

# INTERNATIONAL TROPICAL TIMBER ORGANIZATION

## ITTO

### PROJECT DOCUMENT

TITLE	CAPACITY BUILDING FOR THE SUSTAINABLE MANAGEMENT OF TROPICAL DRY FORESTS ON THE NORTH COAST OF PERU
SERIAL NUMBER	PD 741/14 Rev.3 (F)
COMMITTEE	REFORESTATION AND FOREST MANAGEMENT
SUBMITTED BY	GOVERNMENT OF PERU
ORIGINAL LANGUAGE	SPANISH

#### SUMMARY:

This project will deal with the limited capacities of key stakeholders **to address the problems of degradation** in tropical dry forests on the north coast of Peru, covering the 3 departments that share this ecosystem: Tumbes, Piura and Lambayeque.

The project will help improve living standards for rural communities through the conservation and sustainable use of tropical dry forests; to this end, it will strengthen the capacities of key stakeholders to establish **policies for the sustainable management of dry forests**. The intended outcomes include: improved management at the regional forest administration level; promotion of active **public sector** and civil society involvement in dialogue and consensus-building spaces with a view to decision making on regional forest management; and strengthening of technical and operational capacities for community forest management on the north coast.

Activities will include the analysis of the forest regulatory framework, technical and administration capacity building, strengthening of the forest information system for tropical dry forests, implementation of a communication and outreach plan, systematization of experiences and community training in forest management practices and extension officers' training in forest management.

**EXECUTING AGENCY:** ASSOCIATION FOR INTEGRATED RESEARCH AND DEVELOPMENT (AIDER)

**COLLABORATING AGENCIES:** ---

**DURATION:** 30 MONTHS

**APPROXIMATE STARTING DATE:** UPON APPROVAL

<b>PROPOSED BUDGET AND OTHER SOURCES OF FINANCE:</b>	<b>Source</b>	<b>Contribution (in US \$)</b>
	ITTO	US \$ 437,630.00
	AIDER	US \$ 551,408.00
	<b>TOTAL</b>	<b>US \$ 989,038.00</b>

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# PROJECT BRIEF

## ***Current situation and problems to be solved by the project***

Forests have gained importance worldwide because of their fundamental role in global climate stability, their natural richness and valuable cultural diversity, as well as the multiple roles and benefits they provide. However, despite this evident significance, weak governance of the forest sector remains a challenge. In Peru, tropical dry forests in the north coast departments are not immune to this issue. Forests cover an area of 3,301,088 hectares, with very large areas lost to deforestation each year: for Piura this is 20,822.24 hectares, or a deforestation rate of 16.75% (GRP, 2011. Analysis of Deforestation Rate in the Piura Region). The main causes of **forest degradation** include illegal selective timber logging, forest fires and overgrazing, while one of the underlying causes is the uncoordinated management by various political and social stakeholders. This has become an ongoing concern for the authorities, civil society organizations and the population at large.

Several events on the subject have been organized on the North coast, involving stakeholders in the analysis of the situation and in developing strategies for tropical dry forest conservation and use that are conducive to sustainable development, mainly in forest dependent communities. The conclusions and recommendations of these events formed the foundations of this proposal.

The project is based on the conclusions of the International Seminar on Dry Forests and Desertification, on policies *for North coast dry forest sustainable management (Ministry of Agriculture, INRENA. 2007)* which took place in Piura and recommended strengthening a conducive legal framework and institutional forest governance by reinforcing executive and management bodies, as well as respecting and acknowledging community institutions and organizations that work for environmental conservation.

As a result of the decentralized workshops that took place on the North coast of Peru in 2011, **the National Forest and Wildlife Service – SERFOR (former** General Forest and Wildlife Directorate – DGFFS) of MINAGRI issued RM N. 0166.2012-AG to approve the Terms of Reference with guidelines and formats for the formulation of forest management plans for dry forests. This regulation will be disseminated and is part of the training package for key stakeholders, as provided in its section 3.

The “*Mainstreaming Workshop on National Forest and Wildlife Policy*” was organized (in 2003) by **SERFOR (former** DGFFS of MINAG 2013), and was attended by stakeholders from Tumbes, Piura and Lambayeque. The State acknowledged the strategic nature of, and pays priority attention to the sustainable use and conservation of forest resources and wildlife in Peru, and recommended the following actions: fostering a national framework agreement on forests and wildlife, based on democratic intercultural dialogue, to contribute to forest governance. Regional and local governments of the three departments within its competence should strengthen forest and wildlife management. Furthermore, priority was given to the strategic direction that seeks to ensure an institutional framework for ecologically sustainable, economically competitive and socially and culturally inclusive management of the forest and wildlife heritage, with governance, trust and cooperation among all stakeholders. The “*Workshop on mainstreaming of the regional forest development plan for Piura*” (2013) highlighted a strategic direction that should foster spaces, mechanisms and instruments conducive to land and sector agreement, that allow for dialogue and articulation of actions among business, social and government management, and also encourage the population to be actively involved through its organizations, in the design, formulation and implementation of regional policies.

The key problem identified is the limited capacity of key stakeholders **to address the problems of degradation**—in tropical dry forests on the north coast; the causes of this problem include: poor regional government capacity for **the management of degraded forests** in Tumbes, Piura and Lambayeque; poor involvement of **the public sector** and civil society in decision making on forest management at the regional level and limited technical and operational management capacities for the sustainable management of community forests on the north coast.

## ***Development and specific objectives***

The **development objective** of the project is to contribute to the improvement of the living standards for rural communities through the conservation and sustainable use of tropical dry forests on the north coast of Peru. Achievement of this objective will be measured by 30% reduction in deforestation in tropical dry forests on the North coast; 10% increase in rural community and user incomes resulting from sustainable

forest management, and conservation of forest cover among rural communities; this represents one million hectares, and will guarantee the supply of forest goods and services.

The **specific objective** of the project is to strengthen the capacities of key stakeholders **to establish policies for the sustainable management of degraded** tropical dry forests on the north coast of Peru. The achievement of this objective will be measured using the following indicators: at least 50 officials and technicians of the forest management units and regional governments of Tumbes, Piura and Lambayeque, manage tropical dry forests efficiently, thus ensuring their sustainability; 80% increase in the involvement of stakeholders from the public, private and civil society sectors, strengthening forest management capacities in the departments of Tumbes, Piura and Lambayeque; 64 rural communities are familiar with, and apply techniques to the forest management of their forests and at least 70% of the rural population has gained awareness of forest conservation and of the benefits offered by forest management.

### ***Beneficiaries, Outcomes and Outputs***

The beneficiaries of the project include **male and female** members of north coast rural communities, authorities, officials and technicians of the regional governments of Tumbes, Piura and Lambayeque, as well as other forest users such as owners of private plots, timber loggers and merchants of timber and non-timber forest products.

The communities are the direct users of forests and are organized as follows: in Tumbes, under the Dry Forest Ancestral Association Coordination Council (*Coordinadora de Asociaciones Ancestrales del Bosque Seco*); in Piura, under the Dry Forest Rural Communities Centre (*Central de Comunidades Campesinas del Bosque Seco* - CECOBOSQUE); and in Lambayeque, under the Rural Communities Federation (*Federación de Comunidades Campesinas* - FEDECAL). The National Government has devolved forest roles to the Tumbes Regional Government, while the Regional Governments of Piura and Lambayeque have not had these roles transferred yet, so **SERFOR's** Technical Forest and Wildlife Administrations are still operating.

Expected outputs include: improved management standards at the Tumbes Regional Forest and Wildlife Authority and from **SERFOR** professionals working in Piura and Lambayeque, with a view to the sustainable management of **degraded** tropical dry forests on the north coast; **the public sector and civil society as a whole** will be actively involved in decision making for the sustainable management of forests at the regional level, and authorities, technicians and leaders will have stronger capacities for technical and operational management of SFM in community forests on the north coast.

### ***Implementation approaches and methods and stakeholder involvement***

The capacity building process of forest governance will be based on the "Learn-by-Doing" method. This will facilitate awareness building, reflexion 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 expertise, methods, practical work and tools, to facilitate capacity building for forest governance and tropical dry forest management. It is based on a territorial development approach, an ecosystem-wide approach with participatory processes applying gender equity criteria and interaction based on intercultural relations, respecting community customs and traditions. Regarding the involvement of stakeholders and beneficiaries, the project will apply a participatory approach with a view to involving all stakeholders; furthermore, there will be national and regional information spaces where major stakeholders will be able to provide information on project management, as well as to analyze and recommend proposals for the successful implementation of the project and forest management.

### ***Sustainability of project outcomes***

The project was designed taking into account social needs and the issues limiting capacity for sustainable forest management. Forest discussion and dialogue spaces and institutional commitment at the public, private and civil society levels will help sustain such dialogue spaces after the end of the project, and will serve as the basis for the management committee of the regional forest authority. Furthermore, proven regionally-adapted technologies will be implemented for ease of adoption by the community and to facilitate the implementation of forest management. Regarding the political and institutional fields, the involvement of regional authorities from the onset of the project will help them take on their roles and competence under the law.

### **Assumptions and main risks**

The main assumptions that will ensure the success of the project include:

- The National and Regional Forest and Wildlife Policies keep promoting forest resource conservation and sustainable management.
- Regional forest authorities make commitments and prioritize actions to strengthen forest management.
- Public, private and civil society institutions are interested in being involved in the development of draft regulations, and in sharing information.
- Authorities, officials and technicians are interested in receiving training.
- Civil society acknowledges the social, economic and environmental importance of tropical dry forests and becomes actively and effectively involved. Civil society is interested in being involved in dialogue spaces.
- Rural community authorities and leaders are willing to participate in the project.
- Communities are interested in using their forests on the basis of forest management plans.
- NGOs and communities are willing to share information on their forest management experiences.

The most significant risks include:

- That the devolution of roles and competences to regional governments does not occur in the short term, and that north coast department capacities for forest management remain weak as a result of their dependence from central government, and implement regional uncoordinated activities that lead to poor forest administration;
- That regional governments do not make the commitment to implement and strengthen the new regional forest authority;
- That the private sector and civil society maintain a passive attitude towards forest sub-sector dialogue spaces.

The impact of these risks would be an increase in **the degradation of tropical dry forests** because of inappropriate forest use.

In order to mitigate such risks **the project will carry out advocacy work with regional public institutions for the transfer of responsibilities, will provide support and technical assistance to DRAP personnel for the formulation of an annual budget plan; will coordinate with the forest authorities of Tumbes, Piura and Lambayegue so as to promote citizen involvement within the framework of the LFFS to discuss and establish forest management strategies and alternatives,** and will seek to ensure the active participation of key stakeholders through awareness raising actions, training events, workshops, discussions, publications, etc.

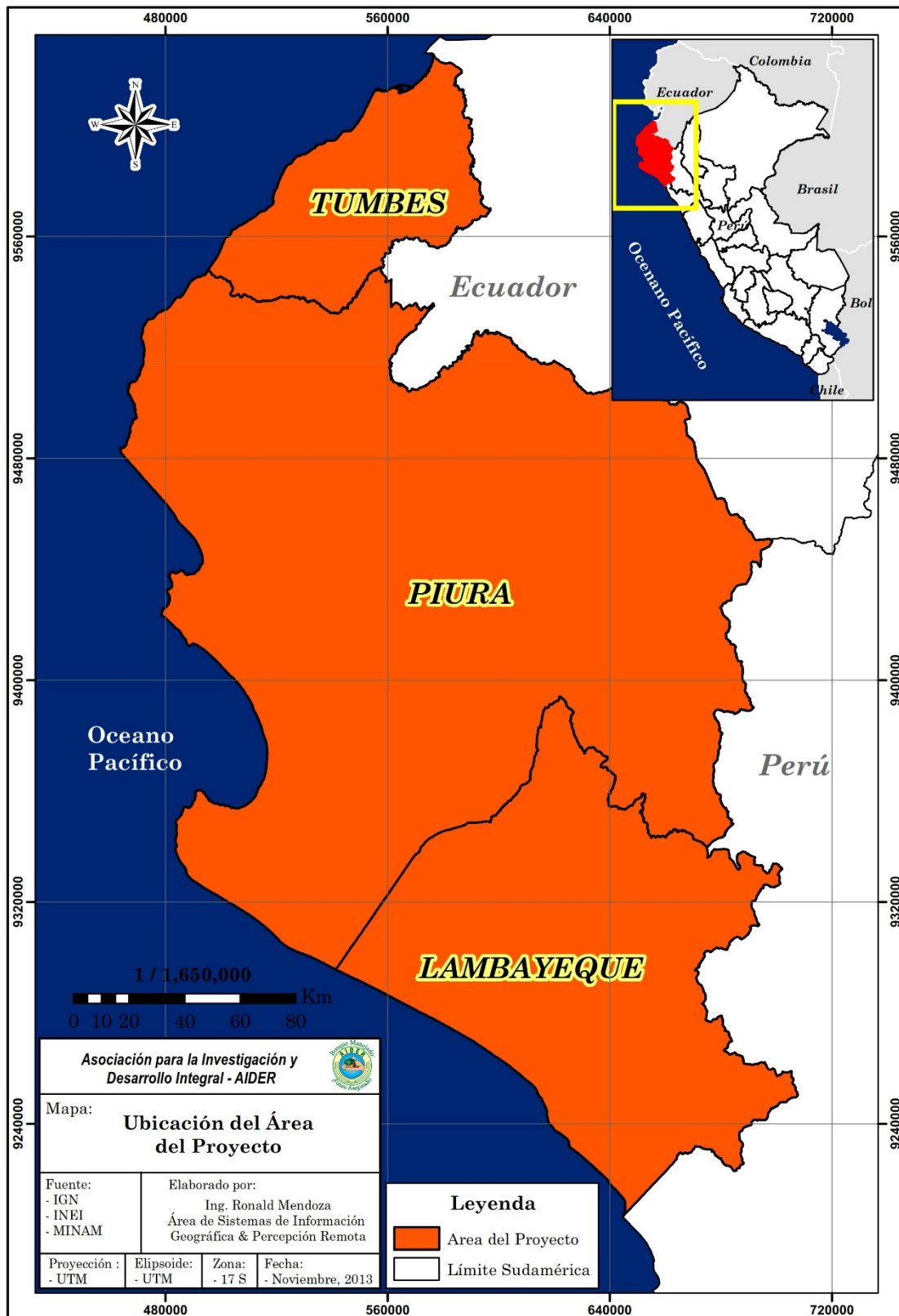
### **Budget and funding sources:**

The total budget of the project is **US\$989,038** and the proposed sources of finance are: ITTO contribution of **US\$437,630** and executing agency AIDER contribution of **US\$ 551,408.**

## LIST OF ABBREVIATIONS AND ACRONYMS

AIDER	Asociación para la Investigación y Desarrollo Integral (Association for Integrated Research and Development)
CAR	Comisión Ambiental Regional (Regional Environmental Commission)
CCP	Project Consultative Committee
CDM	Clean Development Mechanism
CECOBOSQUE	Central de Comunidades Campesinas del Bosque Seco Piura (Piura Dry Forest Rural Communities Centre)
CENTRO ECO	Centro de Ecología y Conservación de Lambayeque (Lambayeque Centre for Ecology and Conservation)
CTI	Cooperación Técnica Internacional (International Technical Aid)
DGFFS	Dirección General Forestal y de Fauna Silvestre (General Forest and Wildlife Directorate)
DNGO	Development Non Governmental Organisation
EAP	Economically active population
ENAH0	Encuesta Nacional de Hogares (National Household Survey)
FEDECAL	Federación de Comunidades Campesinas de Lambayeque (Lambayeque Rural Communities Federation)
GRRN and GMA	Gerencia Regional de Recursos Naturales y Gestión del Medio Ambiente (Regional Natural Resources Management and Environmental Management)
GVA	Gross Value Added
HDI	Human Development Index
INEI	Instituto Nacional de Estadística e Informática (National Statistics and IT Institute)
INIA	Instituto Nacional de Investigación Agraria (National Agriculture Institute)
INRENA	Instituto Nacional de Recursos Naturales (National Institute for Natural Resources)
ITTO	International Tropical Timber Organisation
LFSS	Ley Forestal y de Fauna Silvestre (Forest and Wildlife Law)
MINAG	Ministry of Agriculture
MINAGRI	Ministry of Agriculture and Irrigation
NORBOSQUE	Programa Regional de Conservación y Aprovechamiento Sostenible de Bosques (Regional Programme for Forest Conservation and Sustainable Use)
OSINFOR	Organismo de Supervisión de los recursos forestales y de fauna silvestre (Forest and Wildlife Resource Monitoring Agency)
PCM	Presidencia del Consejo de Ministros (Chair of the Council of Ministers)
PSC	Project Steering Committee
REDD	Reducing Emissions from Deforestation and Forest Degradation
REGO	Regional government
RFDP	Regional Forest Development Plan
SENASA	Servicio Nacional de Sanidad Agraria (National Agricultural Health Service)
SERFOR	Servicio Nacional Forestal y de Fauna Silvestre (National Forest and Wildlife Service)
SERNANP	Servicio Nacional de Áreas Naturales Protegidas (National Natural Protected Area Service)
SFM	Sustainable Forest Management
SINAFOR	Sistema Nacional de Gestión Forestal y de Fauna Silvestre (National Forest and Wildlife Management System)
SNGA	Sistema Nacional de Gestión Ambiental (National Environmental Management System)
SRGA	Sistema Regional de Gestión Ambiental (Regional Environmental Management System)
SUNAT	Superintendencia Nacional de Administración tributaria (National Tax Administration Superintendence)
TEEB	The Economy of Ecosystems and Biodiversity
TFLET	ITTO thematic programme on Forest Law Enforcement, Governance and Trade
UNALM	Universidad Nacional Agraria La Molina (National Agrarian University of La Molina)
YPO	Yearly Plan of Operation

# MAP OF PROJECT AREA



# PART 1. PROJECT CONTEXT

## 1.1 Origin

Forests have gained importance worldwide because of their fundamental role in global climate stability, their natural richness, their valuable cultural diversity and the multiple roles and benefits they provide (habitat, food, medicines, etc.). However, despite this evident significance, weak governance of the forest sector remains a challenge. In forest-rich countries it is common to find high deforestation rates and illegal logging and timber trade; this has become an ongoing concern for the authorities, civil society organizations and the general population.

This proposal arises from a set of events including: International seminar on dry forests and desertification: *sustainable management policies for North coast dry forests (Ministry of Agriculture, INRENA, 2007)*; tropical dry forests of the North coast were acknowledged as the main natural vegetation of that part of the country, covering 3,301,088 hectares, of which 65.61% in Piura, 20.91% in Lambayeque and 13.48% in Tumbes. These forests make an important goods and services contribution to approximately 40,000 families classified as extremely poor and financially forest dependent. The recommendations were to strengthen a favourable legal framework; to improve institutional forest governance by strengthening executive and management bodies, and respecting and acknowledging community institutions and organizations that work for environmental conservation.

Mainstreaming Workshop on *National Forest and Wildlife Policy* organized by the National Forest and Wildlife Service – **SERFOR** (**former** General Forest and Wildlife Directorate – DGFFS of MINAG (2013)), and attended by stakeholders from Tumbes, Piura and Lambayeque. The State acknowledged the strategic nature of, and pays priority attention to the sustainable use and conservation of forest resources and wildlife in Peru because of their capacity to make a contribution to the national economy, social inclusion, a stronger democracy, the wellbeing of disadvantaged local communities, poverty eradication and climate change mitigation and adaptation. Furthermore, the State acknowledged explicitly that effective forest and wildlife management must take into consideration the specificities of the various forest and wildlife sector stakeholders and respond to each reality in an appropriate manner. Regional and local governments within the framework of their competences handle forest and wildlife management; the various levels of the public forest administration seek the necessary institutional, professional, economic and logistic conditions to effectively fulfil their statutory and supervisory roles. Furthermore, priority was allocated to the strategic direction that seeks to ensure an institutional framework for ecologically sustainable, economically competitive and socially and culturally inclusive management of the country's forest and wildlife heritage, with governance, trust and cooperation among all stakeholders.

Finally, the mainstreaming workshop on the *Regional Piura Forest Development Plan (2013)*, stated that the problem with forest resources is reflected in the deforestation rate that has reached 20,822.24 hectares per year, mainly as a result of illegal selective timber logging, land use changes to agriculture, forest fires and overgrazing. This is due to uncoordinated management among the various stakeholders, often with centralized decisions and little prioritisation of the forest theme at all levels. One of the strategic directions provided in the Plan includes: to provide spaces, mechanisms and instruments conducive to land and sector agreement, that allow for dialogue and articulation of actions among business, social and government management; to encourage the population to be actively involved through its organizations, in the design, construction and implementation of regional policies, and in the evaluation of the social impact of programmes and projects, and to ensure the availability and access to information that enables the impact of this Regional Plan to be monitored and assessed.



## 1.2 Relevance

### 1.2.1 Conformity with ITTO's objectives and priorities

The project conforms with 3 priorities of the *ITTO Strategic Action Plan 2013 – 2018*, Priority 1: promote good governance and enabling policy frameworks for strengthening SFM and related trade; Priority 5: improve the quality and availability of information on tropical forests, forest product markets and trade; and Priority 6: build and develop human resource capacity to implement SFM and increase trade in forest goods and services from sustainably managed forests.

Furthermore, it is consistent with the *TFLET objectives*: to improve law enforcement and governance in the forest sector, through improved national policy and legal frameworks to enhance and diversify trade in tropical timber from sustainably managed and legally logged forests and to help alleviate poverty. It is also consistent with the *International Tropical Timber Agreement (2006)* objective "Strengthening the capacity of members to improve forest law enforcement and governance, and address illegal logging and related trade in tropical timber".

Furthermore, it is consistent with the *Guidelines for restoration, management and rehabilitation of secondary and degraded tropical forests (2002)*, Principle 4: Effective forest governance is a necessary framework condition for restoring and managing forests and for the sustainable management of forests as a whole. Principle 7: Devolve responsibility and accountability to local management institutions (including both governmental and civil society organizations) for restoring, managing and rehabilitating degraded and secondary forests; and Principle 8: Local communities and stakeholders actively participate in and share the responsibility for decision-making in planning and implementing restoration, management and rehabilitation strategies for secondary and degraded forests.

### 1.2.2 Relevance to the submitting country's policies

*The National Forest and Wildlife Policy (DS 009-2013-MINAGRI)* highlights the principle: forest governance that seeks to harmonize policies, strengthen institutions, regulations, procedures, tools and information to enable effective, decentralized, holistic, informed and equitable involvement of the various stakeholders in decision making. **This proposal is specifically in line with Policy Area No.2: "Sustainability" and Guideline 2: Special management for the conservation and sustainable harvesting of forest ecosystems and other types of wild vegetation that are subject to degradation processes or threats, item d) Promoting the integrated management of dry forests, especially their services, to ensure their contribution to climate change adaptation and reduction of desertification.**

*Law N. 29763, Forests and Wildlife Law*, highlights forest governance and involvement in forest management and provides, in its Section 13, that the National Forest Authority shall be SERFOR: National Forest and Wildlife Service; furthermore, Chapter III (Section 19) provides that the regional forest and wildlife authority shall be the regional government. There are other directives such as RM N. 0166-2012-AG, which provides the terms of reference and guidelines and formats for forest management plans for dry forests.

*The Organic Regional Governments Law (Law N. 27867)* in its Section 8, mentions the guiding principles for regional policy and management: participation, transparency, modern management and accountability, inclusiveness, effectiveness, efficiency, equity, sustainability, and others. Section 9 provides that the promotion of sustainable use of forest resources and biodiversity shall be under regional jurisdiction.

*The Regional Environmental Management System (Framework Law on the National Environmental Management System – SNGA, Supreme Decree N. 008-2005-PCM)* states that its specific objectives shall include: stronger environmental governance within the framework of SRGA, and stronger environmental capacities for authorities, public officials, and civil society leaders. It provides the following regional environmental directions: environmental governance, strengthening environmental institutions and optimising cooperation among sectoral authorities, decentralized bodies, local governments, the private sector and civil society, within the framework of SRGA.

## 1.3 Target area

### 1.3.1. Geographic location

This is an interregional project located on the North coast of Peru, in the departments of Tumbes, Piura and Lambayeque, all of which share tropical dry forest cover.

The Department of Tumbes borders with: Ecuador in the North and East; in the South with the Department of Piura and in the West with the Pacific Ocean. Its geographical coordinates are: 03°23' and 04°13' South and 80°07' and 81°02' West. Tumbes covers an area of 4,669.20 km<sup>2</sup> and is divided into three Provinces (Zarumilla, Tumbes and Contralmirante Villar) and thirteen Districts.

The Department of Piura borders with Tumbes and Ecuador in the North; in the South with the Department of Lambayeque; in the East with the Department of Cajamarca and in the West with the Pacific Ocean. It has a continental area of 36,065 km<sup>2</sup> and 1.32 km<sup>2</sup> in island area, representing 2.8% of the national area. It is divided into 8 Provinces (Piura, Sullana, Talara, Paíta, Sechura, Morropón, Ayabaca and Huancabamba), 64 Districts and 2,632 urban centres (INEI, 2011).

The Department of Lambayeque borders with Piura in the North; in the South, with the Department of La Libertad; in the East with the Department of Cajamarca and in the West with the Pacific Ocean. Its coordinates are from 5°28' 49.48" South in the North to 7°10' 37.52" South in the South, and from 79° 07' 20.60" West in the East to 80° 37' 37.40" West in the West. The land area, including the islands Lobos de Afuera and Lobos de Tierra, is 14,856.25 km<sup>2</sup> or 1.16% of the total area of the country. Of this total, 14,838.25 km<sup>2</sup> is on the continent and 18 km<sup>2</sup> is in the oceanic islands. It consists of 3 Provinces (Chiclayo, Lambayeque and Ferreñafe) and 38 Districts.

### 1.3.2 Social, cultural, economic and environmental aspects

#### ***Social aspects***

The North coast has a population of 3,257,094 (INEI, 2012). For Tumbes the figure is 228,227 (0.8% of the country's population), with an urban population of more than 90%, with 54% males and 46% females. For Piura the figure is 1,799,607 (6.0% of the national total), almost three quarters of which in urban areas, with a balanced gender distribution; and Lambayeque has a population of 1,229,260 or 4.1% of the total population of the country.

Regarding organizational aspects, natural resources management in rural communities is organized as follows: in Tumbes there are 19 organizations in the Dry Forest Ancestral Association Coordination, and they manage 50,000 hectares; in Piura, the communities are grouped under the Dry Forest Rural Communities Centre (CECOBOSQUE), covering 1,400,000 hectares; and in Lambayeque the Lambayeque Rural Communities Federation (FEDECAL), manages approximately 600,000 ha. These communities are the beneficiaries of the project.

#### ***Cultural aspects***

The Northern Region is known for its important cultures: the Vicús culture developed in Piura which was also populated by the Tallanes on the coast and the Huancabambas and Guayacundos in the hills; there are various cultural showcases including the ceremonial centre at Ñañañique, the petroglyphs at Samanga, the treasure at Frías, the seignury at Olleros, the ceremonial centre at Narihuala, Aypate, as well as the characteristic pottery of the Encantada Chulucanas area. Tumbes is known for the cultural archaeological heritage "Huaca Cabeza de Vaca", the "Ruins of Guineal", "Puerto Pizarro", "Rica Playa", and others. The Department of Lambayeque has inherited great pre-Columbian cultures such as Lambayeque, Chimú and Mochica, whose works are globally admired because of their advanced workmanship, particularly in precious metalwork and metallurgy. The remains of the Señor de Sipán tomb are one such example; discovered in 1987, they are as significant as the discovery of Señor de Sicán, a nobleman of the Sicán or Lambayeque culture, found in the "Las Ventanas" huaca in the Pómac Forest Historical Sanctuary.

## ***Economic aspects***

The average annual economic growth for Tumbes was 6.2% (2002-2011). The Gross Value Added (GVA) was 0.5 % of the national GVA (INEI, 2011); the most important activities include: transport and communications 18.2%, trade 16.4% and services 12.7%, agriculture, forestry and hunting contributed 8.8%. The economically active population (EAP) in 2011 included 128,100 individuals; of the employed EAP 34.7% is working in the services sector and 22.4% in trade.

Piura's average annual economic growth was 6.2% (2002-2011). It contributed 4.0% to the national Gross Value Added (GVA). Manufacture is the most significant sector in the production structure with 18.9%, while trade represents 17.1%. Agriculture only represents 7.7% of the total production but it provides employment to almost one fourth of the economically active population.

Lambayeque recorded an average annual economic growth of 5.4% (2002-2011). Its Gross Added Value to the national GVA was 2.7%. Trade stands out in the production structure, with 26.8%, services with 20.4% and transport and communications with 12.5%, while the contribution made by agriculture, hunting and forestry is 8.9%. The economically active population (EAP, 2011) was 633,700 individuals, of whom 27.3% were employed in the services sector and 24.7% in the primary sector (agriculture, fishing and mining).

For the HDI, Tumbes records a medium-level human development rate (0.658) and a poverty rate of 20.12%; for Piura the human development index is medium low (0.588) and the poverty rate is 42.5% while Lambayeque recorded a medium human development index (0.639) and a poverty rate of 35.3% (ENAHO, 2010).

Regarding forest production, the contribution is not significant: statistics show a falling trend in the formal trade of timber, coal, firewood, incense, and carob; however, most is traded informally and illegally. Studies on ecosystem values (TEEB) have shown that the forest sector provides 257 million Soles or 1.44% of the regional gross added value. This represents 80% of the value allocated to the contribution of water and electricity mainly in mountain and moorland ecosystems (Regional Government of Piura, 2012)

## ***Environmental aspects***

The north coast departments share the same tropical dry forest ecosystem, a significant area for its biological diversity and endemism; furthermore, it is the source of the rural communities' livelihood. Forests cover 3,301,088 hectares, of which 65.61% are in Piura, 20.91% in Lambayeque and 13.48% in Tumbes; tropical dry plain forests represent 57% of the total cover and are more productive forests; this is where most of the rural population has settled (REGO Lambayeque, 2013).

The principal issue is deforestation caused by inappropriate use, a lack of technical information, limited community capacity for forest management, forest fires, overgrazing, changes in land use to agriculture, and a lack of regional regulatory frameworks to coordinate with the regions that share the same ecosystem. These are causing forest degradation, increased desertification and pests and diseases as a result of climate change, and low production rates as a consequence.

## **1.4 Expected outcomes at project completion**

At the end of the project, the following outcomes are expected:

- At least 50 officials and technicians of the forest management units and regional governments of Tumbes, Piura and Lambayeque, manage tropical dry forests efficiently, thus ensuring their sustainability
- 80% increased involvement of stakeholders from the public, private and civil society sectors, strengthening forest management capacities in the departments of Tumbes, Piura and Lambayeque
- 64 rural communities are aware of and apply forest management techniques in their forests
- At least 70% of the rural population now aware of forest conservation and of the benefits of forest management

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

### **2.1 Rationale**

#### **2.1.1 Institutional set-up and organizational issues**

The Government of Peru has launched a "participatory and decentralized process to strengthen the forest sector", which provides three specific processes: 1) Drafting the Forest and Wildlife Regulations of Law N. 29763; 2) Drafting the National Forest and Wildlife Policy; and 3) Implementation of the new forest institution. Also, because it is national government policy to foster and strengthen the decentralization process and the devolution of roles and competences to regional governments, and considering the initiative to strengthen regional forest units, it is imperative to promote and strengthen forest sector governance so that it may contribute to the country's sustainable development. Forest management needs to take into account the current decentralization process: not only does it increase the range of stakeholders but also its complexity, since the information flow among the various levels is crucial for the sector to operate smoothly.

It is in this context that the project seeks to strengthen the capacities of key stakeholders in sustainable forest management, so the institutional structure shall consist of public, private and civil society institutions as described hereunder:

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

A not-for-profit nongovernmental organization founded in 1986, incorporated in the Lima register of associations and in the register of nongovernmental organisations that benefit from international technical aid (CTI), of the Peruvian Agency for International Cooperation (APCI). It operates at the national level and focuses on two major ecosystems: the tropical dry forests of the North coast, and the tropical rainforests of the Peruvian Amazon. It works in the following areas: sustainable forest management, community forest management, fight against desertification, forest governance and forest certification; environmental services (CDM and REDD); management of natural protected areas, research, organizational strengthening, rehabilitation of degraded areas and reforestation.

At the national level it interacts with the Ministry of the Environment, Ministry of Agriculture and Irrigation, SERNANP and SERFOR, and it is a member of the national REDD working group and others associated with its institutional mission. At the regional level it has wide experience in the forest management of tropical dry forests and has an institutional presence in the Departments of Tumbes, Piura and Lambayeque; it interacts with regional governments, private sector institutions and communities, and leads regional working groups on forests, desertification and agro-ecology. It is also a member of other regional technical groups of the Regional Environmental Commission.

AIDER will be the executing agency of this project, since it has the human and administrative capabilities required to manage it; the organisation is well known for its activity among departments and has experience in facilitating participatory processes and implementing conservation and development projects involving authorities and beneficiaries to ensure transparency.

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

This is the lead agency of the National Forest and Wildlife System (SINAFOR) and its national technical and regulatory authority in charge of developing regulations and determining procedures in this field. It coordinates technical operations and is in charge of their successful implementation. Its roles include:

- a) Planning, supervising, executing, providing support and monitoring national forest and wildlife policy.
- b) Formulating, proposing, implementing and evaluating strategies, plans and programmes for the sustainable management of the country's forest and wildlife heritage.
- c) Coordinating and promoting capacity building in the forest and wildlife sectors at both public and private level.
- d) Managing and promoting the sustainable use, conservation and protection of forest and wildlife resources.

It is empowered to conclude agreements with public and private institutions, and to support initiatives in favor of sustainable forest management at the national level.

### Regional governments (REGOs)

Regional governments are the regional forest and wildlife authorities under the National Forest and Wildlife Policy, Law 27963 and its Regulations, as well as national guidelines approved by SERFOR. One of their roles associated with forests and wildlife is to promote and establish permanent mechanisms for community involvement in forest and wildlife management at the regional level, in consultation with local governments. Regional governments also foster and coordinate capacity building of forest sector stakeholders in their jurisdiction, to increase the level of competitiveness of national production and the sustainable use of the country's forest and wildlife heritage. The proposed project will contribute to the above mentioned roles that regional governments must fulfill with the support of their partners.

#### 2.1.2 Stakeholder analysis

Group of stakeholders	Characteristics	Problems, needs, interests	Potential	Involvement in the project
<b>PRIMARY STAKEHOLDERS</b>				
<b>Tumbes Forest Ancestral Association Coordination</b>	Consists of 19 associations that use forest resources for subsistence, processing and marketing.	Forest degradation, no training or technical aid opportunities, interested in using and generating forest resources	They have leaders and significant community forest potential to use 50,000 hectares	<u>Primary beneficiary</u> Will receive training and information, be involved in policy, strategy and regulation discussions, and will be members of the Consultative Committee of the project
<b>Lambayeque Rural Communities Federation – FEDECAL</b>	Consists of 19 rural communities whose economic activities are based on tropical dry forests	Loss of forests from logging and changes in land use; use forests and generate income; interested in management plans	They have leaders, know their resources and have a forest potential to conserve and use 600,000 hectares	<u>Primary beneficiary</u> Will receive training and information, be involved in policy, strategy and regulation discussions, and will be members of the Consultative Committee of the project
<b>Piura Forest Rural Communities Centre - CECOBOSQUE</b>	Consists of 33 rural communities whose income depends on tropical dry forest resources	Forest degradation from logging; require technical aid to manage their forests; interested in receiving technical support	Strong organization, with leaders and extension workers Has significant community land and forest potential with 1,400,000 ha	<u>Primary beneficiary</u> Will receive training and information, be involved in policy, strategy and regulation discussions, and will be members of the Consultative Committee of the project
<b>Regional governments (GRRN and GMA and NORBOSQUE Programme) in Lambayeque, Piura and Tumbes</b>	Regional forest competence in their jurisdictions and consistent with national forest policy	Little forest management capacity, limited technical and financial resources They have policy decision-making powers to take on competences	They have a forest conservation and sustainable use programme with Regional Decree recognition	<u>Primary beneficiary</u> Will be involved in the promotion and leadership of project processes and activities and in the approval of agreements, interacting with the national authorities They will monitor and disseminate the project

<p><b>Other forest users: owners of private plots and timber loggers in Tumbes, Piura and Lambayeque</b></p>	<p>Private individuals who own forest lands, use forest resources under permits issued by the competent forest authority</p>	<p>They consider that “Forest Management Plans” are only a requirement to be fulfilled in order to be able to log. There is a need to incorporate forest activities into household income. Interested in being involved in, and familiar with regulations and management techniques</p>	<p>They have expertise and information on the local situation and have influence on local and community authorities</p>	<p><u>Primary beneficiary</u> They will be involved in training workshops and in workshops to study the regulatory framework</p>
<p><b>SECONDARY STAKEHOLDERS</b></p>				
<p><b>Independent forest professionals</b></p>	<p>Forest consultants; prepare forest management plans according to regulations and directives.</p>	<p>Short-term logging plans. Limited opportunities for training and updates</p>	<p>They are familiar with the problem and have an influence on communities and private owners</p>	<p>Will be involved in training and in workshops to study the regulatory framework</p>
<p><b>SERFOR: National Forest and Wildlife Service</b></p>	<p>National technical and regulatory authority in charge of drafting regulations and determining procedures associated with forest use</p>	<p>Limited resources; needs support to implement forest governance in the departments. Insufficient personnel with governance training</p>	<p>Availability of specialized professional staff. Has its own regulatory and technical instruments. Responsible for enforcing forest policies</p>	<p>Will be involved in the implementation of certain activities including: -technical and forest law capacity building -monitoring the project -dissemination of project outputs. Will be a member of the Project Steering Committee</p>
<p><b>Development NGO: AIDER – Association for Integrated Research and Development</b></p>	<p>Development organization with active involvement in policy and technical projects on forest management on the North coast; with regional/ national authority recognition</p>	<p>Limited financial resources to support capacity building in forest management in its jurisdiction in the North</p>	<p>A multidisciplinary team of professionals with forest management experience, is involved in various initiatives in the departments of Tumbes, Piura and Lambayeque</p>	<p><u>Direct involvement in the development of the project.</u> strengthening capacities and facilitating sustainable forest management processes in the dry forests of the North coast of Peru</p>
<p><b>Centro ECO: Lambayeque Centre for Ecology and Conservation</b></p>	<p>NGO with experience in reforestation, production activities and healthy housing</p>	<p>Limited resources, interested in establishing strategic partnerships</p>	<p>Promotes capacity building; has experienced personnel</p>	<p>A strategic partnership would be established to strengthen community capacities</p>

<b>TERTIARY STAKEHOLDERS</b>				
<b>Public and private organizations</b>	Public institutions involved in forest management, control and monitoring of forest resources Forest monitoring and control authorities, environmental monitoring and research	Limited financial and technical resources to promote forest monitoring and research	They have specialized personnel and are familiar with forest policies and research carried out locally and at departmental level	Will contribute to project objectives. Will be called upon/ consulted to provide input on forest development regulations and strategies Will be invited to participate in the Consultative Council of the project
<b>National universities of Tumbes, Piura and Lambayeque, INIA</b>	Carry out studies and research, train professionals	Limited resources for research, interested in being involved in the project	They have specialized professional staff	Will contribute to project objectives, and will be involved in training and discussion workshops
<b>OSINFOR, SENASA, SUNAT, OEFA, Lambayeque, environmental auditors</b>	Their role is to provide support in the control and monitoring of forest resources	Limited financial and technical resources; interested in providing support	Have some logistics and personnel to fulfil their roles	Will contribute to the project and will be involved in various training activities and in the study of the regulatory framework
<b>Private bodies: Piura, Tumbes and Lambayeque Chambers of Commerce, timber, firewood and coal merchants in Piura, Tumbes and Lambayeque</b>	Interested in generating income from the trade of timber and non-timber forest products	Limited financial and technical resources, and specialized forest assistance	They have experience in business and marketing	Will contribute to the project, and will set up business management partnerships
<b>Local, departmental and national media</b>	Their role is to disseminate the news and to build awareness in the population, using a diversity of means	They have an interest in disseminating local, regional and national interest news items	They have personnel to cover information and to report on project activities	They will be called upon for project activities, events, fora, etc.

*Provide further information on the expectations of the various stakeholders and on the role women will have in the implementation of sustainable forest management (SFM) practices by the rural communities.*

**Expectations of primary stakeholders:**

**The local communities expect to receive technical support for the conservation and sustainable harvesting of their forests so as to enable them to generate economic benefits to improve the quality of life of their families, either through the direct harvesting of timber and non-timber products or through the implementation of other economic activities such as cattle-ranching and beekeeping.**

**The Regional Governments expect to achieve the efficient management of the forest resource base in their respective regions, which requires appropriate policies, guidelines, regulations and trained personnel in addition to adequate logistic arrangements and financial resources. The Regional Governments' expectations also include the reduction of deforestation because, in accordance with the national policy, the deforestation rate should be zero by 2021.**

**Private forest users and loggers expect to have clear rules for the sustainable harvesting of forests and generate profits, which requires appropriate standards suited to the conditions of tropical dry forests in the field. There are many gaps in the current regulations, which makes it difficult to ensure forest sustainability.**

Expectations of secondary stakeholders:

Independent professionals expect to receive updated information on sustainable forest management. To this end, they need to participate in refresher courses on forest legislation and regulations and on SFM technical aspects, especially now that a new forest institution – SERFOR – has been established.

SERFOR expects to have support to strengthen new forest authorities so that they can efficiently enforce sustainable forest management policies and guidelines. To this end, it needs to have highly qualified professional staff. Another expectation of the Service is to have a good level of coordination between the national and regional levels, and the project will facilitate this process.

The NGOs expect to have the resources required to implement actions leading to sustainable forest management under a vision of integrated tropical dry forest ecosystem development and to generate economic benefits for rural families. They are interested in policies and strategies to support the management of the entire tropical dry forest ecosystem, which requires the coordination of regional governments and their regional forest authorities.

Expectations of tertiary stakeholders:

The public and private organizations expect to have information on modern technologies that will facilitate the efficient harvesting of forest resources.

The national universities expect to have opportunities to promote research on tropical dry forests, particularly with a focus on biodiversity, valuing of services and ecosystems, and production issues. Their participation in the Forestry and Wildlife Management Committee (Comité de Gestión Forestal y de Fauna Silvestre - CGFFS) will be particularly important.

OSINFOR, OEFA, SUNAT, SENASA and the environmental auditors' offices expect to have a partner in the monitoring and auditing of natural forest harvesting, especially in the actions taken to control illegal logging of forest resources.

The Chamber of Commerce and the companies of timber and non-timber forest products expect to have timely and updated information to convey to their members – small and medium enterprises – so as to facilitate investments in the processing and marketing of timber and non-timber products from tropical dry forests.

The communication media expect to have information on SFM-related achievements and impacts and on the benefits generated for the local families and the environment so as to disseminate this information at the regional and national levels.

*Role of women in the implementation of sustainable forest management (SFM) practices by rural communities*

Tropical dry forests are a permanent habitat for 39,000 families in Piura and 35,000 families in Lambayeque, where the country's poorest communities live under precarious conditions. This is reflected in a high percentage of households with unmet basic needs. The economic income of these families is derived from the breeding of small animals, dryland farming and the sale of timber and non-timber forest products.

Tropical dry forests constitute an important livelihood for rural families as sources of fodder for their livestock and firewood for household consumption. Even though the participation of women in the sustainable management of tropical forests is undervalued, they are usually responsible for the collection of firewood, the harvesting of fodder for grazing, the harvesting of non-timber products for processing, and the marketing of products. Although their management role is quite limited, a few women do play a role in the management of local organizations and some are involved in coordination and consensus-building platforms, with the exception of parents' organizations at educational institutions.



The importance of gender equity in sustainable development has been increasingly recognized at the international level. Indeed, one of the United Nations Millennium Development Goals is to “promote gender equality and empower women”. Gender equity, understood as providing equal opportunities for both men and women, does not cover only women, but empowering women in the field of SFM should be given high priority.

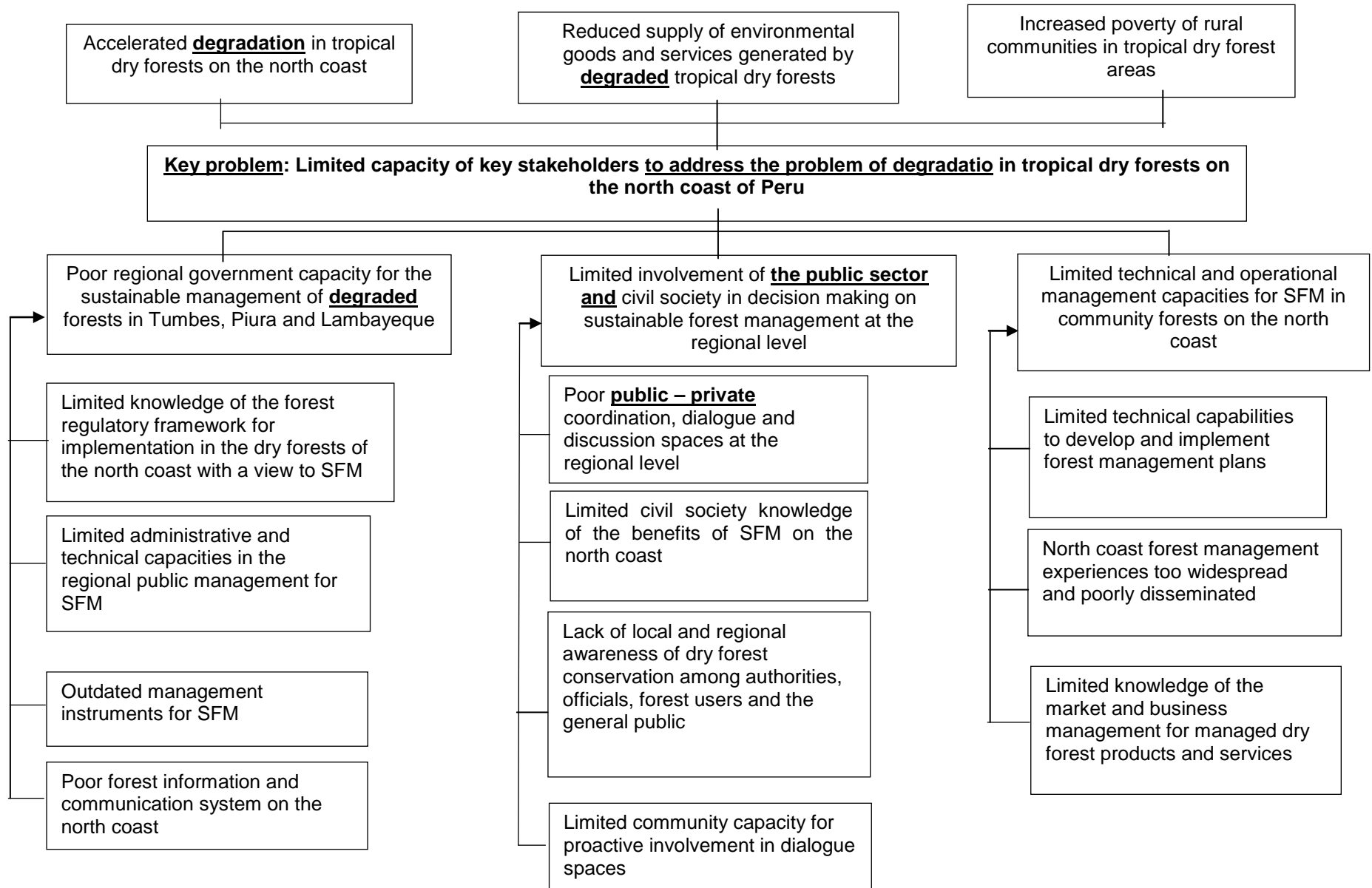
The project will seek to revalue the contribution of women to the family structure and their participation in grassroots or community organizations. Women have inherent qualities that make them efficient forest managers. The project will promote increased participation of women in all forest-related decision-making processes, including the Forest Conservation and Protection Committees and the Forest and Wildlife Management Committee. “A better understanding of the way men and women use and value the resources provided by tropical dry forests will ultimately support the sustainability of forest management.”

### 2.1.3 Problem analysis

The key problem identified by the project is the limited capacity of key stakeholders to address the degradation of tropical dry forests on the north coast; the causes of this problem include: poor regional government capacity for the management of degraded forests in Tumbes, Piura and Lambayeque; low rate of involvement of the public sector and civil society in decision making on forest management at the regional level and limited technical and operational management capacities for the sustainable management of community forests on the North coast.

It should be pointed out that SERFOR defines forest management as “the management and utilization of forests and forested areas in such a way and intensity that will ensure the conservation of their biological diversity, their productivity, their regeneration capacity, their vitality and their capacity to perform, at present and in the future, the relevant ecological, economic and social functions at the local, national and world levels without causing any damage to other ecosystems”.

**Problem Tree**



## 2.1.4 Logical framework matrix

INTERVENTION STRATEGIES	MEASURABLE INDICATORS	MEANS OF VERIFICATION	KEY ASSUMPTIONS
<p><b><u>Development objective:</u></b></p> <p>Contribute to the improvement of the living standards for rural communities through the conservation and sustainable use of tropical dry forests on the north coast of Peru.</p>	<ul style="list-style-type: none"> <li>- At the end of the project tropical dry forest deforestation has been reduced by at least 10,000 hectares</li> <li>- Increased regional GVA from 8.4% to 11.4% (at an annual growth rate of 1.5%) for agriculture, forestry and hunting, by the end of the project.</li> <li>- At least 1 million hectares of rural community tropical dry forests are conserved on the North coast, ensuring the supply of environmental goods and services.</li> </ul>	<p>National and regional forest authority information Reports from the regional governments of Tumbes, Piura and Lambayeque</p>	<p>National and regional policies ensure willingness and determination to conserve and sustainably manage forest resources in tropical dry forests on the North coast</p>
<p><b><u>Specific Objective:</u></b></p> <p>Strengthen the capacities of key stakeholders <b><u>to establish policies for the sustainable management</u></b> of degraded tropical dry forests on the north coast of Peru</p>	<ul style="list-style-type: none"> <li>-At the end of the project at least 50 officials and technicians of the forest management unit and regional governments of Tumbes, Piura and Lambayeque, manage tropical dry forests efficiently, thus ensuring their sustainability</li> <li>-Increase of 830 authorities and public, private and civil society leaders <b><u>(including men and women)</u></b> who are actively involved in sustainable forest <b><u>management</u></b> in the departments of Tumbes, Piura and Lambayeque</li> <li>-64 rural communities are aware of and apply forest management techniques in their forests</li> <li>-At least 3,000 families in the rural areas have become aware of conservation and the benefits of forest management</li> </ul>	<p>Regional forest authority and regional government management reports Minutes of dialogue group sessions and regional forest agreements Community minutes and agreements on the willingness to implement forest management plans Public opinion surveys of community awareness Project reports</p>	<p>Regional forest authorities take on the commitments and prioritize actions to improve forest <b><u>management</u></b> Civil society acknowledges the social, economic and environmental importance of tropical dry forests and becomes actively and effectively involved</p>
<p><b><u>Output 1:</u></b> Improved regional forest authority capacity for <b><u>the management of degraded forests</u></b> in Tumbes, Piura and Lambayeque</p>	<p>Diagnosis and analysis of forest regulatory framework for degraded tropical dry forests prepared in the first year <del>3 draft regulations to complement the LFFS submitted to the regional forest authorities of Lambayeque, Piura and Tumbes, by the end of the project</del> 3 regional forest development plans for Tumbes, Piura and Lambayeque have been updated and are being implemented at the end of the project <b><u>60 men and women</u></b> including regional authorities, officials and technicians, are familiar with and apply technical – administrative instruments for SFM, at the end of the project A user-friendly Forest Information System with up-to-date information and accessible to the local, regional and national population</p>	<p>Mainstreamed report of the diagnosis Details and minutes of complementary regulations RFDP monitoring and assessment reports Minutes and reports of events Brochures distributed User survey on the information system used</p>	<p>Availability of the national and regional forest authorities to implement joint actions Public, private and civil society institutions are interested in participating in the design of draft regulations Public and private institutions are willing to share information Authorities, officials and technicians are interested in receiving training</p>

<p><b>Output 2:</b> <b>The public sector and civil society are</b> actively involved in decision making for sustainable forest management at the regional level</p>	<p>8 kinds of data are generated by forest dialogue groups at the end of the project 1 diagnosis of community perception and outreach plan on conservation and management prepared during the first year 72 radio spots broadcast by the end of the project 300 community extension workers <b>(including men and women)</b> are leading management and community development actions by the end of the project 360 regional and local officials and authorities <b>(including men and women)</b> have been made aware of forest conservation by the end of the project 3 types of outreach materials have been produced by the second year 3 publications with agreements and recommendations of forests and development fora, by the end of the second year</p>	<p>Report and documents of the dialogue groups Document of the outreach plan mainstreamed and validated Reports of radio spots (content and tuning frequency) Minutes and reports of events Brochures distributed</p>	<p>Civil society is interested in being involved in dialogue spaces</p>
<p><b>Output 3:</b> Technical and operational management capacities for SFM in community forest areas on the north coast have been developed</p>	<p>360 authorities and community leaders <b>(including men and women)</b> trained in SFM, by the end of the second year 50 extension workers <b>(including men and women)</b> trained in the promotion of SFM in their communities by the end of the project 1 published document on the SFM experience by the end of the project 3 events to present SFM experiences by the end of the project 1 manual on Best SFM Practice developed by the sixth month of the project 300 community members <b>(including men and women)</b> trained in business management by the end of the second year 1 training course for community extension workers implemented by the second year of the project. 3 SFM experience sharing events by the second year 4 types of training materials developed on business management</p>	<p>Reports and publication documents Reports of events Outreach materials distributed</p>	<p>Rural community authorities and leaders are willing to participate in project activities Communities are interested in using their forests on the basis of forest management plans Development organizations and communities are willing to share information on their forest management experiences</p>

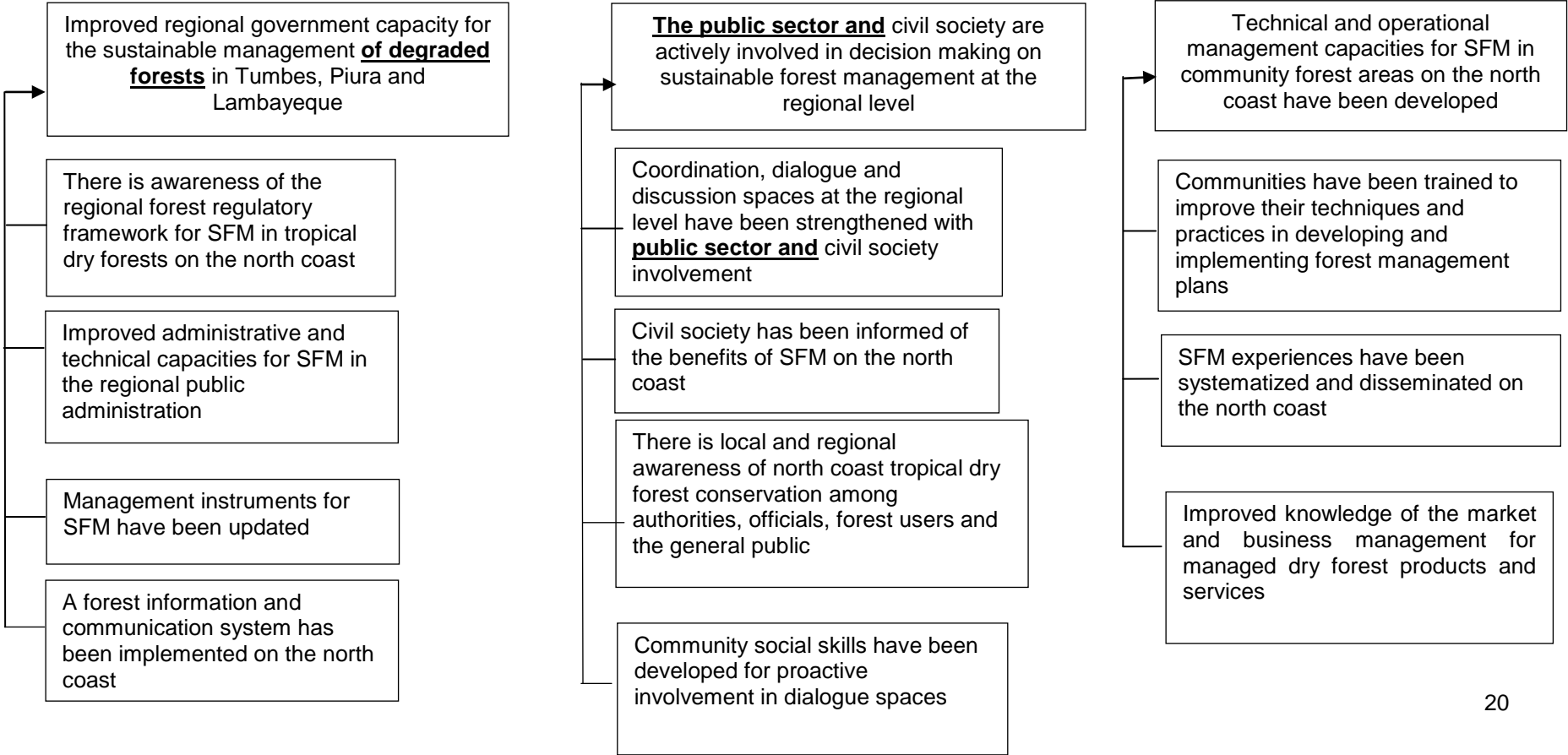
**Objectives Tree**

Decreased **degradation** in tropical dry forests on the north coast

The supply of environmental goods and services generated by **degraded** tropical dry forests is maintained

Decreased poverty of rural communities in tropical dry forest areas

**Objective: Strengthen the capacities of key stakeholders to establish policies for the sustainable management of **degraded** tropical dry forests on the north coast of Peru**



## 2.2 Objectives

### 2.2.1 Development objective and impact indicators

Contribute to the improvement of the living standards for rural communities through the conservation and sustainable use of tropical dry forests on the north coast of Peru.

**Indicators:**

- At the end of the project tropical dry forest deforestation has been reduced by at least 10,000 hectares
- Increased regional GVA from 8.4% to 11.4% (at an annual growth rate of 1.5%) for agriculture, forestry and hunting, by the end of the project.
- At least 1 million hectares of rural community tropical dry forests are conserved on the North coast, ensuring the supply of environmental goods and services

### 2.2.2 Specific objective and outcome indicators

Strengthen the capacities of key stakeholders **to establish policies for the sustainable management of degraded** tropical dry forests on the north coast of Peru.

**Indicators:**

- At the end of the project at least 50 **male and female** officials and technicians of the forest management unit and regional governments of Tumbes, Piura and Lambayeque, manage tropical dry forests efficiently, thus ensuring their sustainability
- Increase of 830 authorities and public, private and civil society leaders **(including men and women)** who are actively involved in sustainable forest management in the departments of Tumbes, Piura and Lambayeque
- 64 rural communities are aware of and apply forest management techniques in their forests
- At least 3,000 families in the rural areas have become aware of conservation and the benefits of forest management.

## PART 3 DESCRIPTION OF PROJECT INTERVENTIONS

### 3.1 Outputs and activities

#### 3.1.1 Outputs

**Output 1:** Improved regional forest authority capacity for the sustainable management of degraded tropical dry forests in Tumbes, Piura and Lambayeque

**Indicators:**

- A document containing the analysis of forest regulatory framework for tropical dry forests prepared in the first year
- ~~Draft regulations to complement the LFFS submitted to the regional forest authorities of Lambayeque, Piura and Tumbes, by the end of the project~~
- 3 regional forest development plans for Tumbes, Piura and Lambayeque have been updated and are being implemented at the end of the project
- 150 **men and women** including regional authorities, officials and technicians, are familiar with and apply technical – administrative instruments for SFM, at the end of the project
- A user-friendly Forest Information System with up-to-date information and accessible to the local, regional and national population

**Output 2:** The public sector and civil society **are** actively involved in decision making for sustainable forest management at the regional level

**Indicators:**

- 2 kinds of data have been generated by regional forest dialogue groups at the end of the project (15 electronic newsletters and 2 outreach newsletters)
- 1 diagnosis of community perception and outreach plan on conservation and management, prepared during the first year
- 72 radio spots broadcast by the end of the project
- 150 community extension workers are leading management and community development actions by the end of the project
- 180 regional and local officials and authorities have been made aware of forest conservation by the end of the project
- 3 types of outreach materials have been produced (6 posters, 12 brochures and 9 gigantographies) by the end of the project (2 posters, 4 brochures and 3 gigantographies per year)
- 3 publications with agreements and recommendations of forest and development fora, by the end of the second year

**Output 3:** Technical and operational management capacities for SFM in community forest areas on the north coast have been developed

**Indicators:**

- 180 authorities and community leaders trained in SFM, by the end of the second year
- 50 extension workers trained in the promotion of SFM in their communities by the end of the project
- 1 published document on the SFM experience by the end of the project
- 3 events to present SFM experiences by the end of the project
- 1 manual on Best SFM Practice developed by the sixth month of the project
- 150 community individuals trained in business management by the end of the second year
- 3 traineeships for SFM experience sharing by the third year
- 4 types of training materials developed on business management

### 3.1.2 Activities

#### For output 1

##### **Activity 1.1: Participatory analysis of the regional forest regulatory framework for SFM in tropical dry forests on the north coast**

~~A consultant will be recruited to lead this process. 6 regional workshops will be organized to analyze and propose regulations to complement the LFFS for tropical dry forests of the North coast; 1 validation workshop per department and introduction of complementary regulations and 3 draft documents prepared and submitted to the regional forest authorities of Tumbes, Piura and Lambayeque~~

##### **Activity 1.2: Implementation of training events on administrative and technical aspects for regional public management for SFM**

A consultant will be recruited to develop a draft plan for capacity building among forest managers on the North coast of Peru, to be validated at 1 workshop; 2 technical manuals will be produced; 3 training workshops delivered on administrative aspects and forest management and 6 training workshops on technical aspects of SFM

##### **Activity 1.3: Updating and implementation of management instruments for SFM**

3 workshops to review and update regional forest development plans; 6 workshops to develop and evaluate RFDP's YPO and 6 reports prepared

##### **Activity 1.4: Design and implementation of a forest information and communication system on the north coast**

Develop a database for the regional forest information system; produce a user manual on the forest information system and a webpage to publish forest information and to serve as virtual knowledge management platform

#### For output 2:

##### **Activity 2.1: Strengthening of regional coordination, dialogue and discussion spaces with public sector and civil society involvement**

15 regional meetings in forest dialogue spaces and 15 electronic newsletters and 2 annual newsletters printed.

##### **Activity 2.2: Development and implementation of a plan to disseminate the benefits of SFM for the public sector and civil society**

1 outreach plan developed, 72 radio spots, 6 posters, 12 brochures and 9 gigantographies on forest conservation and the benefits of SFM

**Project beneficiaries include stakeholders from the public sector, civil society and local communities, who will receive information on the benefits of SFM so as to raise their awareness and thus ensure their active participation in decision-making for the management of tropical dry forests on the north coast, which are currently undergoing a process of degradation.**

**Over the years, experience has shown that any rural development project with a communication or outreach component needs to work with radio, as it is the most common communication medium in both rural and urban areas. In the Peruvian coastal region, the radio goes everywhere the people go and is therefore more effective than other media such as television or the press. This activity will be based on the experience gained during the development of an information, training, education and dissemination**



system on dry forest management developed by the Algarrobo Project, which was implemented by the National Institute for Natural Resources (INRENA).

Thus, radio is a true mass communication medium that can timely reach rural households delivering messages on a holistic vision of the crucial value and usefulness of forest resources for their family economies. To this end, appropriate messages will be developed and the local radio stations with widest reception coverage in both urban and rural areas will be identified.

**Activity 2.3: Implementation of local and regional awareness-raising events on north coast tropical dry forest conservation among authorities, officials, forest users and the general public**

6 awareness building events and 3 regional fora on “Tropical dry forests and sustainable development”

**Activity 2.4: Improvement of social skills among local community members for their proactive involvement in dialogue spaces**

3 training events for community leaders and extension workers and 3 events on facilitation techniques for communities

### **For output 3**

**Activity 3.1: Implementation of training events on techniques and practices to develop and implement forest management plans**

1 manual on best SFM practice produced (consultancy); 1 published document of the manual on best SFM practice; 6 training courses/ workshops delivered; 1 training course for community forest extension workers and 2 traineeships for SFM experience

**Activity 3.2: Systematization, publication and dissemination of SFM experiences on the north coast**

Systematize SFM experiences through a consultancy; 1 published document on SFM experiences and 3 events to present published experiences

**Activity 3.3: Implementation of training events on the marketing and business management of products and services from managed dry forests**

6 training courses / workshops on marketing and business management and 4 training materials developed

**~~Activity 3.4: Coordinate, manage and monitor project activities~~**

~~Advertise for, screen and recruit project personnel~~

~~Acquire equipment and materials~~

~~Prepare baseline~~

~~Prepare ACPs~~

~~Internal participatory monitoring and evaluation of the project~~

~~Internal monitoring of the project~~

~~Preparation of financial-technical reports~~

~~Carry out project auditing~~

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

ACTIVITIES	INPUTS
<p><b><u>Activity 1.1</u></b>  <b><u>Participatory analysis of the regional forest regulatory framework for SFM in tropical dry forests on the north coast</u></b></p>	<p>3 man/months— Regulatory framework analysis consultant  6 fares/land travel— National experts  9 fares/air travel— National consultants  18 days/local transport— National experts  18 days/local transport— National consultants  18 days/DSA— National experts  18 days/DSA— National consultants  9 days /rental of venue for workshops  390 man/days— participants in workshops, events and fora  390 serves/day— Food and refreshments  9 kits/day— Materials for workshops and events</p>
<p><b><u>Activity 1.2</u></b>  <b><u>Implementation of training events on administrative and technical aspects for regional public management for SFM</u></b></p>	<p>3 man/months - Management strengthening plan consultant  2 fares/land travel – National experts  13 fares /air travel – National consultants  26 days /local transport – National experts  26 days /local transport – National consultants  16 days /DSA – National experts  26 days /DSA – National consultants  13 days /Rental of venue for workshops  350 man/days – Participants in workshops, events and fora  380 serves/day – Food and refreshments  13 kits/day – Materials for workshops and events  2 Technical manuals published</p>
<p><b><u>Activity 1.3</u></b>  <b><u>Updating and implementation of management instruments for SFM</u></b></p>	<p>6 fares/Land travel – National experts  18 days /Local transport – National experts  12 days /DSA – National experts  9 days /Rental of venue for workshops  270 man/days – Participants in workshops, events and fora  270 serves/day – Food and refreshments  9 kits/day – Materials for workshops and events</p>
<p><b><u>Activity 1.4</u></b>  <b><u>Design and implementation of a forest information and communication system on the north coast</u></b></p>	<p>1 sub-contract – Database design  1 Database Manual published  1 sub-contract – Webpage development  1 sub-contract – Webpage maintenance</p>
<p><b><u>Activity 2.1</u></b>  <b><u>Strengthening of regional coordination, dialogue and discussion spaces with public sector and civil society involvement</u></b></p>	<p>10 fares/Land travel – National experts  30 days /Local transport – National experts  20 days /DSA – National experts  15 days /Rental of venue for workshops  450 man/days – Participants in consensus-building spaces  450 serves/day – Food and refreshments  15 kits/day – Materials for workshops and events  15 Electronic newsletters  2 Outreach newsletters</p>
<p><b><u>Activity 2.2</u></b>  <b><u>Development and implementation of a plan to disseminate the benefits of SFM for the public sector and civil society</u></b></p>	<p>2 man/months – Outreach Plan Consultant  27 designs of outreach materials (6 posters, 12 brochures y 9 gigantographies)  6 thousand posters printed  12 thousand brochures printed  9 gigantographies printed  72 radio spots developed</p>

<p><b><u>Activity 2.3</u></b>  <b><u>Implementation of local and regional awareness-raising events on north coast tropical dry forest conservation among authorities, officials, forest users and the general public</u></b></p>	<p>14 fares/Land travel – National experts  3 fares /air travel – National experts  24 days /Local transport – National experts  22 days /DSA – National experts  15 days /Rental of venue for workshops  2520 man/days – Participants in workshops, events and fora  2520 serves/day – Food and refreshments  18 kits/day – Materials for workshops and events  900 certificates printed  1500 copies /Printed materials for inter-regional forum  1500 copies / Printed agreements for inter-regional forum</p>
<p><b><u>Activity 2.4</u></b>  <b><u>Improvement of social skills among local community members for their proactive involvement in dialogue spaces</u></b></p>	<p>6 man/days – Trainer of community leaders and promoters  6 man/days – Trainer on facilitation techniques for communities  300 days/local transport – Others (participants in training events)  300 days /DSA - Others (participants in training events)  12 days /Rental of venue for workshops  600 man/days – Participants in workshops, events and fora  600 serves/day – Food and refreshments  300 certificates printed  1000 copies /Printed materials  12 kits/day – Materials for workshops and events</p>
<p><b><u>Activity 2.5</u></b>  <b><u>Establishment and maintenance of project coordination</u></b></p>	<p>30 man/months – Project Director  30 man/months – AIDER Coordinator  14 man/months – Sustainable Forest Management Expert  28 man/months – Social Specialist  14 man/months – Monitoring Specialist  15 man/months – Administrator  30 fares /air travel – National experts  60 fares/Land travel – National experts  270 days /DSA – National experts  390 days /Local transport – National experts  3120 gallons of fuel and lubricants  60 days – Vehicle rental  3 man/months – Auditing  30 months – Office rental  2 Computers - Core i5 2.6 GHz, 500 GB HD and 4 GB RAM  4 Computers - Core i3 2.5 GHz, 400 GB HD and 2 GB RAM (Counterpart)  1 desk  15 kits – Computer equipment spares  15 events – Maintenance of computer equipment  30 kits/month – Office supplies  30 monthly payments - Utilities  3 Steering Committee Meetings  3 Consultative Committee Meetings  60 days/DSA – Consultative Committee</p>

<p><b><u>Activity 3.1</u></b>  <b><u>Implementation of training events on techniques and practices to develop and implement forest management plans</u></b></p>	<p>1 Manual on best SFM practices developed  500 printed copies of the Manual on best SFM practices  12 fares /Air travel – National consultants  3 fares /Air travel – National experts  11 fares/Land travel – National experts  150 fares /Land travel - Others (traineeships)  42 days /Local transport – National experts  24 days /Local transport – National consultants  41 days /DSA – National experts  24 days /DSA – National consultants  350 days/DSA - Others (traineeships)  17 days /Rental of venue for workshops  970 man/days – Participants in workshops, events and fora  350 man/days – Participants in traineeships  970 serves/day – Food and refreshments  16 kits/day – Materials for workshops and events  7 days – Vehicle rental</p>
<p><b><u>Activity 3.2</u></b>  <b><u>Systematization, publication and dissemination of SFM experiences on the north coast</u></b></p>	<p>1 systematization document prepared  1000 copies of systematization document printed  3 fares/Air travel – National experts  6 days /Local transport – National experts  6 days /DSA – National experts  3 days /Rental of venue for workshops  300 man/days – Participants in workshops, events and fora  300 serves/day – Food and refreshments  3 kits/day – Materials for workshops and events</p>
<p><b><u>Activity 3.3</u></b>  <b><u>Implementation of training events on the marketing and business management of products and services from managed dry forests</u></b></p>	<p>24 man/days – Trainer in marketing and business management  24 days /Rental of venue for workshops  1200 man/days – Participants in workshops, events and fora  1200 serves/day – Food and refreshments  24 kits/day – Materials for workshops and events  1200 copies – Training materials printed</p>
<p><b><u>Activity 3.4:</u></b>  <b><u>Coordinate, manage and monitor project activities</u></b></p>	

### 3.2 Implementation approaches and methods

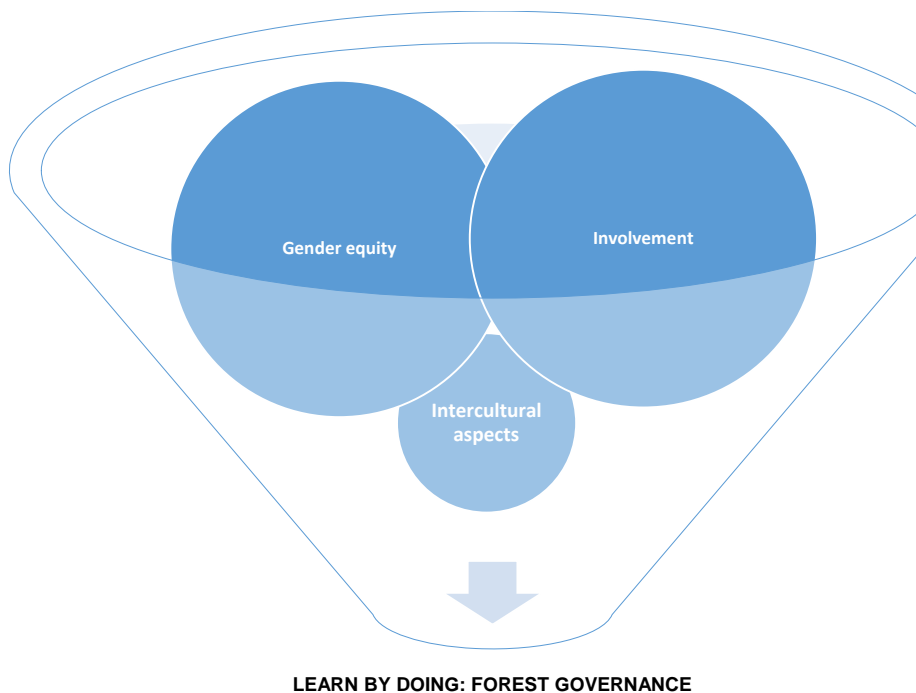
The strengthening of forest governance capacity will be based on the "Learn-by-Doing" method. This will facilitate awareness building, reflexion and analysis of the capacities that require strengthening, to enable participants to make the most appropriate forest management decisions. This is a dynamic method that was designed as an organized set of expertise, methods, practical work and tools, to facilitate capacity building for forest governance and tropical dry forest management. It is based on a territorial development approach, with participatory processes applying gender equality criteria and interaction based on intercultural relations.

**Rural development territorial approach:** takes into consideration the inclusion of all social stakeholders of a territory, in this case the departments of Tumbes, Piura and Lambayeque, and develops 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: a) strengthen and develop social capital and trust and solidarity networks; b) enrich human capital and social stakeholder capacities; c) foster the conclusion of new social and cultural covenants that contribute to social and territory cohesion.

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

**Gender equality approach:** 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 vast amounts of knowledge in such resources and social capital. The main actions will aim to include in each activity an element of reflection and debate on gender and forests; encourage female leadership; and strengthen community organizations and public bodies to achieve equitable male and female involvement in positions and responsibilities

**Intercultural approach:** This is understood as relations based on mutual tolerance and respect, valuing cultural diversity, and is expressed concretely in a process of communication and sharing of experiences and expertise among groups interacting dynamically. The actions that will assist in implementing this approach include: acknowledgement of local knowledge and its articulation with modern technical and scientific knowledge; acknowledgement of and respect for internal community and community organization decision-making mechanisms, and the development of mechanisms and spaces for consensus-based decision making on the management of tropical dry forests of the Peruvian North coast.



### 3.3 Work Plan

The following table shows the Work Plan according to the schedule:

OUTPUTS AND ACTIVITIES	RESPON-SIBLE PARTY	SCHEDULE (in months)																												
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
<b>OUTPUT 1: Improved regional forest authority management capacity for the sustainable management of degraded tropical dry forests in Tumbes, Piura and Lambayeque</b>																														
1.1 Participatory analysis of the regional forest regulatory framework for SFM in tropical dry forests on the North coast	PD*																													
1.2 Deliver training events on administrative and technical aspects for regional public management for SFM	PD, AC*																													
1.3 Update and implement SFM management instruments	AC																													
1.4 Design, implement and disseminate a forest information and communication system on the North coast	PD																													
<b>OUTPUT 2: The public sector and civil society are actively involved in decision making for regional sustainable forest management</b>																														
2.1 Strengthen regional coordination, dialogue and discussion spaces with civil society involvement	PD																													
2.2 Develop and implement a plan to disseminate the benefits of SFM for civil society	PD, AC																													
2.3 Deliver local and regional awareness building events on North coast tropical dry forest conservation among authorities, officials, forest users and the general public	AC																													
2.4 Deliver community development events to improve social skills for proactive involvement in dialogue spaces	AC																													
<b>OUTPUT 3: Technical and operational management capacities for SFM in community forest areas on the North coast have been developed</b>																														
3.1 Deliver training courses/ workshops on techniques and practices to develop and implement forest management plans	AC																													
3.2 Systematize, publish and disseminate SFM experiences on the north coast	AC																													
3.3 Deliver training courses / workshops on the market and business management of managed dry forest products and services	AC																													
3.4 Coordinate, manage and monitor project activities	PD																													

\*PD: Project Director

\*AC: AIDER Coordinator

### 3.4 Budget

#### 3.4.1 Master budget (see ANNEX 4.1)

#### 3.4.2 Consolidated budget by component

	Component	Quantity	Unit cost	TOTAL	YEAR 1	YEAR 2	YEAR 3
10	<b>Project personnel</b>						
	11. National experts (long term)						
	11.1 Project Director	30	2,500	75,000	30,000	30,000	15,000
	11.2 AIDER Coordinator	30	1,500	45,000	18,000	18,000	9,000
	11.3 Sustainable forest management expert	14	1,200	16,800	6,000	7,200	3,600
	11.4 Social specialist	28	1,200	33,600	12,000	14,400	7,200
	11.5 Monitoring specialist	14	1,200	16,800	6,000	7,200	3,600
	11.6 Administrator	15	800	12,000	4,800	4,800	2,400
	12. Other personnel						
	12.1 Participants in workshops, events and fora	6,600	40	264,000	120,200	97,000	46,800
	12.2 Participants in consensus-building spaces	450	40	18,000	7,200	7,200	3,600
	12.3 Traineeship participants	233	40	9,333			9,333
	13 National consultants (short term)						
	13.1 Analysis of regulatory framework						
	13.2 Strengthening plan	3	3,000	9,000	9,000		
	13.3 Outreach plan	2	3,000	6,000	6,000		
	13.4 Trainer for community leaders and extension workers	6	200	1,200	1,200		
	13.5 Trainer - facilitation techniques	6	200	1,200	1,200		
	13.6 Trainer - market and business management	12	200	2,400	1,200	1,200	
	<b>19.0 Component Total</b>			<b>510,333</b>	<b>222,800</b>	<b>187,000</b>	<b>100,533</b>
20	<b>Sub-contracts</b>						
	21.0 Systematization	1	8000	8,000			8,000
	22.0 Drafting of Best Practices Manual	1	5,000	5,000	5,000		
	23.0 Publications						
	23.1 Publication of technical manuals	2	400	800	800		
	23.2 Publication of user manual for database	1	500	500	500		
	23.3 Publication of information newsletters	2	300	600	300	300	
	23.4 Publication of best practices manual	500	10	5,000	5,000		
	23.5 Publication of systematization document	1,000	10	10,000			10,000
	24.0 Printing services						
	24.1 Printing posters	6	500	3,000	1,000	1,000	1,000
	24.2 Printing brochures	12	500	6,000	2,000	2,000	2,000
	24.3 Printing gigantographies	9	50	450	150	150	150
	24.4 Printing certificates	1,200	1	1,200	600	300	300
	24.5 Printing materials	3,100	2.5	7,750	4,500	2,000	1,250
	24.6 Printing Interregional Forum agreements	1,500	2.5	3,750	1,250	1,250	1,250
	25.0 Webpage and database						
	25.1 Webpage development	1	5,400	5,400	5,400		
	25.2 Webpage maintenance	3	600	1,800	600	600	600
	25.3 Database development	1	5,000	5,000	5,000		
	26.0 Newsletters and outreach materials						
	26.1 Development of electronic newsletters	15	100	1,500	600	600	300
	26.2 Radio broadcasts	72	360	25,920	6,480	12,960	6,480
	26.3 Design of outreach materials	27	30	810	270	270	270
	27.0 Rentals						
	27.1 Office rental	30	700	21,000	8,400	8,400	4,200
	27.2 Rental of venue for workshops	72	100	7,200	3,500	2,600	1,100
	27.3 Vehicle rental	67	72	4,656	1,728	1,728	1,200
	<b>29.0 Component Total</b>			<b>125,336</b>	<b>53,078</b>	<b>34,158</b>	<b>38,100</b>
30	<b>Travel</b>						
	31.1 DSA - National experts	369	50	18,434	6,900	7,700	3,834
	31.2 DSA - National consultants	38	50	1,900	1,150	750	
	31.3 DSA - Others	533	50	26,667	15,000		11,667
	31.4 DSA- Consultative Committee	60	50	3,000	1,000	1,000	1,000
	32.1 Air travel - National experts	39	181	7,059	2,353	2,896	1,810
	32.2 Air travel - National consultants	22	181	3,982	2,353	1,629	
	33.1 Land travel National experts	101	20	2,020	800	780	440
	33.3 Land travel - Others	100	20	2,000			2,000

	Component	Quantity	Unit cost	TOTAL	YEAR 1	YEAR 2	YEAR 3
	34.1 Local transport - National experts	554	6	3,324	1,344	1,368	612
	34.2 Local transport - National consultants	38	6	228	138	90	
	34.3 Local transport - Others	300	6	1,800	1,800		
	<b>39.0 Component Total</b>			<b>70,414</b>	<b>32,838</b>	<b>16,213</b>	<b>21,363</b>
40	<b>Capital Items</b>						
	44.1 Purchase of computer equipment	2	750	1,500	1,500		
	44.2 Computer equipment (counterpart)	4	500	2,000	2,000		
	45.0 Furniture	1	600	600	600		
	<b>49.0 Component Total</b>			<b>4,100</b>	<b>4,100</b>	-	-
50	<b>Consumable items</b>						
	52.1 Spares for computer equipment	15	60	900	360	360	180
	53.0 Utilities	30	500	15,000	6,000	6,000	3,000
	54.1 Materials and supplies for workshops and events	104	50	5,200	2,700	1,850	650
	54.2 Office supplies	30	100	3,000	1,200	1,200	600
	55.0 Fuel and lubricants	5	3,120	15,600	6,240	6,240	3,120
	<b>59.0 Component Total</b>			<b>39,700</b>	<b>16,500</b>	<b>15,650</b>	<b>7,550</b>
60	<b>Miscellaneous</b>						
	63.0 Food and refreshments for workshops	5,460	5	27,300	11,875	9,575	5,850
	64.0 Computer equipment maintenance and repairs	15	60	900	360	360	180
	66.1 Meetings - Steering Committee	3	200	600	200	200	200
	66.2 Meetings - Consultative Committee	3	200	600	200	200	200
	68.0 Auditing	3	1,200	3,600	1,200	1,200	1,200
	<b>69.0 Component Total</b>			<b>33,000</b>	<b>13,835</b>	<b>11,535</b>	<b>7,630</b>
70	<b>National management costs / Executing Agency management costs</b>						
	Executing Agency management costs			82,845	36,677	27,390	18,778
	Contact point monitoring			41,422	18,338	13,695	9,389
	<b>79 Component Total</b>			<b>124,267</b>	<b>55,015</b>	<b>41,085</b>	<b>28,167</b>
	<b>SUB-TOTAL</b>			<b>782,883</b>	<b>343,151</b>	<b>264,556</b>	<b>175,176</b>
80	<b>Project Monitoring and Administration</b>						
	81 ITTO monitoring and review			25,000	25,000		
	82 ITTO mid-term, final and ex-post evaluations			10,000	10,000		
	83 ITTO Programme support costs			46,889	46,889		
	<b>89 Component Total</b>			<b>81,889</b>	<b>81,889</b>		
100	<b>GRAND TOTAL</b>			<b>989,038</b>			



### 3.4.3 ITTO budget by component

	Component	Quantity	Unit cost	TOTAL	YEAR 1	YEAR 2	YEAR 3
10	<b>Project personnel</b>						
	11. National experts (long term)						
	11.1 Project Director	30	2,500	75,000	30,000	30,000	15,000
	11.3 Sustainable forest management expert	14	1,200	16,800	6,000	7,200	3,600
	11.5 Monitoring specialist	14	1,200	16,800	6,000	7,200	3,600
	13 National consultants (short term)						
	13.1 Analysis of regulatory framework						
	13.2 Strengthening plan	3	3,000	9,000	9,000		
	13.3 Outreach plan	2	3,000	6,000	6,000		
	13.4 Trainer for community leaders and extension workers	6	200	1,200	1,200		
	13.5 Trainer – facilitation techniques	6	200	1,200	1,200		
	13.6 Trainer - market and business management	12	200	2,400	1,200	1,200	
	<b>19.0 Component Total</b>			<b>128,400</b>	<b>60,600</b>	<b>45,600</b>	<b>22,200</b>
20	<b>Sub-contracts</b>						
	21.0 Systematization	1	8,000	8,000			8,000
	22.0 Drafting of Best Practices Manual	1	5,000	5,000	5,000		
	23.0 Publications						
	23.1 Publication of technical manuals	2	400	800	800		
	23.2 Publication of user manual for database	1	500	500	500		
	23.3 Publication of information newsletters	2	300	600	300	300	
	23.4 Publication of best practices manual	500	10	5000	5000		
	23.5 Publication of systematization document	1,000	10	10,000			10,000
	24.0 Printing services						
	24.1 Printing posters	6	500	3,000	1,000	1,000	1,000
	24.2 Printing brochures	12	500	6,000	2,000	2,000	2,000
	24.3 Printing gigantographies	9	50	450	150	150	150
	24.4 Printing certificates	1,200	1	1,200	600	300	300
	24.5 Printing materials	3,100	2.5	7,750	4,500	2,000	1,250
	24.6 Printing Interregional Forum agreements	1,500	2.5	3,750	1,250	1,250	1,250
	25.0 Webpage and database						
	25.1 Webpage development	1	5,400	5,400	5,400		
	25.2 Webpage maintenance	3	600	1,800	600	600	600
	25.3 Database development	1	7,000	7,000	7,000		
	26.0 Newsletters and outreach materials						
	26.1 Development of electronic newsletters	15	100	1,500	600	600	300
	26.2 Radio broadcasts	72	360	25,920	6,480	12,960	6,480
	26.3 Design of outreach materials	27	30	810	270	270	270
	27.0 Rentals						
	27.1 Office rental						
	27.2 Rental of venue for workshops	72	100	7,200	3,500	2,600	1,100
	27.3 Vehicle rental	65	72	4,656	1,728	1,728	1,200
	<b>29.0 Component Total</b>			<b>104,336</b>	<b>44,678</b>	<b>25,758</b>	<b>33,900</b>
30	<b>Travel</b>						
	31.1 DSA - National experts	369	50	18,434	6,900	7,700	3,834
	31.2 DSA - National consultants	38	50	1,900	1,150	750	
	31.3 DSA - Others	533	50	26,667	15,000		11,667
	31.4 DSA - Consultative Committee	60	50	3,000	1,000	1,000	1,000
	32.1 Air travel - National experts	39	181	7,059	2,353	2,896	1,810
	32.2 Air travel - National consultants	22	181	3,982	2,353	1,629	
	33.1 Land travel - National experts	32	20	640	220	220	200
	33.3 Land travel - Others	100	20	2,000	0	0	2,000
	34.1 Local transport - National experts	195	6	1,170	400	400	370
	34.2 Local transport - National consultants	38	6	228	138	90	0
	34.3 Local transport - Others	300	6	1,800	1,800	0	0
	<b>39.0 Component Total</b>			<b>66,880</b>	<b>31,314</b>	<b>14,685</b>	<b>20,881</b>
40	<b>Capital Items</b>						
	44.1 Purchase of computer equipment	2	750	1,500	1500		
	<b>49.0 Component Total</b>			<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>-</b>

	Component	Quantity	Unit cost	TOTAL	YEAR 1	YEAR 2	YEAR 3
50	<b>Consumable items</b>						
	52.1 Spares for computer equipment	15	60	900	360	360	180
	53.0 Utilities	10	500	5,000	2,000	2,000	1,000
	54.1 Materials and supplies for workshops and events	43	50	2,225	1000	800	425
	54.2 Office supplies	15	100	1,500	600	600	300
	55.0 Fuel and lubricants	5	3,120	15,600	6,240	6,240	3,120
	<b>59.0 Component Total</b>			<b>25,225</b>	<b>10,200</b>	<b>10,000</b>	<b>5,025</b>
60	<b>Miscellaneous</b>						
	63.0 Food and refreshments for workshops	5,460	5	27,300	11,875	9,575	5,850
	64.0 Computer equipment maintenance and repairs	15	60	900	360	360	180
	66.1 Meetings - Steering Committee	3	200	600	200	200	200
	66.2 Meetings - Consultative Committee	3	200	600	200	200	200
	68.0 Auditing						
	<b>69.0 Component Total</b>			<b>29,400</b>	<b>12,635</b>	<b>10,335</b>	<b>6,430</b>
	<b>SUB-TOTAL</b>			<b>355,741</b>	<b>160,927</b>	<b>106,378</b>	<b>88,436</b>
80	<b>Project Monitoring and Administration</b>						
	81 ITTO monitoring and review			25,000	25,000		
	82 ITTO mid-term, final and ex-post evaluations			10,000	10,000		
	83 ITTO Programme support costs			46,889	46,889		
	<b>89 Component Total</b>			<b>81,889</b>	<b>81,889</b>		
100	<b>GRAND TOTAL</b>			<b>437,630</b>			

### 3.4.4 Executing agency budget by component

	Component	Quantity	Unit cost	TOTAL	YEAR 1	YEAR 2	YEAR 3
10	<b>Project personnel</b>						
	11. National experts (long term)						
	11.2 AIDER Coordinator	30	1,500	45,000	18,000	18,000	9,000
	11.4 Social specialist	28	1,200	33,600	12,000	14,400	7,200
	11.6 Administrator	15	800	12,000	4,800	4,800	2,400
	12. Other personnel						
	12.1 Participants in workshops, events and fora	6,600	40	264,000	120,200	97,000	46,800
	12.2 Participants in consensus-building spaces	450	40	18,000	7,200	7,200	3,600
	12.3 Traineeship participants	350	40	9,332			9,332
	<b>19.0 Component Total</b>			<b>381,932</b>	<b>162,200</b>	<b>141,400</b>	<b>78,332</b>
20	<b>Sub-contracts</b>						
	27.1 Office rental	30	700	21,000	8,400	8,400	4,200
	<b>29.0 Component Total</b>			<b>21,000</b>	<b>8,400</b>	<b>8,400</b>	<b>4,200</b>
30	<b>Travel</b>						
	33.1 Land travel - National experts	69	20	1,380	520	520	340
	34.1 Local transport - National experts	359	6	2,154	876	900	378
	<b>39.0 Component Total</b>			<b>3,534</b>	<b>1,396</b>	<b>1,420</b>	<b>718</b>
40	<b>Capital Items</b>						
	44.2 Computer equipment (counterpart)	4	500	2,000	2,000		
	45.0 Furniture	1	600	600	600		
	<b>49.0 Component Total</b>			<b>2,600</b>	<b>2,600</b>	-	-
50	<b>Consumable items</b>						
	53.0 Utilities	20	500	10,000	4,000	4,000	2,000
	54.1 Materials and supplies for workshops and events	59.5	50	2,975	1500	1125	350
	54.2 Office supplies	15	100	1,500	600	600	300
	<b>59.0 Component Total</b>			<b>14,475</b>	<b>6,100</b>	<b>5,725</b>	<b>2,650</b>
60	<b>Miscellaneous</b>						
	68.0 Auditing	3	1,200	3,600	1,200	1,200	1,200
	<b>69.0 Component Total</b>			<b>3,600</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
70	<b>National management costs / Executing Agency management costs</b>						
	Executing Agency management costs			82,845	36,677	27,390	18,778
	Contact point monitoring			41,422	18,338	13,695	9,389
	<b>79 Component Total</b>			<b>124,267</b>	<b>55,015</b>	<b>41,085</b>	<b>28,167</b>
	<b>SUB-TOTAL</b>			<b>551,408</b>	<b>236,911</b>	<b>199,230</b>	<b>115,267</b>
100	<b>GRAND TOTAL</b>			<b>551,408</b>			

### 3.4.5 Yearly project budget by source – ITTO (US \$)

Budget Component		TOTAL	YEAR 1	YEAR 2	YEAR 3
10	Project personnel	128,400	60,600	45,600	22,200
20	Sub-contracts	104,336	44,678	25,758	33,900
30	Travel	66,880	31,314	14,685	20,881
40	Capital items	1,500	1,500	-	-
50	Consumable items	25,225	10,200	10,000	5,025
60	Miscellaneous	29,400	12,635	10,335	6,430
	<b>Sub-total 1</b>	<b>355,741</b>	<b>160,927</b>	<b>106,378</b>	<b>88,436</b>
80	<b>Project monitoring and administration</b>				
	81 ITTO monitoring and review	25,000			
	82 ITTO mid-term, final and ex-post evaluation	10,000			
	<b>Sub-total 2</b>	<b>390,741</b>			
	83 ITTO programme support costs	46,889			
	84 Donor monitoring costs				
	90 Refund of pre-project costs				
100	<b>Grand Total</b>	<b>437,630</b>			

### 3.4.6 Yearly project budget by source – Executing Agency (US \$)

Budget Component		TOTAL	YEAR 1	YEAR 2	YEAR 3
10	Project personnel	381,932	162,200	141,400	78,332
20	Sub-contracts	21,000	8,400	8,400	4,200
30	Travel	3,534	1,396	1,420	718
40	Capital items	2,600	2,600		
50	Consumable items	14,475	6,100	5,725	2,650
60	Miscellaneous	3,600	1,200	1,200	1,200
70	Executing Agency Management Costs	124,267	55,015	41,085	28,167
	<b>EXECUTING AGENCY TOTAL</b>	<b>551,408</b>	<b>236,911</b>	<b>199,230</b>	<b>115,267</b>

## 3.5 Assumptions, risks, sustainability

### 3.5.1 Assumptions and risks, actions and how to control them

The main assumptions include:

- The National and Regional Forest and Wildlife Policies keep promoting forest resource conservation and sustainable management.
- Regional Forest Authorities prioritize actions to improve forest management.
- Public, private and civil society institutions are involved in preparing draft regulations.
- Authorities, officials and technicians are interested in receiving training.
- Civil society acknowledges the social, economic and environmental importance of tropical dry forests and becomes actively and effectively involved in dialogue spaces.
- Development NGOs and communities are willing to share information on their SFM experiences.

For the Development Objective, the most important risk would be that the devolution of roles and competences to regional governments does not occur in the short term, and that the poor level of forest management seen currently in North coast departments continues as a result of their dependence from the central authorities, compounded by uncoordinated regional activities leading to poor forest administration.

**Peru is undergoing a decentralization process of functions in the forest-related agricultural sector as part of a major government decentralization process. The forest sector decentralization process is therefore in progress and has not yet been finalized. In some parts of the country, the decentralization model is already being implemented by the Regional Governments, while in other areas, there is still a non-concentrated model under the Forestry and Wildlife Administrations (ATFFS) that are attached to the SERFOR in the Department of Piura.**

**The forest functions transferred are those stipulated in sub-paragraphs “e” (to develop monitoring and control procedures so as to guarantee the sustainable utilization of the natural forest resources under its jurisdiction) and “q” (to issue permits, authorizations and forest concessions within the region, and to implement promotion and control activities to ensure strict compliance with the national forest policy) of Article 51 of the Regional Governments Organic Law (Act No. 27867) as envisaged in the 2005 Annual Plan for the Transfer of Powers to Regional and Local Governments. In other words, the process for the transfer of powers in the agricultural sector has not yet been completed.**

**In order to mitigate this risk, it will be necessary to do advocacy work with regional public institutions such as the Piura Regional Government, through the Piura Regional Agricultural Department, that has been processing all the documentation required for the transfer of responsibilities to the Regional Government from the central authority, i.e. SERFOR of MINAGRI.**

For the specific objective, a risk would be that regional governments do not take on the commitment to implement and strengthen the new regional forest authority.

**The transfer process does not necessarily imply that, as part of the process, the regional governments have been given the responsibility for personnel or infrastructure, nor the necessary resources to carry out these functions, as it will be up to each department to determine how it will organize itself to perform these functions.**

**This risk will be mitigated with the support and technical assistance of DRAP personnel in formulating an annual draft budget once the transfer of powers has been finalized and implemented.**

Another risk would be for the private sector and civil society to have a passive role in forest sector discussion spaces.

**Article 22 of the New Forestry and Wildlife Law stipulates that the Forestry and Wildlife Management Committee (Comité de Gestión Forestal y de Fauna Silvestre - CGFFS) is a participatory mechanism for forest users, local communities, local governments, representatives of civil society and other public and private institutions that implement activities within a specific Forestry and Wildlife Management Unit (Unidad de Gestión Forestal y de Fauna Silvestre - UGFFS). The CGFFS is recognized by the Regional Forest and Wildlife Authority (Autoridad Regional Forestal y de Fauna Silvestre - ARFFS) on the basis of proposals made by its representatives and taking into account, at the very least, the**

**stakeholders involved and the geographic characteristics of the area. The regional forest and wildlife authorities provide the required conditions for the appropriate functioning of the CGFFS.**

**In order to mitigate this possible risk, the project will coordinate with the forest authorities of Tumbes, Piura and Lambayeque, so that this citizen participation mechanism is promoted within the framework of the Forestry and Wildlife Law (LFFS), in order to discuss and establish forest management strategies and alternatives and, specifically, to improve productivity in terms of environmental goods and services from degraded forests.**

And lastly, rural communities – major forest users – might not be interested in training and in adopting forest management techniques, with a risk of rising deforestation rates from inappropriate forest use.

**Forest harvesting activities in native and rural communities are regulated by the LFFS as provided for in Article 47, which stipulates that management plans for reduced scale logging activities on community lands, private plots and local forests and, in relation to commercial logging activities, of reduced scale and intensity, on native or rural community lands, private estates and local forests, the national forestry authority can approve specific terms of reference for the formulation of simplified management plans. Furthermore, Article 66 stipulates that forest harvesting permits for native and rural community lands that give access to forest and wildlife resources on native and rural community lands, either titled or allocated for use, the community should request the harvesting permit from the regional forest and wildlife authority by submitting the minutes of the community assembly meeting and the corresponding management plan. The minutes should certify the representativeness of the applicant and agreement with the management plan.**

**In order to mitigate this risk, the project will create awareness among community leaders and members on the environmental goods and services provided by forests and their economic value, and on how forests can provide sustainable economic benefits for the community as long as they are adequately managed. To this end, community training will be provided.**

To mitigate such risks the project will seek to involve key stakeholders through awareness-raising actions, training events, workshops, discussions, publications, etc.

### **3.5.2 Sustainability**

*Social sustainability:* the project has been designed bearing in mind social needs and the problem identified which limits the possibility of sustainable management of tropical dry forests. As a result, the project will implement an approach that will seek to involve a diversity of stakeholders associated with forest conservation and use, male and female representatives of public, private and civil society institutions, who participate in the analysis of the problem, generate proposals and impact policies for sustainable forest management, will receive training and awareness building.

*Technical sustainability:* proven, geographically tailored technologies will be used after having processed experiences; the latter will form the foundation of technical capacity building for male and female community leaders who will turn into forest extension workers to provide technical aid to the communities with a view to the sustainable management of community forests.

*Institutional sustainability:* this will be achieved by strengthening the capacity of officials and technicians in regional governments and regional forest and wildlife authorities; this will provide such bodies with the technical and regulatory instruments needed to enforce sustainable forest management in tropical dry forests with a view to efficient management.

*Political sustainability:* regional forest policy is handled by regional governments; therefore, by being involved in, and making commitments to the project and to analysing forest laws and producing a specific draft regulation to complement the LFFS for tropical dry forests, they will fulfil their statutory roles and competences.

#### **Details on the long-term sustainability of project outcomes:**

##### **In relation to Outcome 1:**

**The new national forest and wildlife authority – SERFOR – was established through Act No. 29763. It will act according to its Organizational and Functional Regulations (OFR) and will be responsible for establishing standards, procedures, plans, strategies and guidelines for the sustainable use of forest and wildlife resources. This agency became operational on 14 August 2014. It operates within the**

framework of the State Modernization Policy, which is based on the duty to provide services to the country's citizens through open governance and electronic means. The aim of SERFOR is to ensure the sustainable management of forests and forest lands in Peru.

The project will train new SERFOR authorities in forest legislation and technical aspects of forest management so as to provide them with the necessary knowledge to enforce the guidelines and strategies stipulated in the national and regional forest policies and will enable them to train local authorities and communities. These actions are expected to be part of their institutional operational plan (IOP).

The National Forest and Wildlife Policy, promulgated through Supreme Decree No. 009-2013-MINAGRI, states that all policies, standards, instruments and actions related to the Nation's Forest and Wildlife Heritage promoted by the State through the three levels of government, should be aimed at the achievement of sustainable and integrated economic, social and environmental development, as well as the achievement of specific objectives and guidelines. At the regional level, these policies are outlined in the Regional Forest Development Plans (RFDPs), which contain strategies to guide and regulate the harvesting and restoration of forests and their environmental services, with a focus on social inclusion, gender equity and climate change adaptation, as well as full participation and involvement of rural communities and grassroots organizations in the areas where forests are located. The RFDPs should be consistent with the Regional Agreements, the National Forest Strategy 2004 – 2023, the National Environmental Action Plan (PLANAA) 2010-2021 and the National Forest and Wildlife Plan. Furthermore, they should be in line with the current national and regional regulations and international conventions such as the Convention on Biological Diversity, the Convention to Combat Desertification, and the Convention on Climate Change.

The project will support the updating of long-term forest planning instruments (2012-2032) and will monitor their implementation in the short term within the framework of a long-term vision. This will be done in a participatory manner with the involvement of relevant stakeholders and under the leadership of competent authorities so as to ensure the continuity of this activity under their Institutional Operational Plan (IOP).

The National Forest and Wildlife Information System (*Sistema Nacional de Información Forestal y de Fauna Silvestre* – SNIF) will be implemented in accordance with the National Forest Policy. The objective of this System is to integrate, systematize, analyze and disseminate timely and reliable data and information on forest resources and wildlife at the national level. The project will support the implementation of the regional forest information systems and will provide information to the Regional Environmental Information System (*Sistema de Información Ambiental Regional* – SIAR). These activities will be included in SERFOR's IOP so that they will become ongoing actions of regional forest authorities.

#### In relation to Outcome 2:

The Forest and Wildlife Law (LFFS) establishes the principle of community participation in forest management. Under this principle, every citizen has the right and duty to responsibly participate in decision-making regarding the development, implementation and monitoring of policies, management practices and actions adopted on each government level in relation to forest and other wild plant ecosystems and their components. The aim is to ensure the effective participation of all interested stakeholders, including native and rural communities, both individually and collectively.

The project will identify the main forest management stakeholders and will raise their awareness through a communication and dissemination plan. It will also support the establishment of the Forest and Wildlife Management Committee (*Comité de Gestión Forestal y de Fauna Silvestre* – CGFFS) as an open-ended participatory platform to promote the involvement of forest users, local communities, producers, local governments, civil society representatives and other public and private institutions implementing activities under a Forest and Wildlife Management Unit (*Unidad de Gestión Forestal y de Fauna Silvestre* – UGFFS). The CGFFS will be recognized by the Regional Forest and Wildlife Authority (*Autoridad Regional Forestal y de Fauna Silvestre* – ARFFS) on the basis of the proposal of their representatives, taking into account the stakeholders involved and the geographic characteristics of the area. The regional forest and wildlife authorities will provide the necessary conditions for the adequate operation of CGFFSs. These Committees will be responsible for the following actions: a) Participating, in coordination with the local, regional and national governments, in the development and implementation of public policies or proposals on forest and wildlife resources; b) Contributing to the administration, monitoring and supervision of activities implemented by the competent agencies

and institutions; c) Promoting the prevention and settlement of conflicts between stakeholders regarding forest and wildlife resources; d) Establishing strategic partnerships with public and/or private institutions for the performance of their functions; e) Participating in planning actions promoted by UGFFS, among others, in accordance with LFFS regulations. This community participation platform for sustainable forest management will be a key element that will be sustained over time with the updating of guidelines as per its regulations. It will also be part of the duties of the regional forest authorities.

Another key element will be the identification of community and grassroots organization leaders for the management of forests. The project will train promoters in leadership aspects and in SFM policies and techniques. These promoters will be representative of their communities and grassroots organizations and will participate in forest dialogue and consensus-building spaces. In addition, they will be involved in the Forest and Wildlife Management Committee and will participate in decision-making in the long term.

### In relation to Outcome 3:

The Forest and Wildlife Law (LFFS) seeks to ensure equal opportunities to access forest and wildlife resources and the equitable distribution of benefits among all stakeholders through integrated initiatives that will contribute to poverty eradication, reduction of social and economic inequality, and promotion of sustainable economic development for disadvantaged communities.

The management of forest and wildlife resources provides an opportunity to promote access to and adequate distribution of resources, technologies and knowledge, as required to achieve resource sustainability and address gender inequity. The implementation of a gender-sensitive approach in the implementation of forest-related policies, strategies and projects will contribute to improving the living standards of the communities primarily involved in the management of forest and wildlife resources by reducing differences and inequalities between men and women and thus promoting better governance and sustainability.

The project seeks to compile negative and positive experiences related to the management of tropical dry forest ecosystems so as to systematize, publish and disseminate this information and make it available to all SFM stakeholders. Furthermore, the project will provide training on forest management plans and best forest harvesting practices, as well as marketing and business management in relation to forest ecosystem goods and services.

It is expected that with the achievement of this outcome, the local communities will become familiar with the various forest harvesting activities related to the “forest production chain” for timber and non-timber products as well as environmental services. The communities should be well aware of these issues and should learn to value forest resources as the basis of all other economic activities such as cattle-ranching and beekeeping. The output related to this outcome will be the training of leaders or promoters in sustainable forest management, who, in the future, will guide the sustainable management of their forests generating economic income through their sustainable harvesting: if forests can generate economic income for their families, they will respect and conserve their forest resources.



## **PART 4. IMPLEMENTATION ARRANGEMENTS**

### **4.1 Organizational structure and stakeholder involvement mechanisms**

#### **4.1.1 Executing agency and partners**

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

This institution will be in charge of implementing the project; it is experienced in development project implementation in the departments of Tumbes, Piura and Lambayeque, mainly in the fields of biodiversity conservation and tropical dry forest management. It has an institutional presence and operational headquarters in Piura, Lambayeque, Ucayali and Madre de Dios; it coordinates and is a member of various working groups led by regional governments and also has close links with rural communities, for it provides support and advisory services on the use of their forests.

AIDER's mission is to improve the living standards of the rural community, in harmony with environmental conservation, through sustainable proposals based on applied research, policy action and the recovery of local knowledge, also establishing inter-institutional synergies. The partners in the project include:

##### **Participating agency at the national level:**

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

This is the national forest and wildlife authority, and the lead body of the National Forest and Wildlife Management System - SINAFOR. Under the provisions of Law N. 29763, Forest and Wildlife Law, it is the System's technical and regulatory authority at the national level with roles that include planning, supervision, support and control of the national forests and wildlife policy.

##### **The national forest authority will play the following roles in the project:**

- **Providing ongoing guidance and technical assistance for the implementation of project activities;**
- **Training project beneficiaries in regulatory and technical issues through the services of experts;**
- **Facilitating the processes of formulation of forest development plans and proposals for complementary standards in consensus-building roundtables;**
- **Participating in the Project Steering Committee as Chair.**

##### **Participating agencies at the regional level:**

##### **Regional Governments of Tumbes, Piura and Lambayeque**

Regional governments are public institutions responsible for top-tier administration of their relevant departments; they are consistent with the national forests and wildlife policy, Law 27963 and its Regulations, as well as with the national guidelines approved by SERFOR. Regional government roles relating to forests and wildlife in their jurisdiction include: Plan, promote, manage, control and audit the sustainable use, conservation and protection of flora and fauna; Design, execute, supervise and evaluate regional forest and wildlife plans and policies; Promote and establish permanent mechanisms for community involvement in forest and wildlife management at the regional level, in coordination with local governments; Promote forest producer competitiveness in terms of partnership possibilities, production, access to finance, processing and marketing; Foster and coordinate capacity building of forest sector stakeholders in their jurisdiction, to increase the level of competitiveness of national production and the sustainable use of the Nation's forest and wildlife heritage; and Design and execute a technical aid and advisory plan for small-scale producers and native and rural communities in their jurisdiction.

##### **The specific roles to be played by regional governments in the project are:**

- **Leading project processes at the regional level;**
- **Providing logistic support for the implementation of project activities (vehicles, equipment, premises);**
- **Actively participating in project meetings and training events;**
- **Providing technical support for the regulatory framework proposal, forest development plans and forest information system to be coordinated with the regional environmental information system (SIAR);**
- **Promoting a mechanism to promote participation in the various events to be organized by the project;**

- Seeking inter-institutional agreement between different project stakeholders by leading the Project Consultative Committee.

**Participating institutions at the local level:**

**The local (municipal) governments will play the following roles in the project:**

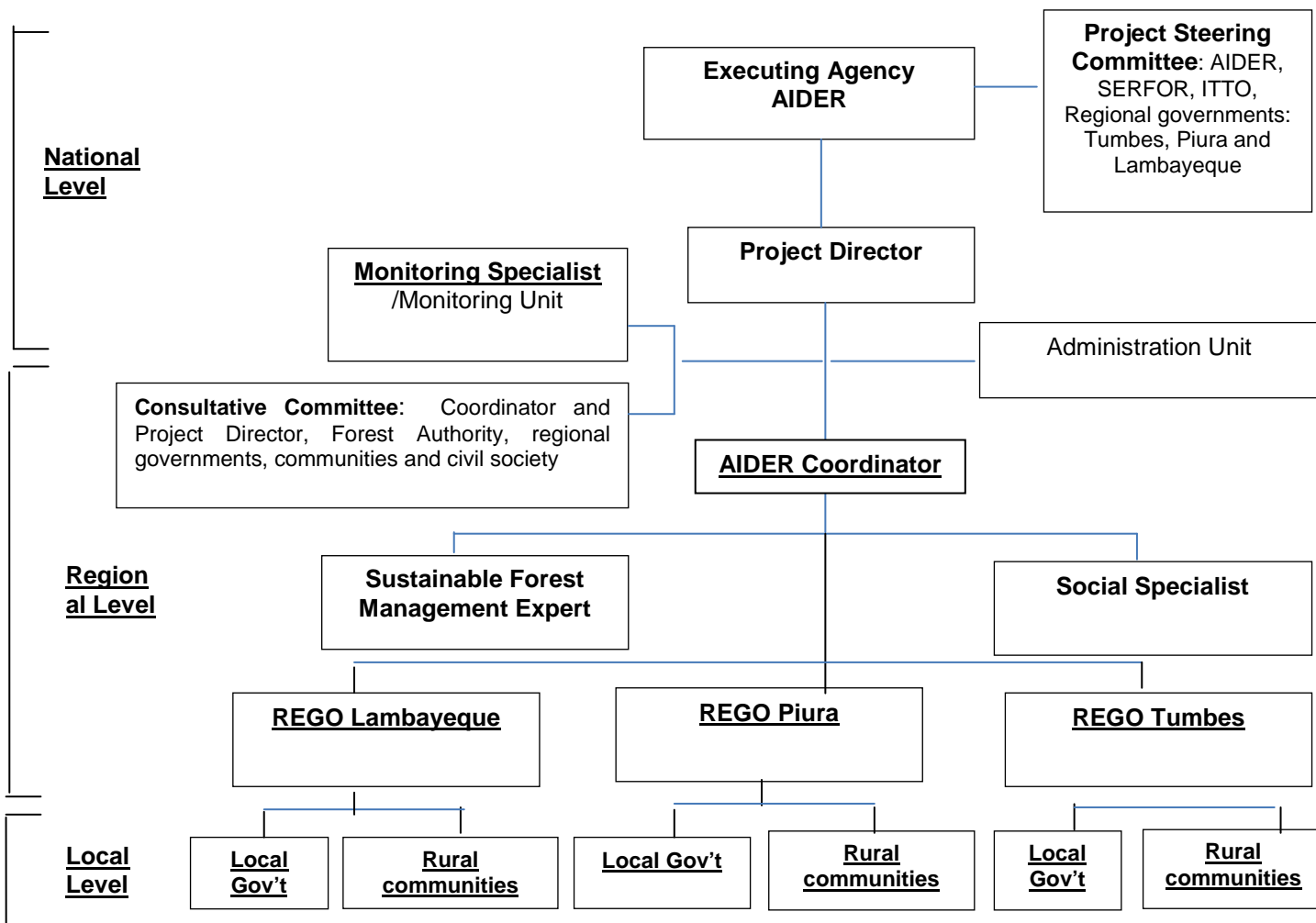
- Actively participating in project meetings and training events;
- Providing logistic support for the implementation of project activities (vehicles, equipment, premises);
- Providing technical support to the project's beneficiary communities.

**4.1.2 Project management team**

The team will consist of personnel from the Association for Integrated Research and Development (AIDER). It will be led by a Project Director with wide experience in public and private forest management; it will have a Coordinator from AIDER with experience in administration and forest management and an Administrator. Furthermore, the project will include: a Sustainable forest management expert, a Social aspect specialist in social aspects and a Monitoring specialist (see personnel listing)

- Project Director
- AIDER Coordinator
- Sustainable forest management expert
- Social specialist
- Monitoring specialist
- Administrator

The following chart shows the organizational structure of the project **taking into account the roles of stakeholders at the national, regional and local levels:**



#### 4.1.3 Project steering committee

The project will have a Steering Committee as the top-tier project authority at the national level, which will be made up of **the representative of the national forest authority (SERFOR)**, the representative of the executing agency AIDER, representatives of the Piura, Tumbes and Lambayeque regional governments, and an ITTO representative. The Project Director will only act as the Committee's Technical Secretary. This Committee will have a general supervisory role for budget and outcomes under the Logical Framework. It will meet once a year, and will approve operational plans, reports and other project management documents.

#### 4.1.4 Stakeholder involvement mechanisms

The project will apply a participatory approach, and will seek the involvement of all stakeholders; furthermore, it will have a Project Consultative Committee as the regional level authority, that will consist of the Coordinator and Project Director, regional forest authorities and regional governments of Tumbes, Piura and Lambayeque, representatives of the rural communities of Tumbes, Piura and Lambayeque, a representative of organized civil society per department and others. This Committee will meet every six months in each department on a rotational basis to keep major stakeholders informed on the implementation of the project. The Committee may ask for input from other stakeholders or send recommendations to the Steering Committee regarding problems that may arise during implementation.

## 4.2 Reporting, review, monitoring and evaluation

Reports will be prepared according to ITTO's Manual and will be submitted as follows:

- Initial report: presented upon project approval, this will include the baseline study and yearly plan of operation
- Six-monthly report: on progress of physical and financial activities
- Annual report: an assessment of outcomes achieved by the project according to the logical framework
- Monthly reports: for internal monitoring purposes of physical and financial progress
- Final report: to be submitted at the end of the project.

Six-monthly and annual reports will be presented to the partner agency with an evaluation of outcomes and impacts with respect to the logical framework. While monthly reports will show the progress of activities with respect to the yearly plan of operation, this kind of monthly report is part of the analysis done by AIDER's monitoring unit.

Internal audit: this will help ensure the successful implementation of the project, including any adjustments in the work plan and/or YPO and implementation of any corrective actions. The internal audit will cover the following aspects:

- Monitoring of commitments arising from the agreement signed between ITTO and the Executing Agency
- Adequate progress and implementation of work
- On-time delivery and quality of outputs
- Level of achievement of the specific objective
- Social, economic and environmental impacts and the effect of mitigation actions.

External audit: Performed by ITTO in cooperation with the donors where applicable, to supervise the implementation of the project. It includes:

- Assessing whether the project is advancing according to agreed work programmes, so that the Organization can take any action required (for example payments to the Executing Agency)
- Proposing project inspections as necessary, as the result of the assessments, and participate in such inspections
- Presenting information to the Steering and Consultative Committees on the status of the project and prospects for its completion.

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. The mid-term evaluation is done in the following cases:

- Where problems are detected in the implementation of the project, at the request of ITTO, the donors or the Project Steering Committee (PSC), as applicable
- Where the need for such evaluation was foreseen earlier during the formulation or implementation of the project.

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**

The project's success and impact will depend largely on communication and dissemination activities; therefore, there will be a communication and dissemination plan to identify target groups, methods and strategies.

The purpose of the project's communication and dissemination activities will be to transmit a set of messages and information to internal direct target groups (individuals in charge of project implementation and partners), external target groups (regional government officials and communities) and general target groups (political stakeholders and society at large) for which group and mass methods will be used.

The strategies associated with the above internal targets will include internal dissemination of annual, six-monthly, mid-term and final reports to ensure efficient and transparent management. For external and general targets, the communication tools will include: dissemination of the theme or message of the project, web and IT, information material on the project (leaflet), specific material (brochures), seminars, workshops, fora, awareness building days, best practice guides, press releases, etc.

Dissemination of project activities and outputs will start from the beginning of the project; every month the regional officer in charge of technical aspects will prepare an information newsletter highlighting completed activities. The newsletter will be disseminated by email to directories and contacts, through the AIDER, SERFOR and Tumbes, Piura and Lambayeque regional government web pages, as well as on radio spots to be broadcast by the project.

Project results will also be disseminated in other spaces such as the Steering Committee, the Consultative Committee, dialogue groups and regional technical groups of the Regional Environmental Commission – CAR, among other competent institutions.

### **4.3.2 Mainstreaming project learning**

Promotional events will be held to mainstream the project; at the start of the presentation a commitment will be sought from major stakeholders to participate and support the project and then again at the end of the presentation of project outcomes, when there will be a transfer to regional governments so that they take on the commitment to maintain forest governance of tropical dry forests of the North coast.

The experience accumulated throughout the project will be processed into a publication that will present achievements as well as lessons learnt; this will be printed and distributed to project beneficiaries and stakeholders involved in forest matters in the three departments.

Other mainstreaming actions on specific themes will target groups of regional officials and authorities with a view to the efficient implementation of sustainable forest management, and extension workers in rural communities with a view to their adoption and application of sustainable forest management techniques. This will be complemented by guides, brochures, publications and websites.

# **ANNEXES**

## ANNEX 1. Profile of the executing agency

### I. Background:

The Association for Integrated Research and Development (AIDER) is a non-profit non-governmental organization committed to sustainable development and environmental conservation. Its mission is to contribute to the improvement of the quality of life of the rural population in consonance with environmental conservation through sustainable proposals based on applied research, political action, optimization of traditional knowledge, and establishment of synergies.

The Association has a multi-disciplinary team comprising professionals in the fields of forest, biological, environmental, agricultural, geographic, social, economic and administration sciences, with extensive experience in:

- Development of forest management plans
- Community forest management
- Management of natural protected areas
- Biological, forest and socio-environmental diagnostic studies
- Rehabilitation of degraded areas
- Afforestation, reforestation and agroforestry
- Remote sensing data processing and analysis
- Land-use change projection models
- Design of carbon project documents (PDD)
- Avoided emissions/REDD projects
- Offsetting of GEG emissions
- Voluntary forest certification
- Organizational strengthening
- Gender and inter-cultural issues
- Rapid participatory appraisals - RPAs
- Forest and environmental business plans
- Project planning, monitoring and evaluation

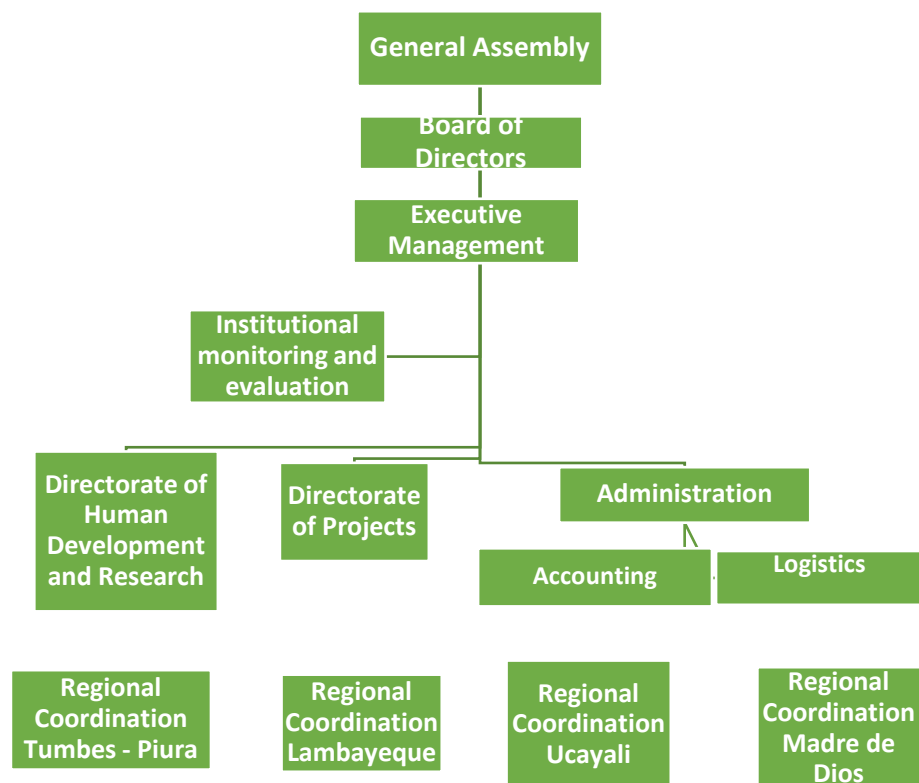
### Institution details:

<b>Activity</b>	Helps improve living standards of the rural population in harmony with environmental conservation.
<b>Foundation date:</b>	10/01/1986
<b>Address:</b>	Av. Jorge Basadre 180 Int. 6, San Isidro
<b>Telephone:</b>	511. 421-5835 / 511. 628-7088
<b>Email:</b>	<a href="mailto:lima@aider.com.pe">lima@aider.com.pe</a>
<b>Webpage:</b>	<a href="http://www.aider.com.pe">www.aider.com.pe</a>
<b>Legal representative:</b>	Jaime Guillermo Nalvarte Armas

AIDER's work areas are:

- **Sustainable forest management, forest certification and governance:** Promoting the development of technical and management skills among indigenous communities for the implementation of forest management plans for timber and non-timber production purposes, using low-impact technologies, diversifying the use of forest resources and services, and establishing strategic partnerships for product marketing. Providing technical assistance to indigenous communities for the sustainable management of their community forests.
- **Environmental services:** Development and implementation of reforestation and REDD+ (Reduced emissions from deforestation and degradation) projects geared to voluntary and regulated markets. In addition, strengthening of local capacities for the establishment of fair trade agreements to guarantee forest conservation and sustainable development.
- **Management of natural protected areas:** Promoting the identification and implementation of financial sustainability strategies for participatory management in natural protected areas, ensuring benefits for forest users and encouraging them to become true partners in conservation activities.
- **Research:** AIDER promotes research projects on environmental, social and economic issues. The Association has implemented projects with the participation of universities and research centers such as CIFOR, Cayetano Heredia Peruvian University, University of Freiburg, etc.

AIDER's organizational structure is shown below:





**List of the main projects or studies implemented over the past three years:**

<b>Project Title</b>	<b>Duration</b>	<b>Amount funded (US\$)</b>	<b>Financing Source</b>
Emission reduction from land use in Amazon forests - NZDZ	2012-2014	308,224.4	Rainforest Alliance - USAID
Sustainable landscapes in the Andean Amazon (Initiative for Conservation in the Andean Amazon)	2012-2015	1,180,320	Rainforest Alliance - USAID
Value adding to environmental services from managed forests belonging to seven communities in the Ucayali region	2012-2014	415,384	International Tropical Timber Organization (ITTO)
Support for the design and implementation of financial sustainability strategies in the Natural Protected Areas of the North coast of Peru	2011-2014	300,000	Agreement for the Conservation of Tropical Forests - PROFONANPE
Sustainable forest management and utilization of ecosystem services in forests managed by the Ese'Eja native community in Infierno, Peru	2010-2014	356,519	International Tropical Timber Organization (ITTO)
Implementation of a partial administration contract in the National Tambopata Reserve and the Bahuaja Sonene National Park	2008-2015	7,800,000	GPAN Project SFM BAM SAC
Improving local capacities to develop REDD projects for dry forest ecosystems	2013-2014	323,697.5	IICA
Improving carob production chain for social and economic sustainability in two communities of tropical dry forest areas in Piura.	2012-2014	100,000	Fund of the Americas
Sustainable model for the restoration of degraded areas in the Ese'Eja Native Community in Infierno, Madre de Dios Region	2012-2014	182,832	IICA
Bijao leaf as an opportunity to improve economic income levels in a Shipibo-Conibo native community, Ucayali Region	2014- 2016	132,480	FONDAM
Marketing of timber from legal and sustainable sources by indigenous communities of Ucayali, Peru, for the fair trade market	2013-2015	233,291	ITTO
Contributing to the conservation of Amazon forests and sustainable economic growth in Amazon communities, initially in Junín Pablo and Buenos Aires	2013-2014	39,070	GRACO
Strengthening participatory community management of timber forest species in the Samaria, Roya and Nuevo Ahuaypa Native Communities, District of Iparia, Ucayali Region	2012-2014	48,247	Movistar
Management of Assisted Natural Regeneration (ANR) in the rural community of José Ignacio Távara Pasapera	2012-2014	204,153	Kinomé

Project Title	Duration	Amount funded (US\$)	Financing Source
Strengthening the management of natural resources in six natural protected areas of Peru under an outcome-based adaptive management approach	2012-2015	200,840	ACBT
Strengthening the value chain of certified timber from native communities in the Ucayali Region	2014-2016	8,160	FSC AC
Improving ecological connectivity for white-winged guan in the Laquipampa Wildlife Reserve and its buffer zone	2014-2015	160,769	FONDAM
Strengthening native communities in the Ucayali Region for the monitoring of deforestation in community forests for REDD+ in coordination with the national readiness process	2014-2015	65,984	USAID ICAA

#### List of projects and pre-projects submitted to ITTO:

- **Project:** Value adding to environmental services from managed forests belonging to seven communities in the Ucayali region. RED-PD 033/1 Rev.3 (F). Approved.
- **Project:** Industrial utilisation and marketing of ten potential timber species from secondary and residual primary forests. PD 512/08 (I). Approved.
- **Project:** Sustainable forest management and utilization of ecosystem services in forests managed by the Ese'Eja native community in Infierno, Peru. RED-PD 018/09 Rev.1 (F). Approved.
- **Pre-project:** Promotion and forest development by native communities of Peru. PPD 129/06 Rev.1 (F). Approved.

#### II. Infrastructure:

The Executive Management headquarters of AIDER is in the City of Lima; it also has regional headquarters in Tumbes, Piura, Lambayeque, Madre de Dios and Ucayali. The Tumbes, Piura and Lambayeque offices will be available to the project because they are located in the dry forests of the North coast of Peru.

The office space in Piura is 160 m<sup>2</sup>, and it is equipped with 3 desktop computers, 1 printer, 1 local network, 2 laptop computers, 1 multimedia projector, 1 scanner, 1 audiovisual equipment, 1 telephone line, 2 RPM (Movistar Private Network) cell phones, direct internet access, furniture, field equipment (GPS, compasses), 1 motorcycle.

In Tumbes the office is 30 m<sup>2</sup>, and it is equipped with 1 desktop computer, 1 printer, 1 local network, 1 laptop computer, 1 multimedia projector, 1 telephone line, 1 RPM cell phone, direct internet access, furniture, 1 motorcycle.

The Lambayeque office is 30 m<sup>2</sup>, and it is equipped with 1 desktop computer, 1 multifunctional printer, 1 local network, 1 laptop computer, 1 multimedia projector, 1 telephone line, direct internet access, furniture.

In addition, at the head office in Lima it has 100 square meters of office space, equipped with 5 personal computers, 4 printers, 1 local network, 1 multimedia projector, audiovisual equipment, 2 telephone lines, 1 RPM cellular phone network, direct access to internet, fax machine and furniture.

### **III. Budget:**

According to AIDER's financial statements, the Association's budget for 2012 amounted to 2,008,580.05 new soles (equivalent to just over US\$ 730,000), including personnel costs, subcontracts, duty travel, capital items and consumable items.

The general balance sheet as at 31 December 2012 is shown below.

**The general balance sheet as at 30 April 2013 is also attached.**



ASOCIACION PARA LA INVESTIGACION Y DESARROLLO INTEGRAL

## BALANCE GENERAL

Al 31 de Diciembre de 2012

ACTIVO		PASIVO	
<b>ACTIVO CORRIENTE</b>		<b>PASIVO CORRIENTE</b>	
Caja Bancos	S/. 607,817.00	Tributos por Pagar	S/. 20,155.00
Clientes	344,384.16	Proveedores	0.00
Otras cuentas por cobrar personal	3,521.45	Cuentas por pagar diversas	0.00
Otras cuentas por cobrar x rendir	241,189.16	Beneficios Sociales de Trabajador	6,025.00
		Ganancias Diferidas	642,695.62
<b>TOTAL ACTIVO CORRIENTE</b>	<b>S/. 1,196,891.77</b>	<b>TOTAL PASIVO CORRIENTE</b>	<b>S/. 668,875.62</b>
<b>ACTIVO NO CORRIENTE</b>		<b>PATRIMONIO</b>	
Inmuebles Maquinarias y Equipos	1,883,426.00	Capital	419.00
(-) Depreciacion Amortizacion Acumulada	1,071,737.72	Capital ADICIONAL	530,842.98
		Resultados Acumulados	792,054.45
		Resultados del Ejercicio	16,378.00
<b>TOTAL ACTIVO NO CORRIENTE</b>	<b>S/. 811,688.28</b>	<b>TOTAL PATRIMONIO</b>	<b>S/. 1,339,704.43</b>
<b>TOTAL ACTIVO</b>	<b>S/. 2,008,580.05</b>	<b>TOTAL DE PASIVO Y PATRIMONIO</b>	<b>S/. 2,008,580.05</b>

San Isidro de Enero 2013

  
 Inga Jhané Nalivante Armas  
 DIRECTOR EJECUTIVO  
 A.I.D.E.R

  
 VÍCTOR R. HUANUCO MEZA  
 CONTADOR PÚBLICO COLEGADO  
 MULTIPROFUSA 1949




ASOCIACION PARA LA INVESTIGACION Y DESARROLLO INTEGRAL


## BALANCE GENERAL

Al 31 de Diciembre de 2012

ACTIVO		PASIVO	
<b>ACTIVO CORRIENTE</b>		<b>PASIVO CORRIENTE</b>	
Caja Bancos	S/. 607,817.00	Tributos por Pagar	S/. 20,155.00
Clientes	344,384.16	Proveedores	0.00
Otras cuentas por cobrar personal	3,521.45	Cuentas por pagar diversas	0.00
Otras cuentas por cobrar x rendir	241,169.16	Beneficios Sociales de Trabajador	6,025.00
		Ganancias Diferidas	642,695.62
<b>TOTAL ACTIVO CORRIENTE</b>	<b>S/. 1,196,891.77</b>	<b>TOTAL PASIVO CORRIENTE</b>	<b>S/. 668,875.62</b>
<b>ACTIVO NO CORRIENTE</b>		<b>PATRIMONIO</b>	
Inmuebles Maquinarias y Equipos	1,883,426.00	Capital	419.00
(-) Depreciación Amortización Acumulada	1,071,737.72	Capital ADICIONAL	530,842.98
		Resultados Acumulados	792,064.45
		Resultados del Ejercicio	16,378.00
<b>TOTAL ACTIVO NO CORRIENTE</b>	<b>S/. 811,688.28</b>	<b>TOTAL PATRIMONIO</b>	<b>S/. 1,339,704.43</b>
<b>TOTAL ACTIVO</b>	<b>S/. 2,008,580.05</b>	<b>TOTAL DE PASIVO Y PATRIMONIO</b>	<b>S/. 2,008,580.05</b>

San Isidro de Enero 2013

  
 Ing. Jorge Nahuarte Armas  
 DIRECTOR EJECUTIVO  
 AIDER

  
 VICTOR R. HUANUCO NEZA  
 CONTADOR PUBLICO COLEGADO  
 MATRÍCULA 1844

#### **IV. Personnel:**

AIDER has more than 90 contributors in its 5 regional offices and its headquarters, including professionals, technicians, administrative staff, interns and voluntary workers.

The departments of Piura, Tumbes and Lambayeque have the following employees in the field of the project:

##### **Piura Office:**

Total number: 5

Number of persons with postgraduate degrees: 2

Number of persons with a university degree: 3

Number of mid-level technicians: 1

Number of administrative employees: 1

##### **Lambayeque Office:**

Total number: 5

Number of persons with postgraduate degrees: 1

Number of persons with a university degree: 3

Number of mid-level technicians: 1

Number of administrative employees: 1

##### **Tumbes Office:**

Total number: 3

Number of persons with postgraduate degrees: 1

Number of persons with a university degree: 2

Number of mid-level technicians: 0

Number of administrative employees: 1

## **ANNEX 2. Tasks and responsibilities of key experts provided by the executing agency**

### **Terms of Reference for Project Director**

Registered forest engineer or professional in a similar field, preferably with a master's degree, 15 year minimum experience in the leadership of conservation and sustainable development project, preferably forest-related.

#### **Expertise:**

- Design, implementation and management of forest projects in tropical dry forests or similar ecosystems
- Institutional development, forest administration, policy and legislation
- Planning and monitoring of forest projects
- Conflict management and resolution
- Dialogue and discussion processes
- Leadership qualities as the head of international cooperation projects

#### **Duties:**

- Manage the technical and administration components of the project in close coordination with SERFOR and regional governments
- Participate in the project's Steering and Consultative Committees as technical secretary
- Develop and support financial, progress and final reports for the donor and partners (SERFOR and REGOs).
- 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 achieving the objectives of the project
- Lead and, together with professionals, draft project documents and technical reports
- Organize and coordinate the delivery of national and regional workshops required by the project
- Lead the technical team for project implementation
- Prepare and monitor operational plans for the project in accordance with the ITTO Manual
- Promote and organize national and regional meetings between authorities and timber industrialists in order to ensure their commitment
- Evaluate the project in accordance with the indicators of the logical framework
- Any other duties as required by the Executive Director of the Executing Agency

**Contract duration:** 30 months

**Basis:** Full time

**Work base:** Lima and regions

### Terms of reference for AIDER Coordinator

Registered forest engineer or degree in related discipline, preferably with a Master's degree. A minimum of 10 years experience in the coordination of conservation and sustainable development projects, forest projects and Forest and Wildlife Administration.

#### Expertise:

- Management of forest projects in tropical dry forests or similar ecosystems
- Ability for the management of human resources
- Extensive knowledge of dry forest management practices
- Knowledge of participatory methodologies (Participatory Rural Appraisal)
- Experience in working in the forestry field with both the public and private sectors
- Planning and monitoring of forest projects
- Management and settlement of conflicts
- Leadership skills in working with relevant stakeholders

#### Duties:

- Coordinate the implementation of activities with the project technical team according to the YPO in each of the target regions – Tumbes, Piura and Lambayeque
- Review financial requirements and payments for project technicians according to the budget schedule
- Coordinate with regional authorities for the implementation of project activities
- Prepare a consolidated document with technical reports according to the format established by the project's financing source
- Provide support and guidance to project technicians
- Any other duties as required by the Executive Director of the Executing Agency

Contract duration: 30 months

Basis: Full time

Work base: Regions of Tumbes, Piura and Lambayeque

### Terms of reference for the Sustainable Forest Management Expert

Registered forest engineer or professional in a similar field, with 10 years minimum experience in forest work associated with forest conservation and development projects in tropical dry forests or similar ecosystems.

#### Expertise:

- Forest administration, policies and legislation
- Development projects with an emphasis on sustainable forest management
- Participatory processes
- Conflict management and resolution
- Human resources management

#### Duties:

- Coordinate with the Project Director for the implementation of project activities
- Coordinate with the officer in charge of AIDER in the three departments where the project is to be implemented
- Coordinate with regional authorities and other stakeholders involved in the project
- Organize the delivery of training workshops
- Prepare work plans and reports
- Coordinate and supervise consultants' work
- Participate in, and lead the project management committee
- Develop and systematize project experiences
- Prepare report of events organized by the project
- Provide advice to rural communities on SFM
- Coordinate with the local, regional and national media for the dissemination of project activities



- Other tasks as required by the Project Director

**Contract duration:** 30 months  
**Basis:** Part time  
**Work base:** Departments of Piura and Lambayeque

#### Terms of reference for the Social Specialist

University degree in social sciences or related discipline, with a minimum of 5 years experience in similar positions and/or jobs in rural development projects with a gender focus.

#### Expertise:

- Positive attitude to implement participatory training and extension methods for rural communities
- Good command of participatory tools and methodologies (DRP, TERP)
- Commitment to ensure respect and equity towards the beneficiaries and their organizations
- Good command of basic computer software

#### Duties:

- Carry out and update diagnostic studies on the project's beneficiary rural communities based on an analysis of their roles and gender relations and other socio-economic factors affecting their development
- Assist AIDER's Coordinator and project specialists in addressing socioeconomic and gender issues to ensure that all project components and activities take into account the needs and priorities of local men and women
- Organize training workshops and events for participating communities to enhance their understanding of basic gender-awareness concepts
- Coordinate and participate in the planning of project activities to include the planning of equal opportunities for both men and women
- Provide feedback to the project technical team on the adequate implementation of work plans
- Promote the inclusion and involvement of rural women in all project components and activities
- Prepare monthly quantitative and qualitative reports on the progress of project activities identifying implementation problems and possible solutions

Contract duration: 28 months  
Basis: Full time  
Work base: Regions of Tumbes, Piura and Lambayeque

#### Terms of reference for the Monitoring Specialist

University degree in social, economic or natural sciences or related discipline, with a minimum of 5 years experience in strategic planning and design and implementation of monitoring and evaluation systems for large-scale social and environmental projects.

#### Expertise:

- Proven knowledge of standards, procedures and administrative instruments of bilateral and multilateral cooperation agencies
- Proven knowledge and ability to provide technical support for project coordination and management and institutional monitoring coordination, integrating multidisciplinary and participatory teams
- Proven knowledge of adequate (quantitative and qualitative) monitoring and evaluation methodologies and tools for a research and dissemination program
- Excellent interpersonal skills
- Confidentiality in the management of information
- Good ability for the drafting and interpretation of texts
- Knowledge of IT at a user's level
- Availability to reside in the project area (Tumbes, Piura or Lambayeque)

Duties:

- Support the project operational planning process
- Develop a monitoring and evaluation plan to contribute to adequate project monitoring during its implementation, including appropriate coordination with other similar projects to join efforts and avoid duplication of actions
- Coordinate the operation, maintenance and adjustment of the Project Monitoring and Evaluation System, ensuring compliance with established procedures for information collection, processing and use so as to guarantee timely and documented decision making on all management levels and to report on project progress and outcomes as required by the competent authorities
- Collaborate with the project team in the definition and articulation of monitoring applications and on how to integrate monitoring activities to project implementation
- Provide key inputs both at the strategic and operational levels for the monitoring of the project
- Generate inputs for both mid-term and final external evaluations
- Based on the information collected, generate baseline values for selected indicators to develop a project baseline
- Supervise the quality of consultancy outputs and other services hired for the project
- Coordinate and implement project evaluation actions and to this end, develop terms of reference for the project mid-term and final evaluations, as well as other assessments as required by the Project Director
- Organize and systematize the information generated by the project, and facilitate the administration of knowledge and the drafting, editing and publication of project-related information
- Support the Project Director in the preparation of Project Steering Committee meetings

Contract duration: 14 months

Basis: Full time

Work base: Regions of Tumbes, Piura and Lambayeque

Terms of reference for the Administrator

Public accountant or administrator with a minimum of 3 years in project administration.

Expertise:

- Good command of computer tools (software) in financial management and in office-related work such as Microsoft Word and Excel. Knowledge of Microsoft Project desirable

Duties:

- Deliver requirement specifications and receive financial statements related to project activities as requested from the project personnel according to the project budget schedule
- Keep a timely and complete accounting record of all payments made with project resources so as to facilitate monitoring as established by the financial agreement
- Clearly identify, through seals or stamps, the supporting documentation on expenditures and payments, including clear accounting annotations and references to the financing sources
- Verify that the support documentation on expenditures and payments complies with the requirements stipulated in the relevant provisions
- Keep a filing system for the official supporting documentation on expenditures approved and payments made, as well as all documentation on administrative procedures and project correspondence
- Keep an adequate internal monitoring system for project operations, including bank reconciliations and related actions
- Prepare consolidated project financial statements according to the relevant provisions and the administrative procedures manual
- Compile financial information to prepare consolidated accounting statements in accordance with the relevant project provisions
- Provide assistance and information on all financial-accounting aspects as required by the terms of reference of his/her contract to report to the Project Director and to the Project Steering Committee

Contract duration: 15 months  
Basis: Full time  
Work base: Region of Piura

Terms of reference of the Sub-contract for the Systematization of Experiences

Degree in social sciences or related discipline with a minimum of 5 years experience in the field of community projects.

Expertise:

- Knowledge of prevailing conditions in the work area (North Coast)
- Knowledge of LFFS provisions and other legislation related to forest management
- Experience in the use of quantitative and qualitative methodologies for the collection and configuration of data
- Experience in the systematization of experiences and lessons learned
- Experience in research and design of quantitative and qualitative technical tools
- Experience in working with participatory methodologies
- Ability to work in a team and good interpersonal skills
- Good verbal and written communication skills
- Availability to travel to the areas where the experiences took place

Specific objective:

Systematization of experiences in sustainable forest management practices in the regions of Piura, Tumbes and Lambayeque through a consultation process and analysis of project results so as to develop a document to be disseminated.

Consultancy requirements:

- The consultant shall be recruited under an external consultancy contract and should therefore have his/her own equipment and material (computer) as well as the funding required to cover logistic expenses related to the collection of information
- Service fees shall include taxes and other administrative requirements as established by law
- When necessary, the consultant shall coordinate with his/her counterparts so as to obtain a physical space to carry out his/her office work
- The consultant shall submit a work proposal including a timeline, considering all requirements specified in the ToRs, as well as a financial proposal
- Payment of consultancy fees shall be made upon presentation of a relevant invoice and will include all payroll withholding taxes stipulated by law

Outputs:

The consultancy shall produce the following outputs:

- First output: Work plan discussed with the project team. It should include: i) a work plan; ii) a methodology for the implementation of activities, including the use of tools for the collection of information; iii) schedule of work; and iv) preliminary format of systematization document.
- Second output: First draft report on systematization of experiences based on the collection of field data, including presentation of collected database and structuring of the presentation of results.
- Third output: submission of final report.

Contract duration: 6 months  
Work base: Regions of Piura, Tumbes and Lambayeque

Terms of reference of the Sub-contract for the drafting of a Manual on Best SFM Practices

Degree in forestry, agricultural science or related discipline with a minimum of 10 years experience in the field of forest projects.

Expertise:

- Knowledge of prevailing conditions in the work area (North Coast)
- Knowledge of LFFS provisions and other legislation related to forest management
- Experience in the use of quantitative and qualitative methodologies for the collection and configuration of data
- Experience in the drafting of best forest practices manuals
- Experience in working with participatory methodologies
- Ability to work in a team and good interpersonal skills
- Good verbal and written communication skills
- Availability to travel to the areas where the experiences took place

Specific objective:

Prepare a manual on best forest management practices for dry forests based on the collection of information on results obtained and lessons learned in projects implemented in the regions of Piura, Tumbes and Lambayeque. These best practices will later be disseminated.

Consultancy requirements:

- The consultant shall be recruited under an external consultancy contract and should therefore have his/her own equipment and material (computer) as well as the funding required to cover logistic expenses related to the collection of information
- Service fees shall include taxes and other administrative requirements as established by law
- When necessary, the consultant shall coordinate with his/her counterparts so as to obtain a physical space to carry out his/her office work
- The consultant shall submit a work proposal including a timeline, considering all requirements specified in the ToRs, as well as a financial proposal
- Payment of consultancy fees shall be made upon presentation of a relevant invoice and will include all payroll withholding taxes stipulated by law

Outputs:

The consultancy shall produce the following outputs:

- First output: Collection of information on Best SFM Practices at the national and international levels and preliminary structuring of the manual.
- Second output: First draft of Best SFM Practices. These document will be delivered for review by the Project Steering Committee.
- Third output: Final draft of manuals, incorporating the observations made as a result of the review and dissemination of previous drafts. All outputs should be delivered in electronic (CD) and printed formats.

Contract duration: 6 months

Work base: Regions of Piura, Tumbes and Lambayeque

## **ANNEX 3: Curricula vitae of key personnel provided by the executing agency**

*(TOO MANY COUNTERPART STAFF MEMBERS, SHOULD BE TRANSFERRED TO ITTO)*

### **1. AIDER Coordinator**

**JUAN LUCIO OTIVO MEZA**  
**Forest Engineer**  
**CIP 80521**  
Calle Las Orquídeas s/n Urb. José Lishner Tudela Mz. "P" Lt. 12, 1ra Etapa, Tumbes  
Telephone: (072) 52-6277  
Mobile: (073) 9533590  
[jotivo@yahoo.es](mailto:jotivo@yahoo.es) / [j\\_otivo@hotmail.com](mailto:j_otivo@hotmail.com)

Forest engineer, with a Master's degree in Environmental Management, 22 years work experience, 6 years in the public sector as Leader, Reforestation project; Leader, Forest inventory of the dry forests of the North project; Director of the Piura Forests and Wildlife Centre I; Director of Forest and Wildlife of Agriculture Region I Tumbes; and Tumbes - Piura Technical Administrator of Forests and Wildlife for INRENA.

Specialist in participatory planning processes, sustainable development of dry forest, sustainable management of dry forest, preparation of projects within the framework of SNIP (National Public Investments System) and has been involved in the development of the Sustainable management plan for the National Tumbes Forest, the Master Plan for the Cerros de Amotape National Park, the Definitive classification of the Tumbes Reserved Zone, the Master Plan for the National Sanctuary Los Manglares de Tumbes, the Strategy for Conservation of Tumbes Mangroves and the Strategy for Conservation and Sustainable Development of the Noroeste Biosphere Reserve. Consultant in the Design and Evaluation of public investment projects in natural resources and the environment.

#### **I. Personal details:**

1. Place of Birth: Junín, Peru
2. Date of Birth: 06/05/1959
3. Personal documents:
  - o NID: 00253862
  - o Military book: N. 2691779595
  - o Passport: 2593874
  - o Driver's licence: A II Professional: A00253862
4. Titles and degrees:
  - Masters in Environmental Management: University of Trujillo, Postgraduate School
  - Forest Engineer: National University of the Central Region, Peru

## 5. Other studies: Training

YEAR	INSTITUTION	SUBJECT
2008	RAE - PERU	Experience in agro-ecology at the 11th National Meeting of Organic Agriculture, Arequipa – Peru
2007	FONAM	Clean Development Mechanism and carbon markets, Lima – Peru
2007	Universidad Nacional de Piura – Postgraduate School	Graduate “Design and Evaluation of SNIP Public Investment Projects in the Area of Natural Resources and the Environment”
2007	FONAM	Design and Evaluation of Clean Development Mechanism - CDM Projects as a business opportunity
2006	INRENA	Attended the Course on Strengthening and Technical Aid in Natural Resources Management and Administration within the framework of decentralization processes.
2005	Piura Regional Government	Involvement as Presenter in the Workshop “Process of roles and powers devolution to Regional Governments”
2004	Redmanglar Internacional	Involvement as presenter of the Report “Peruvian Mangroves - Last relics of the South American Pacific” 2nd General Assembly of Redmanglar Internacional, State of Ceará – Brazil
2004	Universidad Nacional de Tumbes	III National Congress of Forestry Students “Foresters and the Environment; Opportunities and alternatives in sustainable development”.
2004	INRENA	Training workshop “Conservation and Management of Natural Resources in the Department of Tumbes”
2004	Regional government, MINCETUR, ACECTTUM	Training workshop for holiday studies “Tumbes: Ecology, tourism and regional identity”
2004	INRENA	Training workshop “Conservation and Management of Natural Resources in the Tumbes region”
2003	ProNaturaleza – Fundación Arco iris	Binational meeting for experience sharing on sustainable mangrove management
2003	ProNaturaleza – Fundación Arco iris	Binational Seminar on Mangroves: “Promoting experience sharing on sustainable management of mangroves on the Peru – Ecuador border”
2002	UNT - ProNaturaleza	Organiser and speaker at the Forum Panel: Conservation, Biodiversity and Development.
2002	UNT Grupo Ambientalista Génes	I Seminar on “Awareness building for environmental education”
2002	Binational Plan	“Tumbes: Debate and proposals for development”
2002	Provincial Municipality of Tumbes - ProNaturaleza	Forum – Workshop: “Governance, community involvement and sustainable development in the Noroeste Biosphere Reserve”

## II. Education:

- ✓ National University of the Central Region, Peru  
Degrees: Forest Engineer  
BA in Forestry Sciences
- ✓ National University of Trujillo  
Degree: Completed course studies - Master’s Degree in Environmental Management

III. **Professional experience:**

DATE	AGENCY
1984 –1985	<b>Ministry of Agriculture, Forests and Wildlife Centre VII – Huancayo</b> Forest Extension Worker Head of the Forest Development sub-unit Altina Zone, Valle del Canipaco
1985 – 1985	<b>Ministry of Agriculture, Agricultural Region I –Tumbes</b> Head of the Reforestation Departmental Programme
1986– 1987	<b>Ministry of the President, Tumbes Development Corporation</b> Engineer Inspector of works
1987– 1990	<b>Ministry of Agriculture, Forests and Wildlife Centre I – Piura</b> Project Coordinator for Forest Inventory of dry forests of the North West Manager of Budget and Planning Office
1990– 2002	<b>ProNaturaleza, Fundación Peruana para la Conservación de la Naturaleza (Peruvian Foundation for the Conservation of Nature), North West Programme</b> Coordinator of Tropical Forest Programme, Tumbes. Head of the National Tumbes Forest Forest Specialist of the WWF Project Project Coordinator, RBNO Master Plan, Pro Naturaleza/ GTZ/ FANPE. Forest Specialist of the Mangroves Project (Government of the Netherlands) Technical Director of the GCRBNO Project GEF-WB. Project Coordinator “Binational Promotion and Sustainable Development of Mangroves on the Peru – Ecuador Border” (CIDEAL – AECI)
2002 - 2003	<b>Fundación Ecológica Arco Iris – Ecuador</b> Project Coordinator “Binational Promotion and Sustainable Development of Mangroves on the Peru – Ecuador Border” (CIDEAL – AECI)
2003 - 2004	<b>Fundación Peruana para la Conservación de la Naturaleza (Peruvian Foundation for the Conservation of Nature)</b> Project Coordinator “Binational Promotion and Sustainable Development of Mangroves on the Peru – Ecuador Border” (CIDEAL – AECI)
2005 - 2006	<b>National Institute for Natural Resources – INRENA</b> Technical Administrator, Forests and Wildlife, Tumbes – Piura.
2007-2013	<b>Association for Integrated Research and Development – AIDER</b> Regional Coordinator AIDER PIURA  Co Director National Project: Regional Integration for sustainable environmental management and control of desertification in Ecuador and Peru  Project Coordinator “Strengthening management in the National Tumbes Reserve through livestock farming management and awareness building in the Natural Protected Area”  Project Coordinator “Support for the design and implementation of financial sustainability strategies in the Natural Protected Areas of the North coast of Peru”  <b><u>Project Director: “Support to small agro-ecological producers in the Region of Piura, Peru”</u></b>  President of the Piura Departmental Commission Against Desertification and Drought (PSC-LCDS).  Representative of the Sub-national Focal Point of the International NGO Network on Desertification in Latin America and the Caribbean 2009-2012 and 2012-2014

#### IV. Publications:

Potencial Forestal de la Región Grau. Edic. CIPCA. Piura, Peru. 1989.
Inventario Forestal del bosque seco del departamento de Lambayeque. Edic. CIPCA. Piura, Peru. 1989
La zonificación: una alternativa para el manejo del Bosque Nacional de Tumbes. <u>In:</u> Forum Parques Nacionales y otras áreas protegidas. IUCN. Lima, Peru. 1995
Manejo de zonas áridas en áreas de amortiguamiento del ecosistema manglar. <u>In:</u> Forum Parques Nacionales y otras áreas protegidas. IUCN. Lima, Peru
Productos No Maderables: una alternativa para el manejo sostenible de los bosques secos. <u>In:</u> Seminario Internacional Bosque Seco y Desertificación. INRENA. Lambayeque, Peru. 1997
Determinación del crecimiento del Guayacán ( <i>Tabebuia sp.</i> ) en el bosque seco de Tumbes. <u>In:</u> Seminario Internacional Bosque Seco y Desertificación. INRENA. Lambayeque, Peru. 1997.
Reforestación del Manglar de Tumbes. Report published by the Mangroves project of Pro Naturaleza. Tumbes 2000.
Estrategia de Conservación y Desarrollo sostenible de la Reserva de Biosfera del Noroeste. Tumbes – Peru 2001
Plan Maestro del Parque Nacional Cerros de Amotape. Tumbes – Peru 2001
Estrategia de Conservación del Ecosistema de los manglares de Tumbes. Tumbes – Peru 2001
Plan Maestro del Santuario Nacional Los Manglares de Tumbes. Tumbes – Peru 2001
Gestión integral de los manglares de Tumbes. Últimos relictos en el Pacífico Sudamericano <u>In:</u> III Congreso Nacional de Estudiantes Forestales. Tumbes 2004
Reservas de Biosfera: un modelo de desarrollo sostenible. <i>Avances y perspectivas en la gestión de la Reserva de Biosfera del Noroeste.</i> <u>In:</u> III Congreso Nacional de Estudiantes Forestales. Tumbes 2004



## 2. Sustainable Forest Management Expert

**PATRICIA DEL PILAR MEDINA LLERENA**  
 Mz. A Lt. 11 Urbanización Carmen Angélica  
 Tel. Landline: (51) (74) 274792  
 Mobile: (51) 94538826 / RPM: #945388267  
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Forest engineer, Master's in Ecotourism, graduate of UNALM. With experience in the design and leadership of projects on development and conservation of ecosystem goods and services with an emphasis on dry forest ecosystems, sound knowledge of participatory methodologies. Proactive attitude, with skills for leadership and work as part of a multidisciplinary team, to analyze and process information and to draft development proposals.

### I. Personal details:

1. Place of Birth: Lima, Peru
2. Date of Birth: 03/09/1968
3. Personal documents:
  - o NID: 09359885
4. Titles and degrees:
  - Master's in Ecotourism: National Agrarian University of La Molina
  - Forest Engineer: National Agrarian University of La Molina
5. Other studies: Training

YEAR	INSTITUTION	SUBJECT
2012	MINAM – OAS - GIZ	International Course – Third Edition. “Design and implementation of Environmental Services Payment Schemes”
2001 - 2012	Universidad San Martín de Porres	Graduate “Trainer Training Program in Inclusive Creative Industries – ICI”.
2011	Universidad Nacional de Piura	Graduate “Identification, design, and social evaluation of public investment projects in biodiversity conservation and the environment”.
2010	Universidad Nacional - Pedro Ruíz Gallo	Graduate in Information Systems: “ARC GIS”.
2006	Universidad Nacional - Pedro Ruíz Gallo	Graduate: “Public Administration and Gender-Equitable Community Involvement”.
2008	RAAA - PROLINNOVA	Training Workshop: Trainer Course in training processes for sustainable rural development.
2008	MINAG - INIA	Distance learning course: “Organic Agriculture”
2005	UNPRG – Facultad de Agronomía - RAAA	Course: training of Organic Product Certification inspectors

## II. Education:

- ✓ NATIONAL AGRARIAN UNIVERSITY OF LA MOLINA. POSTGRADUATE SCHOOL. Lima.  
Master's degree in Ecotourism.
- ✓ NATIONAL AGRARIAN UNIVERSITY OF LA MOLINA. SCHOOL OF FORESTRY SCIENCES. Lima.  
Degree: Forest engineer
- ✓ Language: English. Centro de Idiomas La Molina de UNALM.  
Level achieved: Basic.

## III. Professional experience:

DATE	AGENCY
2011 - to date	Employer: Association for Integrated Research and Development - AIDER Position: Regional Coordinator Place: Lambayeque Region Project: "Support for the design and implementation of financial sustainability strategies in the Natural Protected Areas of the North coast of Peru" Position: Natural Resources Specialist
2011 - 2013	Employer: Association for Integrated Research and Development - AIDER Project: "Competitive production of craft textile in the Historic Forest Sanctuary of Pomac" Position: Project Coordinator Place: Districts of Túcume and Pítipo / Valle La Leche / Lambayeque / Peru
2008 - 2010	Employer: Peruvian Foundation for the Conservation of Nature - ProNaturaleza. Project: "Participatory Management for the Conservation and Sustainable Development of Dry Forests of the Historic Forest Sanctuary of Pomac and its Buffer Zone", Stage II Position: Project Coordinator Place: Districts of Túcume and Pítipo / Valle La Leche / Lambayeque / Peru
2007	Employer: Peruvian Foundation for the Conservation of Nature - ProNaturaleza. Project: "Participatory Management for the Conservation and Sustainable Development of Dry Forests of the Historic Forest Sanctuary of Pomac and its Buffer Zone", Stage I Position: Project Coordinator Place: Districts of Túcume and Pítipo / Valle La Leche / Lambayeque / Peru
2003 - 2004	Employer: Association for the Protection of Dry Forests of Caserío Choloque - ASPROBOS. Project: "Rural and community extension workers involved in the integrated management of dry forests in the El Cardo sector – Tongorraper – Lambayeque". Position: Project Coordinator Place: Tongorraper sector – District of Motupe – Province and Department of Lambayeque
2005	Employer: Association for the Protection of Dry Forests of Caserío Choloque - ASPROBOS. Project: "Strengthening the ecologic production of bee honey and espadrilles and by-products of the dry forests of El Choloque, El Cardo, Yocape, Marripón and Higuérón in Tongorraper – Motupe – Lambayeque". Position: Project Coordinator Place: Tongorraper sector – District of Motupe – Province and Department of Lambayeque
2005 - 2006	Employer: INRENA – National Institute for Natural Resources –MINAG Position: Technical Manager for Forests and Wildlife Place: Lambayeque
2003	Employer: Provincial Government of Chiclayo Position: Assistant Manager for Ornamentals, Parks and Gardens of the Provincial Municipality of Lambayeque. Place: Chiclayo

1996 - 1999	Employer: INRENA Project: Algarrobo project Position: Officer in charge of forest management activities in the Batangrande sub-project. 1996 – 1998, Professional, Research Unit 1998. Officer in charge of the Integrated Management Unit of Sechura Forests 1999. Place: Districts of Morrope, Salas and Pítipo in Lambayeque and District of Sechura in Piura
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#### IV. Publications:

Plan Maestro del Santuario Histórico Bosque de Pomac. Authors: Patricia Medina and Consultants Partners: SERNANP - PROFONANPE – ProNaturaleza. 2011
Una comunidad pobre logra salvar un valioso bosque seco tropical de la destrucción y mejorar su nivel de vida. De casos ejemplares de manejo forestal sostenible en América Latina y el Caribe. Author: Patricia Medina. Partners: FAO, Board of Castilla y León– Spain. 2010
Una dulce razón para conservar el huerto familiar. Author: Patricia Medina. Partners: LEISA magazine. 2009
La Semilla: Sistematización de experiencias del Proyecto “Promotores Campesinos y Comuneros participan en el Manejo Integral del Bosque Seco”. Authors: Patricia Medina and Aníbal Calderón Partners: SGP – UNDP. 2010
Plan de Desarrollo Económico del Distrito de Olmos. Author: Patricia Medina. Partners: for CICAP and Peru Germany Counterpart Fund. 2005
Dinámica de la Producción de los Algarrobales de Lambayeque. Author: Patricia Medina. Partners: INRENA - Algarrobo Project. 2002
Dissertation for the Forest Engineering Degree: Potencial Eco turístico de los Bosques Secos del Noroeste. Author: Patricia Medina. 2001
Propuesta de Desarrollo Ecoturístico para el Santuario Histórico Bosque de Pomac. Author: Patricia Medina. Partners: INRENA – Algarrobo project. 2001
Technical article in: Bosques Secos y Desertificación, Memorias del Seminario Internacional. Authors: Patricia Medina and José Vilela. Partners: INRENA – Algarrobo project. 1999

### 3. Social Specialist

**YOLANDA RAMÍREZ VILLACORTA**

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Anthropologist, with academic training in Sociology, Amazon Studies and Audiovisual Pedagogy, and practical training in ecology, voluntary forest certification, social communication, strategic planning, corporate social responsibility and conflict management. Wide experience in socio-economic and cultural research in rural communities (in the Andes and Amazon) and marginal urban communities; in university teaching; in the formulation, planning and organization of gender-sensitive projects; in the implementation and evaluation of development projects; in socio-economic and environmental evaluation for Environmental Impact Studies and Strategic Environmental Assessment; in the organization and delivery of academic events and participatory workshops with grassroots organizations; also Participatory Assessment Workshops, Rapid Rural Appraisal, Strategic Planning, Public Consultations. Specialist in environmental education, inter-cultural issues and education, training, preparation of training packages, promotion and outreach materials; as well as extension worker training.

#### I. Personal details:

1. Place of Birth: Iquitos, Peru
2. Date of Birth: 21/02/1952
3. Personal documents:
  - o NID: 07731944
  - o Passport: 4408416
4. Titles and degrees:
  - Master's in Amazon Studies: National Higher University of San Marcos
  - Doctor in Rural Sociology: University of Bucharest, Romania
  - Master's in Anthropology: Pontifical Catholic University of Peru
  - Bachelor of Anthropology: National Higher University of San Marcos
  - Bachelor of Social Sciences: National Higher University of San Marcos
5. Other studies and training: Training

YEAR	INSTITUTION	SUBJECT
2006	FODEPAL	Rural Development
2005	FODEPAL	Socio-economic and Gender Analysis
2005	Escuela para el Desarrollo	Development Project Planning and Management Speciality
2002	Escuela para el Desarrollo	Gender Training Program
1984	Special Project CESPAC	Intensive course in Training Audiovisual Trainers
1985	Special Project CESPAC	Intensive course in Audiovisual Pedagogy

## II. Education:

- ✓ National Higher University of San Marcos. Lima.  
Master's in Amazon Studies
- ✓ University of Bucharest. Romania  
Degree: Doctor (PhD) in Rural Sociology
- ✓ Pontifical Catholic University of Peru. Lima  
Master's in Anthropology

## III. Professional experience:

DATE	AGENCY
1992 - to date	Association for Integrated Research and Development - AIDER (NGO) Director of Research, Training and Environmental Education. (Associate and executive member of the Institution). Design, leadership and evaluation of development projects and commissions managed and implemented by the Institution
1989 - 1992	Training, consultancy and information service, formerly Support Centre for the Informal Sector - CASI (NGO) Officer in charge of the Information Service and of the publication of an Information Folder "Lo que necesitamos saber" (What we need to know), targeting micro and small businesses.
1989 - 1991	SURCOS, Information and Audiovisual Communication Centre. Audiovisual producer of documentaries and leader of the information section for the "Surcos" television programme.
1984 - 1989	CESPAC – Special Project for the Audiovisual Pedagogy Service Centre for Training (Ministry of Agriculture) Audiovisual Educator, Director of Training and Pedagogic Training.
1974 - 1977	National Centre for Employment Promotion – CENPLA (Government Agency) Teacher – Researcher.

## IV. Publications:

Antropología Sociocultural y Educación: sociedad, lengua y cultura. Ed. UNMSM. 2009
JEMABAON NII: Manejando bosques comunales para aliviar pobreza. La experiencia de AIDER en Comunidades Nativas de la Región de Ucayali. Co-author. Ed. AIDER. 2008
Bosques conservados...salud asegurada. Sistematización del Proyecto "Conservación de plantas medicinales amazónicas como componente del manejo de bosques en comunidades indígenas Shipibo Konibo". 2008.
Co-author of Chapter: <i>Capacidades Organizativas para el manejo forestal comunitario frente a las demandas y expectativas oficiales</i> , in the book <i>Manejo Forestal comunitario en América Latina. Experiencias, lecciones aprendidas y retos para el futuro</i> . Editors: C. Sabogal, Wil de Jong, B. Pokorny, B. Louman. CIFOR – CATIE. 2008
GESTION DE BOSQUES COMUNALES Y DESARROLLO DE UNA NUEVA CONCIENCIA AMBIENTAL: La experiencia de la ONG AIDER, en el bosque seco y en el bosque amazónico de Perú. Paper published at the V International Congress of Environmental Education and Sustainable Development. Havana – Cuba. 2007
UNIDADES PILOTO DEMOSTRATIVAS PARA EL DESARROLLO ECONOMICO DE POBLACIONES CAMPESINAS DEL BOSQUE SECO. Documento de sistematización. Co-author. AIDER, Piura, July 2004
GUIA METODOLOGICA PARA LA ELABORACION DEL PLAN DE DESARROLLO DE LOS PUEBLOS INDIGENAS. Documento de trabajo institucional (anillado). AIDER

#### 4. Monitoring Specialist

**MARIOLDY SÁNCHEZ SANTIBAÑEZ**

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Forest engineer, graduate of the National Agrarian University of La Molina with a degree in Social Management and studies in progress in the Master's programme in Social Management at the Pontifical Catholic University of Peru. Eight years work experience in the Peruvian Amazon, in environmental conservation and social development. Three years experience in extension work and training of small rural producers and indigenous communities, design and implementation of forest management plans and facilitation of participatory processes in forest management and forest certification under the FSC standard. Seven years experience in design, planning, monitoring, evaluation and processing of development projects in environmental themes. Four years experience in the design of forest carbon projects (reforestation and Reduced Emissions from Deforestation and Degradation - REDD), with involvement in three validation processes under VCS and CCB standards.

##### I. Personal details:

1. Place of Birth: Lima, Peru
2. Date of Birth: 09/01/1980
3. Personal documents:
  - o NID: 40682457
4. Titles and degrees:
  - Master's in Social Management: Postgraduate School, Pontifical Catholic University of Peru. Lima. 2010 to date.
  - Degree in Social Management: Postgraduate School, Pontifical Catholic University of Peru.
5. Other studies and training:

YEAR	INSTITUTION	SUBJECT
2012	FOBUS	Seminar on public tenders
2012	SCC Forestry	International Forest Certification Training Programme
2011	Universidad Peruana Cayetano Heredia	Course on Principles of Ecosystem Approach
2010	FODEPAL – FLACSO Project	Rural Development course, new approaches and methods
2008	Escuela para el Desarrollo	Workshop on Strategic Planning
2007	National Environment Fund (FONAM)	II International Course on Design and Evaluation of Clean Development Mechanism – CDM Projects

## II. Education:

- ✓ Postgraduate School, Pontifical Catholic University of Peru. Lima. Master's in Social Management. 2010 to date.
- ✓ Postgraduate School, Pontifical Catholic University of Peru. Lima. Degree in Social Management. 2010-2011.
- ✓ National Agrarian University of La Molina. Lima. Forestry Sciences School. Forest engineer, Graduated in the top third tier. 1997-2002
- ✓ Written and oral English, advanced level. Language Center of the National Agrarian University of La Molina. Lima.

## III. Professional experience:

DATE	AGENCY
2006 - to date	<b>Institution:</b> Association for Integrated Research and Development - AIDER <b>Position:</b> Officer in charge of Institutional Monitoring (design, planning, monitoring, evaluation and processing of institutional projects and initiatives) Coordination of the project "Sustainable forest management and utilization of ecosystem services in forests managed by the Ese'Eja native community in Infierno, Peru" funded by the International Tropical Timber Organization.
2008 - 2009	<b>Institution:</b> National Forest Chamber <b>Position:</b> Officer in charge of the Environmental Services Component of the project "Sustainable management of a community forest of Shiringa ( <i>Hevea brasiliensis</i> ) as an alternative to deforestation and forest degradation in the Peruvian Amazon".
2007 - 2009	<b>Institution:</b> SFMBAM SAC <b>Position:</b> Officer in charge of monitoring of the carbon project "Pasture reforestation of Campo Verde with native species"
2003 – 2005	<b>Institution:</b> Association for Integrated Research and Development - AIDER <b>Position:</b> Extension worker for the Jemabaon Nii project.
12/2011 – 01/2012	<b>Contractor:</b> COSV with funding from the European Union. <b>Name:</b> Final evaluation of the project "Regional integration for environmental management and control of desertification in Peru and Ecuador".
06-09/2006	<b>Contractor:</b> Chemonics International, with funding from USAID. <b>Name:</b> Forest Certification of native communities in 8 native communities of the Peruvian Amazon.
October 2005	<b>Contractor:</b> COSV with funding from the European Union. <b>Name:</b> Evaluation of the project "Joint management for the control of desertification and regeneration of dry forests in Zapotillo and Macará".

## IV. Publications:

Estudio de especies forestales tintóreas y su uso para artesanía textil por la etnia Shipibo-Konibo del río Ucayali. 2003. Unpublished.

# ANNEX 4. Master budget schedule and budget by activity

## 4.1 MASTER BUDGET SCHEDULE

Outputs/ Activities	Description	Budget Component	Quantity			Unit	Unit cost	Total Cost	ITTO			Executing Agency
			Year 1	Year 2	Year 3				Year 1	Year 2	Year 3	
<b>Output 1</b>	<b>Improved regional forest authority capacity for the sustainable management of degraded tropical dry forests in Tumbes, Piura and Lambayeque</b>											
<b>A.1.1</b>	<b>Participatory analysis of the regional SFM forest regulatory framework of tropical dry forests on the north coast</b>											
A.1.1	Consultant – Regulatory framework analysis	13.1	3	-	-	man/month	3000	9000	9000	-	-	-
A.1.1	<i>6 Analysis workshops; 2 per dept.; 1 day each; 40 participants / meeting</i>											
A.1.1	Land travel National experts	33.1	4	-	-	trip	20	80	80	-	-	-
A.1.1	Air travel National consultants	32.2	6	-	-	trip	181	1086	1086	-	-	-
A.1.1	Local transport National experts	34.1	12	-	-	day	6	72	-	-	-	72
A.1.1	Local transport National consultants	34.2	12	-	-	day	6	72	72	-	-	-
A.1.1	DSA National experts	31.1	8	-	-	day	50	400	400	-	-	-
A.1.1	DSA National consultants	31.2	12	-	-	day	50	600	600	-	-	-
A.1.1	Rental of venue for workshops	27.2	6	-	-	day	100	600	600	-	-	-
A.1.1	Participants in workshops, events and fora	12.1	240	-	-	man/day	40	9600	-	-	-	9600
A.1.1	Food and refreshments	63.0	240	-	-	serve/day	5	1200	1200	-	-	-
A.1.1	Materials for workshops and events	54.1	6	-	-	kits/day	50	300	150	-	-	150
A.1.1	<i>3 validation events: 1 day each meeting- 50 participants / meeting</i>											
A.1.1	Land travel National experts	33.1	2	-	-	trip	20	40	40	-	-	-
A.1.1	Air travel National consultants	32.2	3	-	-	trip	181	543	543	-	-	-
A.1.1	Local transport National experts	34.1	6	-	-	day	6	36	-	-	-	36
A.1.1	Local transport National consultants	34.2	6	-	-	day	6	36	36	-	-	-
A.1.1	DSA National experts	31.1	4	-	-	day	50	200	200	-	-	-
A.1.1	DSA National consultants	31.2	6	-	-	day	50	300	300	-	-	-
A.1.1	Rental of venue for workshops	27.2	3	-	-	day	100	300	300	-	-	-
A.1.1	Participants in workshops, events and fora	12.1	150	-	-	man/day	40	6000	-	-	-	6000
A.1.1	Food and refreshments	63.0	150	-	-	serve/day	5	750	750	-	-	-
A.1.1	Materials for workshops and events	54.1	3	-	-	kits/day	50	150	75	-	-	75
<b>A 1.2</b>	<b>Implementation of training events on administrative and technical aspects for regional SFM public management</b>											
A 1.2	Consultant - Strengthening plan for managers	13.2	3			man/month	3000	9000	9000			
A 1.2	<i>1 event for the validation of the capacity building plan, for forest managers; 1 day each; 20 participants / meeting</i>											
A 1.2	Air travel – National consultants	32.2	1			trip	181	181	181			
A 1.2	Local transport National experts	34.1	2			day	6	12				12
A 1.2	Local transport National consultants	34.2	2			day	6	12	12			
A 1.2	DSA National consultants	31.2	2			day	50	100	100			
A 1.2	Rental of venue for workshops	27.2	1			day	100	100	100			
A 1.2	Participants in workshops, events and fora	12.1	20			man/day	40	800				800
A 1.2	Food and refreshments	63.0	50			serve/day	5	250	250			
A 1.2	Materials for workshops and events	54.1	1			kits/day	50	50	25			25
A 1.2	Publication of 2 Technical manuals (200 copies each)	23.1	2			Manual	400	800	800			
A 1.2	<i>3 training events - administrative aspects; 2 per dept.; 1 day each; 20 participants / meeting</i>											
A 1.2	Land travel National experts	32.1	1	1		trip	20	40	20	20		
A 1.2	Air travel National consultants	32.2	1	2		trip	181	543	181	362		
A 1.2	Local transport National experts	34.1	6	6		day	6	36				72
A 1.2	Local transport National consultants	34.2	3	3		day	6	36	18	18		
A 1.2	DSA National experts	31.1	2	2		day	50	200	100	100		
A 1.2	DSA National consultants	31.2	3	3		day	50	300	150	150		
A 1.2	Rental of venue for workshops	27.2	1	2		day	100	300	100	200		
A 1.2	Participants in workshops, events and fora	12.1	60	60		man/day	40	4800				4800
A 1.2	Food and refreshments	63.0	30	30		serve/day	5	300	150	150		
A 1.2	Materials for workshops and events	54.1	1	2		kits/day	50	150	50	100		150
A 1.2	<i>6 training events - technical aspects; 2 per dept.; 1 day each; 35 participants / meeting</i>											
A 1.2	Land travel National experts	33.1	2	2		trip	20	80	40	40		
A 1.2	Air travel National consultants	32.2	3	3		trip	181	1086	543	543		
A 1.2	Local transport National experts	34.1	6	6		day	6	72				72
A 1.2	Local transport National consultants	34.2	6	6		day	6	72	36	36		
A 1.2	DSA National experts	31.1	4	4		day	50	400	200	200		
A 1.2	DSA National consultants	31.2	6	6		day	50	600	300	300		
A 1.2	Rental of venue for workshops	27.2	3	3		day	100	600	300	300		
A 1.2	Participants in workshops, events and fora	12.1	105	105		man/day	40	8400				8400



Outputs/ Activities	Description	Budget Component	Quantity			Unit	Unit cost	Total Cost	ITTO			Executing Agency
			Year 1	Year 2	Year 3				Year 1	Year 2	Year 3	
A 1.2	Food and refreshments	63.0	105	105		serve/day	5	1050	525	525		
A 1.2	Materials for workshops and events	54.1	3	3		kits/day	50	300	75	75		150
A 1.3	<b>Updating and implementation of management instruments for SFM</b>											
A 1.3	<i>3 Review and update workshops; 1 per dept.; 1 day each; 30 participants / meeting</i>											
A 1.3	Land travel National experts	33.1	2			trip	20	40	40			
A 1.3	Local transport National experts	34.1	6			day	6	36				36
A 1.3	DSA National experts	31.1	4			day	50	200	200			
A 1.3	Rental of venue for workshops	27.2	3			day	100	300	300			
A 1.3	Participants in workshops, events and fora	12.1	90			man/day	40	3600				3600
A 1.3	Food and refreshments	63.0	90			serve/day	5	450	450			
A 1.3	Materials for workshops and events	54.1	3			kits/day	50	150	75			75
A 1.3	<i>6 Workshops for development &amp; evaluation of YPOs for Regional Forest Development Plans; 2 per dept.; 1 day each; 30 participants / meeting</i>											
A 1.3	Land travel National experts	33.1		2	32	trip	20	80		40	40	
A 1.3	Local transport National experts	34.1		6	6	day	6	72				72
A 1.3	DSA National experts	31.1		4	4	day	50	400		400	400	
A 1.3	Rental of venue for workshops	27.2		3	3	day	100	600		300	300	
A 1.3	Participants in workshops, events and fora	12.1		90	90	man/day	40	7200				7200
A 1.3	Food and refreshments	63.0		90	90	serve/day	5	900		450	450	
A 1.3	Materials for workshops and events	54.1		3	3	kits/day	50	300		75	75	150
A 1.4	<b>Design and implementation of a forest information and communication system on the north coast</b>											
A 1.4	Database design	25.3	1			sub-contract	5000	5000	5000			
A 1.4	Publication of 1 Database User Manual (500 copies)	23.2	1			manual	500	500	500			
A 1.4	Webpage development	25.1	1			sub-contract	5400	5400	5400			
A 1.4	Webpage maintenance	25.2	1	1	1	sub-contract	600	1800	600	600	600	
<b>Output 2</b>	<b>The public sector and civil society are actively involved in decision making for regional sustainable forest management</b>											
A 2.1	<b>Strengthening of regional coordination, dialogue and discussion spaces with public sector and civil society involvement</b>											
A 2.1	<i>15 meetings in discussion spaces; 5 per dept.; 1 day each; 30 participants / meeting</i>											
A 2.1	Land travel National experts	33.1	4	4	2	trip	20	200	80	80	40	
A 2.1	Local transport National experts	34.1	12	12	6	day	6	180				180
A 2.1	DSA National experts	31.1	12	12	6	day	50	1000	400	400	200	
A 2.1	Rental of venue for workshops	62.2	6	6	3	day	100	1500	600	600	300	
A 2.1	Participants in consensus-building spaces	12.2	180	180	90	man/day	40	18000				18000
A 2.1	Food and refreshments	63.0	180	180	90	serve/day	5	2250	900	900	450	
A 2.1	Materials for workshops and events	54.1	6	6	3	kits/day	50	750	150	150	75	375
A 2.1	Preparation of 15 electronic newsletters (1 six-monthly newsletter per dept.)	26.1	6	6	3	Electronic newsletter	100	1500	600	600	300	
A 2.1	Publication of 2 information newsletters (1 newsletter/ year)	23.3	1	1		Information newsletter	300	600	300	300		
A 2.2	<b>Development and implementation of a plan to disseminate the benefits of SFM for the public sector and civil society</b>											
A 2.2	Consultant - Outreach plan	13.3	2			man/month	3000	6000	6000			
A 2.2	Design of outreach material (6 posters, 12 brochures and 9 gigantographies)	26.3	9	9	9	design	30	810	270	270	270	
A 2.2	Poster printing	24.1	2	2	2	thousand	500	3000	1000	1000	1000	
A 2.2	Brochure printing	24.2	4	4	4	thousand	500	6000	2000	2000	2000	
A 2.2	Gigantography printing	24.3	3	3	3	unit	50	450	150	150	150	
A 2.2	72 Radio spots (30 min each, 1 per month/ dept. from 2nd semester, over the 3 years)	26.2	18	36	18	radio spot	360	25920	6480	12960	6480	
A 2.3	<b>Implementation of local and regional awareness raising events on north coast tropical dry forest conservation among authorities, officials, forest users and the general public</b>											
A 2.3	<i>6 Awareness building events; 4 per dept.; 1 day each; 60 participants / meeting</i>											
A 2.3	Land travel National experts	33.1	1	2	1	trip	20	80	20	40	20	
A 2.3	Local transport National experts	34.1	6	12	6	day	6	144				144
A 2.3	DSA National experts	31.1	2	4	2	day	50	400	100	200	100	
A 2.3	Rental of venue for workshops	27.2	2	2	2	day	100	600	200	200	200	
A 2.3	Participants in workshops, events and fora	12.1	180	360	180	man/day	40	28800				28800
A 2.3	Food and refreshments	63.0	90	180	90	serve/day	5	1800	450	900	450	
A 2.3	Materials for workshops and events	54.1	2	3	1	kits/day	50	300	100	150	50	300
A 2.3	<i>3 inter-regional fora; on a rotational basis; 2 days each; 300 participants / meeting</i>											
A 2.3	Air travel - National experts	32.1	1	1	1	viaje	181	543	181	181	181	
A 2.3	Land travel - National experts	33.1	2	2	2	trip	20	120				120
A 2.3	DSA National experts	31.1	2	2	2	day	50	300	100	100	100	
A 2.3	Rental of venue for workshops	27.2	1	1	1	day	100	300	100	100	100	
A 2.3	Participants in workshops, events and fora	12.1	600	600	600	man/day	40	72000				72000

Outputs/ Activities	Description	Budget Component	Quantity			Unit	Unit cost	Total Cost	ITTO			Executing Agency
			Year 1	Year 2	Year 3				Year 1	Year 2	Year 3	
A 2.3	Food and refreshments	63.0	600	600	600	serve/day	5	9000	3000	3000	3000	
A 2.3	Printing of certificates	24.4	300	300	300	unit	1	900	300	300	300	
A 2.3	Printing of materials	24.5	500	500	500	unit	2.5	3750	1250	1250	1250	
	Printing of agreements	24.6	500	500	500	unit	2.5	3750	1250	1250	1250	
	Materials for workshops and events	54.1	2	2	2	kits/day	50	300	50	50	50	150
<b>A 2.4</b>	<b>Improvement of social skills among local community members for their proactive involvement in dialogue spaces</b>											
A 2.4	<i>3 training events for community leaders and extension workers; 1 per dept.; 2 days each; 50 participants / meeting</i>											
A 2.4	Trainer for the training of community leaders and extension workers	13.4	6			man/day	200	1200	1200			
A 2.4	Local transport - Others	34.3	150			day	6	900	900			
A 2.4	DSA - Others	31.3	150			day	50	7500	7500			
A 2.4	Rental of venue for workshops	27.2	6			day	100	600	600			
A 2.4	Participants in workshops, events and fora	12.1	300			man/day	40	12000				12000
A 2.4	Food and refreshments	63.0	300			serve/day	5	1500	1500			
A 2.4	Printing of certificates	24.4	150			Unit	1	150	150			
A 2.4	Printing of materials	24.5	500			Unit	2.5	1250	1250			
A 2.4	Materials for workshops and events	54.1	6			kits/day	50	300	150			150
A 2.4	<i>3 training events on facilitation techniques for communities; 1 per dept.; 2 days each; 50 participants / meeting</i>											
A 2.4	Trainer in facilitation techniques	13.5	6			man/day	200	1200	1200			
A 2.4	Local transport Others	34.3	150			day	6	900	900			
A 2.4	DSA Others	31.3	150			day	50	7500	7500			
A 2.4	Rental of venue for workshops	27.2	6			day	100	600	600			
A 2.4	Participants in workshops, events and fora	12.1	300			man/day	40	12000				12000
A 2.4	Food and refreshments	63.0	300			serve/day	5	1500	1500			
A 2.4	Printing of certificates	24.4	150			unit	1	150	150			
A 2.4	Printing of material	24.5	500			unit	2.5	1250	1250			
A 2.4	Materials for workshops and events	54.1	6			kits/day	50	300	150			150
<b>A.2.5</b>	<b>Establishment and management of project coordination</b>											
A.2.5	Project Director	11.1	12	12	6	man/month	2500	75000	30000	30000	15000	
A.2.5	AIDER Coordinator	11.2	12	12	6	man/month	1500	45000				45000
A.2.5	Sustainable forest management expert	11.3	5	6	3	man/month	1200	16800	6000	7200	3600	
A.2.5	Social specialist	11.4	10	12	6	man/month	1200	33600				33600
A.2.5	Monitoring specialist	11.5	5	6	3	man/month	1200	16800	6000	7200	3600	
A.2.5	Administrator	11.6	6	6	3	man/month	800	12000				12000
A.2.5	Air travel - National experts	32.1	12	12	6	trip	181	5430	2172	2172	1086	
A.2.5	Land travel - National experts	33.1	24	24	12	trip	20	1200				1200
A.2.5	DSA - National experts	31.1	108	108	54	day	50	13500	5400	5400	2700	
A.2.5	Local transport - National experts	34.1	156	156	78	day	6	2340	468	468	234	1170
A.2.5	Fuel and Lubricants	55.0	1248	1248	624	gallon	5	15600	6240	6240	3120	
A.2.5	Vehicle rental	27.3	24	24	12	days	72	4320	1728	1728	864	
A.2.5	Auditing	68.0	1	1	1	man/month	1200	3600				3600
A.2.5	Office rental	27.1	12	12	6	month	700	21000				21000
A.2.5	Purchase of computer Core i5 2.6 GHz, with 500 GB HD and 4 GB RAM	44.1	2			unit	750	1500	1500			
A.2.5	Computers Core i3 2.5 GHz, 400 GB HD and 2 GB RAM (Counterpart)	44.2	4			unit	500	2000				2000
A.2.5	Furniture: Desks	45.0	1			unit	600	600				600
A.2.5	Spares for computers	52.1	6	6	3	kit/2-month period	60	900	360	360	180	
A.2.5	Maintenance and repairs of computer equipment	64.0	6	6	3	events/2-month period	60	900	360	360	180	
A.2.5	Office supplies	54.2	12	12	6	kit/month	100	3000	600	600	300	1500
A.2.5	Utilities	53.0	12	12	6	monthly payment	500	15000	2000	2000	1000	10000
A.2.5	3 Steering Committee meetings	66.1	1	1	1	meeting	200	600	200	200	200	
A.2.5	3 Consultative Council meetings	66.2	1	1	1	meeting	200	600	200	200	200	
A.2.5	DSA - Consultative Council	31.4	20	20	20	day	50	3000	1000	1000	1000	
<b>Output 3</b>	<b>Technical and operational management capacities for SFM in community forest areas on the north coast have been developed</b>											
<b>A 3.1</b>	<b>Implementation of training courses/ workshops on techniques and practices to develop and implement forest management plans</b>											
A 3.1	Develop Manual on Best SFM Practice	22.0	1			Manual	5000	5000	5000			
A 3.1	Publish Manual on Best SFM Practice	23.4	500			Unit	10	5000	5000			

A 3.1	<i>6 training events; 4 per dept.; 1 day each; 60 participants / meeting</i>										
A 3.1	Land travel - National expert	33.1	2	2	trip	20	80	40	40		
A 3.1	Air travel - National consultants	32.2	3	3	trip	181	1086	543	543		
A 3.1	Local transport -National experts	34.1	12	12	day	6	144				144
A 3.1	Local transport -National consultants	34.2	3	3	day	6	72	36	36		
A 3.1	DSA -National experts	31.1	4	4	day	50	400	200	200		
A 3.1	DSA -National consultants	31.2	6	6	day	50	600	300	300		
A 3.1	Rental of venue for workshops	27.2	3	3	day	100	600	300	300		
A 3.1	Participants in workshops, events and fora	12.1	180	180	man/day	40	14400				14400
A 3.1	Food and refreshments	63.0	180	180	serve/day	5	1800	900	900		
A 3.1	Materials for workshops and events	54.1	3	3	kits/day	50	300	150	150		300
A 3.1	<i>1 Training event for community extension workers; 5 days; 50 participants / meeting</i>										
A 3.1	Air travel - National experts	32.1		3	trip	181	543		543		
A 3.1	Local transport - National experts	34.1		18	day	6	108				108
A 3.1	DSA National experts	31.1		18	day	50	900		900		
A 3.1	Rental of venue for workshops	27.2		5	day	100	500		500		
A 3.1	Participants in workshops, events and fora	12.1		250	man/day	40	10000				10000
A 3.1	Food and refreshments	63.0		250	serve/day	5	1250		1250		
A 3.1	Materials for workshops and events	54.1		4	kits/day	50	200		100		100
A 3.1	<i>2 traineeships for consolidated SFM experience</i>										
A 3.1	Land travel - Others	33.3		100	trip	20	2000				2000
A 3.1	Land travel - National experts	33.1		3	trip	20	60				60
A 3.1	Vehicle rental	27.3		5	day	72	336				336
A 3.1	DSA - Others	31.3		233	day	50	11667				11667
A 3.1	DSA - National experts	31.1		5	day	50	234				234
A 3.1	Traineeship participants	12.3		233	man/day	40	9333				14000
A 3.2	<b>Systematization, publication and dissemination of SFM experiences on the north coast</b>										
A 3.2	Systematization of SFM experiences on the north coast	21.0		1	Systematization document	8000	8000				8000
A 3.2	Publication of systematization document on SFM experiences	23.5		1000	Unit	10	10000				10000
A 3.2	<i>3 events to present systematized experiences</i>										
A 3.2	Air travel - National experts	32.1		3	trip	181	543				543
A 3.2	Local transport National experts	34.1		6	day	6	36				36
A 3.2	DSA National experts	31.1		6	day	50	300				300
A 3.2	Rental of venue for workshops	27.2		3	day	100	300				300
A 3.2	Participants in workshops, events and fora	12.1		300	man/day	40	12000				12000
A 3.2	Food and refreshments	63.0		300	serve/day	5	1500				1500
A 3.2	Materials for workshops and events	54.1		3	kits/day	50	150				75 75
A 3.3	<b>Development of training events on marketing and business management for products and services from managed dry forests</b>										
A 3.3	<i>6 training courses on marketing and business management; 4 courses per region, 2 days each course; 50 participants / course</i>										
A 3.3	Trainer - marketing and business management	13.6	3	3	man/day	200	2400	1200	1200		
A 3.3	Rental of venue for workshops	27.2	6	6	day	100	1200	600	600		
A 3.3	Participants in workshops, events and fora	12.1	300	300	man/day	40	48000				48000
A 3.3	Food and refreshments	63.0	300	300	serve/day	5	3000	1500	1500		
A 3.3	Materials for workshops and events	54.1	6	6	kits/day	50	600	150	150		600
A 3.3	Printing of training materials	24.5	300	300	unit	2.5	1500	750	750		

## 4.2 BUDGET BY ACTIVITY

Outputs / Activities	10. Project personnel	20. Sub-contracts	30. Duty travel	40. Capital items	50. Consumable items	60. Miscellaneous	Year	Total
<b>Output 1: Improved regional forest authority management capacity for the sustainable management of degraded tropical dry forests in Tumbes, Piura and Lambayeque</b>								
1.1. Participatory analysis of the regional forest regulatory framework for SFM in tropical dry forests on the north coast	9,000	900	3,357		225	1,950	1	15,432
	15,600		108		225			15,933
1.2. Implementation of training events on administrative and technical aspects for regional public management for SFM	9,000	2,100	4,769	-	325	1,900	1, 2	18,094
	14,000	-	156	-	325	-		14,481
1.3. Updating and implementation of management instruments for SFM	-	900	720	-	225	1,350	1, 2, 3	3,195
	10,800	-	108	-	225	-		11,133
1.4. Design and implementation of a forest information and communication system on the north coast	-	14,700	-	-	-	-	1, 2, 3	14,700
	-	-	-	-	-	-		-
<b>Sub-total /Output 1</b>	18,000	18,600	8,846	-	775	5,200		51,421
	40,400	-	372	-	775	-		41,547
<b>Output 2: The public sector and civil society are actively involved in decision making for regional sustainable forest management</b>								
2.1. Strengthening of regional coordination, dialogue and discussion spaces with public sector and civil society involvement	-	3,600	1,200	-	375	2,250	1, 2, 3	7,425
	18,000	-	180	-	375	-		18,555
2.2. Development and implementation of a plan to disseminate the benefits of SFM for the public sector and civil society	6,000	36,180	-	-	-	-	1, 2, 3	42,180
	-	-	-	-	-	-		-
2.3. Implementation of awareness building events on north coast tropical dry forest conservation for authorities, officials, forest users and the general public	-	9,900	1,803	-	450	12,600	1, 2, 3	24,753
	100,800	-	264	-	450	-		101,514
2.4. Improvement of social skills among local community members for their proactive involvement in dialogue spaces	2,400	4,000	16,800	-	300	3,000	1	26,500
	24,000	-	-	-	300	-		24,300
2.5. Establishment and maintenance of project coordination	108,600	4,320	23,100	1,500	23,000	2,100	1, 2, 3	162,620
	90,600	21,000	2,370	2,600	11,500	3,600		131,670
<b>Sub-total /Output 2</b>	117,000	58,000	42,903	1,500	24,125	19,950		263,478
	233,400	21,000	2,814	2,600	12,625	3,600		276,039

Outputs / Activities	10. Project personnel	20. Sub-contracts	30. Duty travel	40. Capital items	50. Consumable items	60. Miscellaneous	Year	Total
<b>Output 3: Technical and operational management capacities for SFM of community forests on the north coast have been developed</b>								
3.1. Implementation of training events on techniques and practices to develop and implement forest management plans	- I 52,800 E	12,204 I - E	26,769 I 312 E	- I - E	400 I 400 E	4,850 I - E	1, 2, 3	44,223 I 53,512 E
3.2. Systematization, publication and dissemination of SFM experiences on the north coast	- I 12,000 E	18,300 I - E	843 I 36 E	- I - E	75 I 75 E	1,500 I - E	3	20,718 I 12,111 E
3.3. Implementation of training events on the marketing and business management of products and services from managed dry forests	4,800 I 48,000 E	5,400 I - E	- I - E	- I - E	600 I 600 E	6,000 I - E	1, 2	16,800 I 48,600 E
<b>Sub-total /Output 3</b>	4,800 I 112,800 E	35,904 I - E	27,612 I 348 E	- I - E	1,075 I 1,075 E	12,350 I - E		81,741 I 114,223 E
Total (I)	139,800 I	112,504 I	79,361 I	1,500 I	25,975 I	37,500 I		396,640 I
Total (E)	386,600 E	21,000 E	3,534 E	2,600 E	14,475 E	3,600 E		431,809 E
<b>TOTAL</b>	<b>526,400</b>	<b>133,504</b>	<b>82,895</b>	<b>4,100</b>	<b>40,450</b>	<b>41,100</b>		<b>828,449</b>

## ANNEX 5. Recommendations of the 47th Expert Panel and corresponding modifications

EP Recommendations	Modifications
<p>1. Focus on the real problem of the ongoing degradation of forests in the region and its underlying causes in the proposal's problem analysis and tree, rather than highlighting the lack of forest management in the region as the inherent problem. Further address gender issues. Consider reviewing and applying the ITTO Guidelines for the Restoration, Management and Rehabilitation of Degraded and Secondary Tropical Forests if needed</p>	<p><u>The main problem has been revised as the limited capacity of stakeholders to address the degradation of tropical dry forests. Gender issues have been addressed in the Logical Framework and activities (ToRs of Social Specialist). Furthermore, the ITTO Guidelines for the Restoration, Management and Rehabilitation of Degraded and Secondary Tropical Forests (Policy Development Series No. 13 of 2002) have been reviewed.</u>  <u>The problem analysis, problem tree and objectives tree have been revised as requested (pages 2, 17 and 20).</u></p>
<p>2. Further strengthen the Logical Framework and include more SMART qualitative and quantitative indicators and means of verification. Follow the ITTO format as regards project activities and delete the unrelated activity 3.4</p>	<p><u>The Logical Framework has been strengthened and Activity 2.5 "Establishment and maintenance of project coordination" has been added.</u>  <u>The ITTO format has been followed with regard to project activities and inputs by activity (pages 24 – 27). Unrelated Activity 3.4 has been deleted (page 27).</u></p>
<p>3. Clearly describe, and if possible reorganize, the roles and contributions of government institutions at the central, regional/departmental and municipal levels, and reconsider the institutional setup for the implementation in terms of involvement of stakeholders in particular, with an organizational chart of the project. Further consider providing the regional governments with greater roles and counterpart contributions</p>	<p><u>The roles and contributions of participating institutions have been described (pages 38-39).</u>  <u>In addition, the project organizational structure has been improved in accordance with the participation of stakeholders at different levels (page 42).</u></p>
<p>4. Rearrange the wording of the second Output, so as to include the public sector in addition to civil society, or drop the indicator related to the 180 regional officials and authorities. Further clearly describe the usefulness of broadcasting radio spots in the regions</p>	<p><u>The drafting of the second output has been improved (pages 3, 18, 22, 23). The usefulness of broadcasting radio spots in the regions has also been described (pages 23-24).</u></p>
<p>5. Consider scaling down the ITTO budget and provide a more equitable balance between the ITTO and counterpart contributions towards the overall budget, and, if possible, also seek additional counterpart contributions from the local governments and communities. Further reduce the high budget calculated for travel by hiring people in the region itself and establishing the main project office there. In addition, transfer the printing, publication, website development and vehicle rental costs from item Miscellaneous to Consumable Items or Sub-contracts</p>	<p><u>The ITTO budget has been scaled down as suggested and the counterpart contributions have been increased providing a more equitable balance, seeking the contribution of local governments and communities with regard to their participation in workshops, events, fora, consensus-building spaces and traineeships. The budget estimated for travel expenses has been reduced by hiring personnel from the region. However, the project will cover 3 departments and therefore it was necessary to consider land travel costs for the personnel to travel to the other 2 regions. Printing, publication, website development and vehicle rental costs have been transferred from the "Miscellaneous" item to "Consumable Items" or "Sub-contracts".</u></p>

6. Further elaborate on the mitigation aspects of the risks assessed in the implementation of the project	<u>The mitigation of the risks assessed in the implementation of the project has been described in more detail (pages 35-37).</u>
7. Provide detailed terms of reference for all project personnel and sub-contracts, and clarify the roles of the AIDER Coordinator and Monitoring Specialist and further incorporate these into the project's organizational chart	<u>Detailed terms of reference have been provided for the AIDER Coordinator, the Social and Monitoring Specialists, the Administrator and sub-contracts for the consultancies on systematization of experiences and drafting of manual on best SFM practices (pages 53-58). These have also been incorporated into the project's organizational chart (page 40).</u>
8. Include an Annex which shows the recommendations of the 47th Panel and the respective modifications in tabular form. Modifications should also be highlighted ( <b><u>bold and underline</u></b> ) in the text.	<u>An annex was added as requested with an explanation on how the recommendations of the Expert Panel were addressed. The modifications were incorporated into the project document and were highlighted throughout the text (in bold and underlined).</u>
9.	<u>A general balance sheet as at 31 April 2013 has been attached (page 50)</u>

## ANNEX 6. Recommendations of the 48th Expert Panel and corresponding modifications

EP Recommendations	Modifications
<p>1. Provide further information on the expectations of the various stakeholders and on the role women will have in the implementation of sustainable forest management (SFM) practices by the rural communities</p>	<p><u>Further information has been provided on the expectations of primary, secondary and tertiary stakeholders (see pages 14 and 15). Corrections have also been made so as to include the new forest institution SERFOR, which replaced the former DGFF, and to describe the compatibility of the project with the National Forest and Wildlife Plan (see pages 7 and 8 respectively).</u></p>
<p>2. Further elaborate on the long-term sustainability of the project's results, outcomes and activities after project completion</p>	<p><u>Further information has been added on the long-term sustainability of each of the project outcomes. See pages 37 to 39.</u></p>
<p>3. Recalculate ITTO's Programme Support Costs so as to conform to the new standard of 12% of total ITTO project costs</p>	<p><u>ITTO's programme support costs have been adjusted in the overall budget – pages 31, 33 and 35.</u></p>
<p>4. Include an Annex which shows the overall assessment and recommendations of the 48th Panel and the respective modifications in tabular form. Modifications should also be highlighted (bold and underline) in the text</p>	<p><u>This annex has been included with a description of the modifications made in response to the Expert Panel's recommendations, which have also been incorporated and highlighted (bold and underlined) in this project document.</u></p>