support other project actions as requested by the Project Director.**

Work base: Pucallpa/Puerto Maldonado

TERMS OF REFERENCE FOR CONSULTANT IN COMMUNITY FOREST MANAGEMENT TECHNICAL UNITS (UTMFC) IN THE DRY FOREST REGION

Forest engineer with a minimum of 4 years of experience in forest conservation and sustainable development projects with rural community involvement.

Expertise:

- **Experience in forest development projects with rural communities from the country's northern region.**
- **Ability to relate to rural communities and forest authorities and officers.**
- **Experience in the development and/or implementation of forest management plans.**
- **Knowledge of forest and management regulations for the implementation of community forest management technical units (UTMFCs) and for the approval of forest management documents.**
- **Ability to use and manage communication and training techniques.**

Duties:

- **Provide technical and operational support to regional forest authorities for the implementation and management of UTMFCs.**
- **Strengthen the technical and regulatory capacities of regional forest authorities for the implementation and management of UTMFCs.**
- **Develop technical capacities for the formulation and implementation of forest management plans for rural communities.**
- **Facilitate coordination meetings between regional authorities and rural community representatives for the implementation and sound management of UTMFCs.**
- **Participate in workshops organized by the Project in coordination with the Director.**
- **Participate in the planning of project activities.**
- **Support other project actions as requested by the Project Director.**

Work base: Piura

ANNEX 4. Recommendations of ITTO's Expert Panel

PD 894/19 (F)
Strengthening of Community Forest Management in Peru

Assessment by the Fifty-fourth Panel

A) Overall Assessment

Overall, the Panel noted that the proposal has been well formulated in line with the ITTO Manual for Project Formulation and that it is based on participatory approaches applying gender equality criteria and interaction based on intercultural awareness. However, the Panel felt that the proposal was overly ambitious for the 24-month timeframe, given the nature of the proposed project work covering 400,000 hectares of forests under community forest management. Regarding the risk assessment, the Panel noted that analyzing risk mitigation measures should be provided to ensure the effective risk management process in project implementation.

The proposal should be revised taking into account the overall assessment and the following:

B) Specific Recommendations	Modifications made
1. Consider reducing the project area to make success achievable in the 24-month time frame or extending the project duration from 24 months to 30 months in a more realistic way without increasing the current ITTO budget	**The project area has been reduced while the 24-month duration and budget have remained unchanged. The Department of Loreto has been excluded from the project area (see map of project area on page 7). The references to "Loreto" have been deleted in the corresponding sections throughout the document.**
2. Improve the risk assessment (Section 3.5.1 Assumptions and risks) by showing risk mitigation measures to be employed and how they should be monitored in the course of project implementation	**A table has been included under section 3.5.1 (pages 34 and 35), which shows risks, mitigation measures and relevant monitoring actions.**
3. Include Year 1's financial auditing cost in Table 3.4.3 (EA budget by component) as submission of an annual financial audit report is required for projects with duration of two years or more and an ITTO budget above US$200,000	**An allocation of US$3,000 has been included to cover Year 1's financial audit cost in Table 3.4.2 (Consolidated budget by component) – Item 62 and Table 3.4.4 (Executing agency budget) as it will be covered by the executing agency's contribution. The overall project budget has not been affected because the cost of AIDER regional coordinators has been reduced by the same amount as shown in Table 3.4.1 – Activity A3.4 (page 30), and item 11.3 in Tables 3.4.2 (page 31) and 3.4.4 (page 33).**
4. Provide ToRs for each of consultants (budget items 13.1 and 13.2) for guidance on UTMFC in Amazon and dry forest region in Annex 3 (ToR of personnel and consultants financed by ITTO)	**The ToRs have been added for each consultant (budget items 13.1 and 13.2) in UTMFCs in the Amazon and Dry Forest regions (see Annex 3 – pages 51 and 52, respectively).**
5. Clarify the role of Project Coordinator in the project management organization chart in Section 4.1.2 (Project management team) as it is confusing with the role of three regional project coordinators	**The roles of the Project Coordinator and the three regional coordinators have been clarified in section 4.1.2 (Project management team) (page 38).**
6. Include an annex which shows the overall assessment and recommendations of the 54th Panel and the respective modifications in tabular form. Modifications should also be highlighted (**bold and underline**) in the text.	**This annex has been included as requested and all recommendations have been addressed and incorporated in this document. All modifications have been highlighted (bold and underline) throughout the revised project document.**