



Advancing Sustainable Landscapes in the Andean Amazon

Work Plan FY 2012



Rainforest Alliance
Alianza para Bosques

Submitted:

November 30, 2011

INITIATIVE FOR CONSERVATION IN THE ANDEAN AMAZON

Advancing Sustainable Landscapes in the Andean Amazon

Workplan

OCTOBER 2011 – DECEMBER 2012

Under Cooperative Agreement No. AID-OAA-A-11-00055

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LIST OF ACRONYMS

AR:	Activity Result
C/ML	Cusco/Madre de Dios Landscape
GCC	Global Climate Change
M&E:	Monitoring and Evaluation
NR	Natural Resources
NRM	Natural Resource Management
PES	Payment for Environmental Services
RA	Rainforest Alliance
SL	Sucumbíos Landscape
USG	United States Government

1 SUMMARY – STRATEGY OVERVIEW

The conservation of biodiversity in the two landscapes in Sucumbíos, Ecuador and Cusco/Madre de Dios, Peru is the goal of the Rainforest Alliance (RA) and its partners Ecolex and AIDER. The project seeks to support the three broader objectives of the ICAA II program including: a) reduce rates of deforestation and biodiversity loss; b) enhance effective performance in key aspects of natural resource governance; and c) increased livelihood quality and sustainability.

Our strategy is premised on addressing the principal threats to biodiversity and their drivers identified in the two landscapes. The principal threats include habitat degradation and habitat loss due to wholesale deforestation or land-use conversion, while the drivers or root causes of these threats can be grouped into three areas: a) limited institutional capacity by local governments and communities for natural resource management; b) limited participation in and access to programs by local groups for resource management and sustainable production chains; and c) weak organizational capacity and market linkages of local producers and operators to grow local economic opportunities. The project design focuses on addressing drivers that have the most significant impact and can be countered directly given the experience and expertise of RA and its partners in order to optimize impacts locally given the scope and level of project investments.

Interventions are premised on key considerations like: a) local and indigenous people rely on forests to meet their own domestic needs for fuel and other forest products as well as to supplement household income where employment in agriculture or off-farm activities does not suffice to earn a living for the family; b) lack of knowledge, skills and resources coupled with barriers in market access constrain productivity and eventually farm income, necessitating the continuing cycle of forest clearing for subsistence agriculture; c) irresponsible commercial farming and logging are intensifying deforestation and land degradation; and d) lack of clarity of land titles and difficulties in enforcing land rights and other regulations are providing perverse incentives for the exploitative use of nature.

Therefore the project will follow a multifaceted strategy addressing the need for improvements and changes at two levels: a) economic level, improving production and commercialization of a cluster of farms or community-based production forests and plantations in buffer zones or eco-tourism operations and the natural areas they are based on; b) structural level to address local governance, institutional capacities, small enterprise development, markets, and higher-level policy issues.

Collaboration with other ICAA II participant and any other stakeholders

Our landscapes' planned approach to collaborating with other ICAA II participant and any other stakeholders working within the landscapes is to align our strategies and actions with those of the other stakeholders to ensure we take advantage of potential synergies, compliment efforts, and avoid duplication. We believe this will increase our overall impact in conserving the Amazonian Andes, in addition to the long term sustainability of our

actions. To accomplish this we will share our yearly work plans with relevant stakeholders in the two landscapes including government ministries, provincial governance bodies, and municipal governments, ICAA II landscape partners, including the ICAA II secretariat, NGOs, and projects, and where possible develop joint action plans. Where similar activities with differing beneficiaries are identified we will strive to share implementation tools and materials as well as experiences and lessons learned. To monitor progress, we will hold periodic meetings with stakeholders to review actions plans and agreements, and identify new potential opportunities for collaboration. These collaborative activities will maximize our ability to leverage resources, expand learning, and contribute to program and/or region-wide conservation impacts.

The expected challenges of this approach are principally related to the limited time and financial resources each ICAA II landscape and other stakeholders have available for identifying and implementing collaborative activities, and sharing information or tools. Without resources dedicated to specific inter-landscape or stakeholder shared objectives, indicators or targets, each stakeholder's time is consumed by working toward meeting their own objectives and targets. Additionally, without having influence over other stakeholders' actions, it will be challenging to ensure that they fulfill their agreed upon commitments. To work toward addressing this issue, we will rely heavily on local and national government entities and USAID to help facilitate meetings and ensure commitments are carried out, while we also hope that the ICAA II Secretariat will develop a vehicle for sharing information such as a knowledge management or communication system.

1.1 Narrative: IR 1: Selected Landscapes Managed Sustainably

Expected Key Accomplishments

1.1.1 Ecuador – Sucumbíos Landscape

- Develop project environmental land use and conservation plan, including REDD+ potential.
- Develop a gender action plan to increase involvement of women in project activities in both landscapes.
- Update tourism and control and surveillance components of the Cuyabeno Wildlife Reserve.

1.1.2 Peru – Cusco/Madre de Dios Landscape

- Contribute to the process of land use planning started by local governments (regional government of Madre de Dios and local government of La Convencion- Cusco), systematizing and analyzing existing data, and incorporating new information of key actors and environmental threats.
- 35,000 hectares of forest under best management practices in Brazil nut concessions in the Reserva Nacional Tambopata.

- At least 20 main tourist attractions (natural and cultural) and no less than 10 tourism products identified and prioritized in selected sites within Tambopata and Megantoni buffer zones.

1.2 Narrative: IR2: Key Elements of Natural Resource Governance Functioning in Critical locations

Expected Key Accomplishments

1.2.1 Ecuador – Sucumbíos Landscape

- Resolution of at least one conflict preventing an indigenous group within the Cuyabeno Wildlife Reserve from signing a legal framework for natural resource use and management.
- Design governance model/s with MAE, municipalities, Siona and Secoya indigenous groups, and civil society groups for biodiversity conservation and natural resource management (NRM) under principles of co-management

1.2.2 Peru – Cusco/Madre de Dios Landscape

- Develop a policy strategy that identifies and prioritizes areas/practices for governmental reform and presents a transparent, participative work plan with steps to improve governance that builds shared responsibility.
- Four community associations trained in self assessment of governance processes and applying toolkit developed by the project.
- Three producer associations in Madre de Dios empowered to engage government policymakers effectively regarding NRM issues.

1.3 Narrative: IR3: Increased Capacity to utilize PES-like incentive and other economic incentive programs

Expected Key Accomplishments

1.3.1 Ecuador – Sucumbíos Landscape

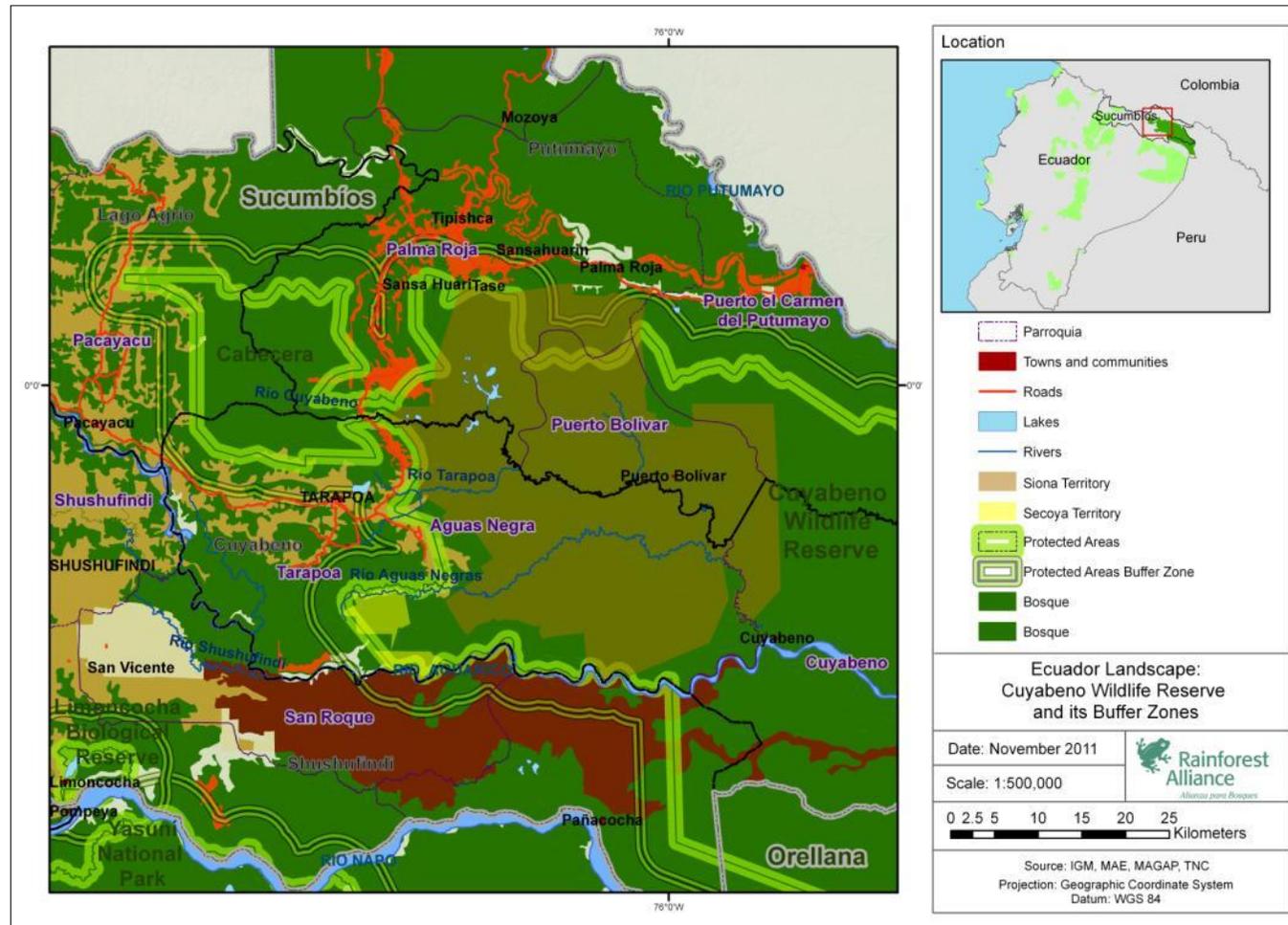
- Assist three families in submitting applications for government conservation incentive program, Socio Bosque.
- Prepare assessment of best opportunities for community-based sustainable forest management plans in the buffer for commercial purposes; initiate one community based forestry management plan.

1.3.2 Peru – Cusco/Madre de Dios Landscape

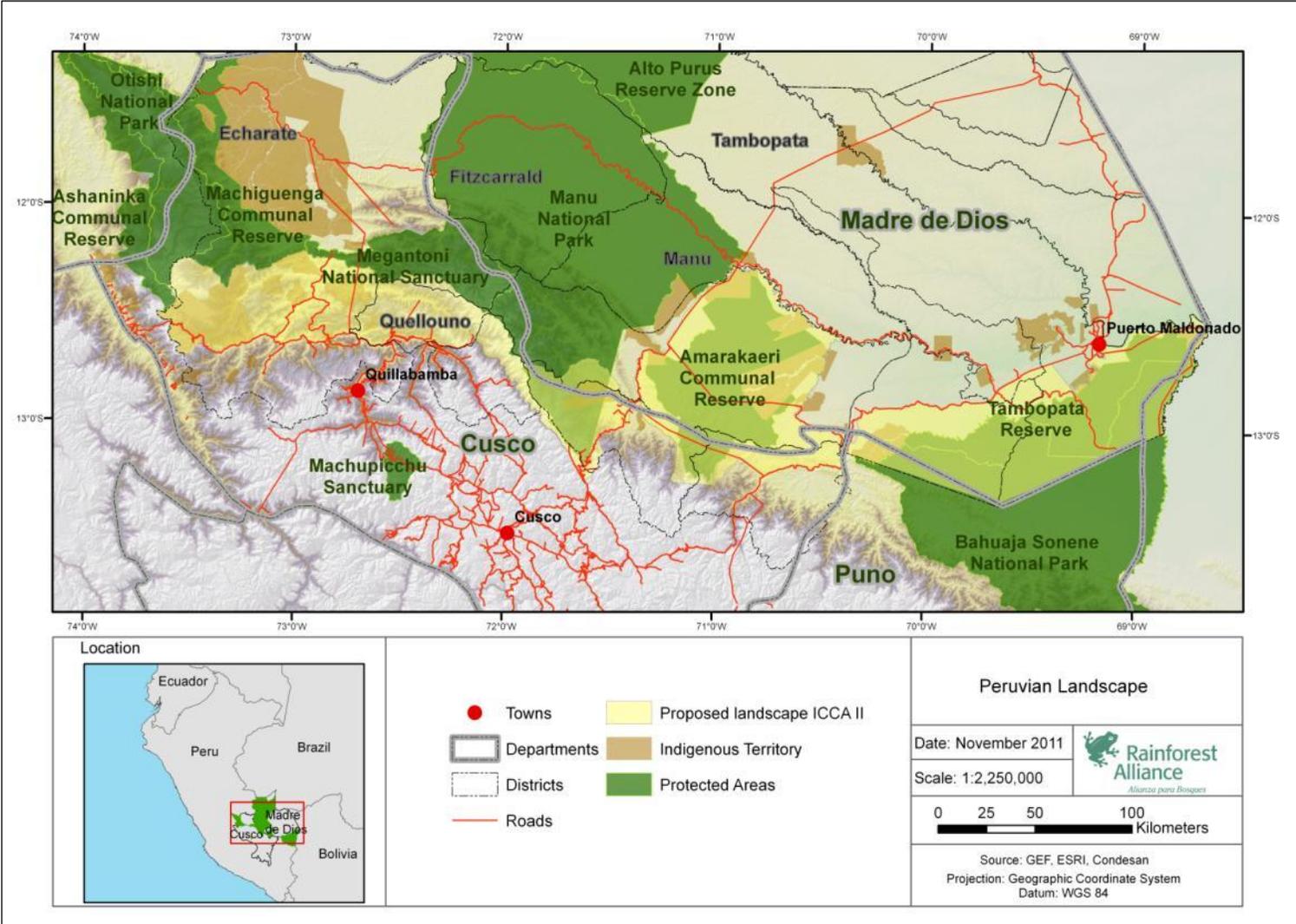
- Sustainable Agriculture Network - SAN Climate Module for best management practices for adaptation and mitigation of Climate Change adopted by at least 100 farmers in the Santuario Megantoni buffer zone.
- Prepare feasibility and cost-benefit analysis, identify market opportunities, supply-chains, buyers and clients for commercial forestry operations and initiate two community based forestry activities.

1.4 Maps

1.4.1 Ecuador – Sucumbíos Landscape



1.4.2 Perú – Cusco/Madre de Dios Landscape



2 WORK PLAN ACTIVITY TABLE AND DESCRIPTIONS

2.1 Table 1: Targets and Achievements

This table presents annual targets for each indicator that will most accurately reflect project progress. However, because the project implementation requires close collaboration with the Governments of Ecuador and Peru, other USAID projects, local communities, and many other stakeholders, we may revise the LOP estimates during the first year of implementation and provide more reliable targets with the FY13 work plan.

When relevant, training targets and results will be disaggregated by gender. Gender equality is embedded as a cross-cutting strategy for the project, and gender data will be analyzed over the life of project.

As appropriate, this table will be updated to include relevant USAID program-wide shared indicators.

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
Activity Result 1: Sound landscape planning and use of sustainable NRM practices											
1.1	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)	# hectares	Sucumbíos Landscape	0		600,000		600,000		600,000	
			Cusco/Madre de Dios Landscape	35,000		70,000		70,000		70,000	
			Total	35,000		670,000		670,000		670,000	
1.2	Number of hectares with improved natural resource management practices as a result of USG assistance	# hectares	Sucumbíos Landscape	2,500		6,250		8,750		12,500	
			Cusco/Madre de Dios Landscape	80,000		145,000		155,000		155,000	

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
			Total	82,500		151,250		163,750		167,500	
1.3	Number people trained in improved productivity, land use management planning, and best practices for carbon-friendly production practices and adaptation to GCC	# individuals	Sucumbíos Landscape	95		215		315		420	
			Cusco/Madre de Dios Landscape	600		1,200		1,350		1,400	
			Total	695		1,415		1,665		1,820	
Activity Result 2: Improve environmental governance											
2.1	Number of natural resources management groups (government and civil society) with improved ability to manage natural resources	# groups	Sucumbíos Landscape	4		8		10		12	
			Cusco/Madre de Dios Landscape	5		10		15		20	
			Total	9		18		25		32	
2.2	Number of policies, regulations, legal agreements, or executive orders adopted that safeguard biodiversity conservation or strengthen local participation and rights	# legislative tools	Sucumbíos Landscape	1		3		5		28	
			Cusco/Madre de Dios Landscape	2		4		5		6	
			Total	3		7		10		34	
Activity Result 3: Improved sustainable livelihoods and ecosystem resilience											
3.1	Number of NR-based and non traditional enterprises	# enterprises	Sucumbíos Landscape	4		8		10		12	

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
	with Increased organizational and enterprise capacity		Cusco/Madre de Dios Landscape	5		10		15		20	
			Total	9		18		25		32	
3.2	Number of land owner groups or individuals that submit application to PES markets	# applications	Sucumbíos Landscape	3		8		13		20	
			Cusco/Madre de Dios Landscape	0		0		13		26	
			Total	3		8		26		46	
3.3	Number of rural households benefiting directly from USG interventions (4.5.2-13)	# households	Sucumbíos Landscape	50		145		225		300	
			Cusco/Madre de Dios Landscape	50		150		300		650	
			Total	100		295		525		950	

2.2 Table 2A (Summary): Activity Status Summary

TABLE 2: Activity Status Summary		
Activity Information	Number of Activities	Percentage of Total
Total number of activities in Work Plan	30	100%
Activities completed		0%
Activities on schedule	30	100%
Activities delayed		0%
Activities canceled		0%

2.3 Table 2B: Activity Status with Narrative

2.3.1 Ecuador - Sucumbíos Landscape

2.3.1.1 Activity Result 1: Sound landscape planning and use of sustainable NRM practices

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
Activity Result 1	Sound landscape planning and use of sustainable NRM practices	417.027,95	202.480,83							
E1.1	Develop socio-economic and geographic baseline			Y/Y	Ecolex/RA	April 2012				
E1.2	Develop project environmental land use and conservation plan, including REDD+ potential.			Y/Y	Ecolex/RA	December 2012				
E1.3	Support the implementation of components of indigenous territorial management plans			Y/Y	RA	October 2015				
E1.4	Identify obstacles limiting women's participation in landscape-level and CBO level planning as part of			Y/Y	RA	April 2012				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	gender analysis									
E1.5	Apply recommendations of gender analysis for participation by women			Y/Y	RA	August 2015				
E1.6	Carry out an Environmental Assessment			Y/N	RA	April 2012				
E1.7	Update and support implementation of the sustainable tourism component of the Cuyabeno Wildlife Reserve Management Plan			Y/Y	RA	August 2015				
E1.8	Support the implementation of the community tourism plan strategies in indigenous territories			Y/Y	RA	August 2015				
E1.9	Strengthen the control and surveillance system in the intervention area			Y/Y	RA	December 2014				
E1.10	Review Cuyabeno Reserve Management Plan to identify additional components that could be supported by project			Y/Y	RA	January 2013				
E1.11	Design and implement farm and CBO landuse			Y/N	RA	August 2015				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	management plans									

Narrative: Objective 1: Anticipated outcomes

Under Objective 1, we expect to make progress towards several Life of Project accomplishments related to sound landscape planning and use of sustainable NRM practices during the coming work plan period. To accomplish this, we will develop a socio-economic and geographic baseline using existing information complemented with any required new information to develop the project participatory environmental land use and conservation plan, and determine which stakeholders will be involved in the project in the Cuyabeno buffer zone. Subsequently, the plan will serve as a model for the municipal government land-use plans in Cuyabeno and Putumayo that are currently being developed. At the landowner and community based organization (CBO) level outside of the Reserve, once the CBOs are chosen, we will begin helping them develop CBO level conservation and land-use plans that will serve as the basis for project forestry, agriculture, and conservation interventions.

In addition, we will begin working with the Ministry of Environment (MAE) to help strengthen the tourism and control and surveillance components of the Cuyabeno Reserve Management Plan by updating them with the involved civil society and government stakeholders, and evaluate other components of the Plan for potential future collaboration. We will also begin supporting the implementation of specific components of the Siona and Secoya indigenous territorial management plans within the Cuyabeno Reserve by reviewing the plans together with the groups, determining which components the project will support, and begin providing technical assistance for their implementation. One activity identified will be the updating the tourism components within their territorial management plans.

We will develop a gender action plan for both landscape through the development of a gender analysis and subsequent gender strategy. For the activities in both landscapes not covered by the ICAA IEE, we will carry out an IEE and Environmental Assessment.

These outcomes will allow the landscapes to progress toward meeting the AR1 Life of Project indicator targets of:

Indicator 1.1 600,000 hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)

Indicator 1.2 12,500 hectares with improved natural resource management practices as a result of USG assistance

Indicator 1.3 420 people trained in improved productivity, land use management planning, and best practices for carbon-friendly production practices and adaptation to GCC

The FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of limited governmental capacity for natural resource management, limited local participation in accessing, using and managing natural resources, limited capacity of communities for natural resource management, weak market penetration and competitiveness, and lack of knowledge or implementation of best management practices. As explained within the Adaptive Management and Monitoring and Evaluation Framework section of this document, designing our ARs around these entry point drivers is a means to address the other drivers, such as unsustainable agriculture, forestry, and tourism.

2.3.1.2 Activity Result 2: Improve environmental governance

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
Activity Result 2	Improve environmental governance	440.327,95	202.480,83							
E2.1	Provide institutional capacity building for strengthening indigenous groups' ability to manage natural resources.			Y/Y	Ecolex	August 2015				
E2.2	Facilitate the legalization of agreements between indigenous			Y/Y	Ecolex/RA	October 2013				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	groups and the Ministry of Environment									
E2.3	Design and implement governance model with MAE, municipalities, Siona and Secoya indigenous groups, and civil society groups for biodiversity conservation and NRM under principles of co-management			Y/Y	Ecolex	August 2015				
E2.4	Build of capacity of stakeholders to implement control and surveillance system of the project area in conjunction with the MAE for Cuyabeno reserve			Y/Y	Ecolex/RA	August 2015				
E2.5	Facilitate the titling of land within select landowner groups in buffer zone			Y/Y	Ecolex	August 2015				
E2.6	Provide institutional capacity building for strengthening landowner groups' ability to manage natural resources.			Y/Y	Ecolex/RA	August 2015				
E2.7	Support and training of environmental authorities,			Y/Y	Ecolex/RA	October 2013				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	environmental police, sectional governments to establish illegal logging controls (support the legal framework implementation)									
E2.8	Support development of codes of conduct and environmental management agreements formats for tourism guides and service providers in areas of high value conservation importance			Y/Y	RA	October 2013				

Narrative: Objective 2: Anticipated outcomes

Under Objective 2, we expect to make progress towards several Life of Project accomplishments related to improved environmental governance during the coming work plan period. To support the short and long term implementation of the participatory environmental conservation and land-use plan to be developed under AR1, we will design and implement governance model/s with MAE, municipalities, Siona and Secoya indigenous groups, and civil society groups for biodiversity conservation and NRM under principles of co-management. Once the CBOs are chosen we will analyze their institutional weaknesses, develop a training regimen for addressing them, and begin implementation through training and technical assistance. Two anticipated complementary outcomes important to a CBO’s ability to effectively function and access natural resource programs will be the legalization of at least two CBO and assisting members who did not take advantage of previous land titling initiatives to obtain a title.

Once the participatory control and surveillance model for the Cuyabeno Reserve is designed, we will support the MAE and its participants in its implementation. To support environmental authorities, environmental police, and sectional governments to establish illegal logging controls (support the legal framework implementation), we will design and begin implementing a training program.

To assist the indigenous groups within the Cuyabeno Reserve in governing their resources, we hope to resolve a land conflict, potentially the one between the Kichwa and Siona territories. This would open up the opportunity facilitate the signing of legal frameworks between MAE and the two groups, thereby providing the foundation for natural resource governance within their territories. Parallel to this, we will develop an institutional capacity building training module for strengthening the environmental governance of the Siona and Secoya indigenous groups.

Finally, to improve the tourism and communal practices within the intervention area within the Reserve, and work toward expanding economic benefits to a greater number of inhabitants, we will support the development of codes of conduct, and environmental management agreement formats for tourism guides and service providers in areas of high conservation value.

These outcomes will allow the landscapes to progress toward meeting the AR2 Life of Project indicator targets of:

Indicator 2.1 12 natural resources management groups (government and civil society) with improved ability to manage natural resources

Indicator 2.2 28 policies, regulations, legal agreements, or executive orders adopted that safeguard biodiversity conservation or strengthen local participation and rights

Similar to AR1, the FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of limited governmental capacity for natural resource management, limited local participation in accessing, using and managing natural resources, limited capacity of communities for natural resource management, weak market penetration and competitiveness, limited ability to access government resource use programs, and lack of knowledge or implementation of best management practices, in addition to indeterminate policies for management and administration.

2.3.1.3 Activity Result 3: Improved sustainable livelihoods and ecosystem resilience

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
Activity Result 3	Improved sustainable livelihoods and ecosystem resilience	329.932,93	202.480,83							
E3.1	Facilitate CBOs/indigenous group access to Socio Bosque and other conservation incentive programs			Y/Y	Ecolex	August 2015				
E3.2	Design and implement a conservation incentive model for forest management and legal logging together with the MAE			Y/N	RA	August 2015				
E3.3	Strengthen the competitiveness of Secoya community tourism model			Y/Y	RA	October 2014				
E3.4	Train and provide technical assistance and adapt existing BMP manuals in forestry, agriculture, and tourism, and climate adaptation			Y/Y	RA	August 2015				
E3.5	Define and implement models and options for commercial forest plantations and recuperation of degraded areas through feasibility -benefit analysis, identify market opportunities, supply-chains, buyers and clients for commercial forestry operations in the municipalities of Cuyabeno and Putumayo			Y/N	RA	April 2012				
E3.6	Define agriculture intervention plan			Y/Y	RA	April 2012				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	through feasibility -benefit analysis, identify market opportunities, supply-chains, buyers and clients for commercial agriculture operations in the municipalities of Cuyabeno and Putumayo									
E3.7	Facilitate commercial alliances between CBOs and private sector			Y/Y	RA	August 2015				
E3.8	Prepare and implement first forest management plans with CBOs in buffer zone			Y/N	RA	August 2015				
E3.9	Train CBOs in use of basic business tools to focus resources on the best market opportunities			Y/N	RA	August 2015				
E3.10	Train CBOs in improving agriculture productivity and quality			Y/Y	RA	August 2015				
E3.11	Develop and strengthen tourism products within Cuyabeno Reserve that include active community participation			Y/Y	RA	October 2014				

Narrative: Objective 3: Anticipated outcomes

Under Objective 3, we expect to make progress towards several Life of Project accomplishments related to improved sustainable livelihoods and ecosystem resilience during the coming work plan period. Our basic strategy for achieving this will be to provide technical assistance and capacity building combined with conservation incentives for improved natural resource management. To this end we will prepare an assessment of best opportunities for community-based sustainable forest management plans in the buffer for commercial purposes. This will serve as the basis for our sustainable forestry interventions, and allow us to initiate one community based forestry management plan during the period. We will carry out a similar analysis to determine our agriculture interventions aimed at increasing income through improved production and quality, while also facilitating access to Socio Bosque to those landowners within the chosen CBOs with interest in applying to the conservation incentives program.

Within the Cuyabeno Reserve, our main sustainable livelihood activity will be tourism, and during the period we expect to identify and develop tourism products with tour operators operating within the Reserve that will involve more members of both the Siona and Secoya indigenous groups, thereby providing a more equitable distributing tourism benefits to the population. Once the groups sign the legal frameworks mentioned in AR2, we will also analyze their interest in applying to Socio Bosque.

We will also expect to train at least four CBOs and tourism groups in order strengthen their business and organizational skills, and strengthen their respective value chains in order to increase economic benefit from the NRM activities.

These outcomes will allow the landscapes to progress toward meeting the AR3 Life of Project indicator targets of:

Indicator 3.1 12 NR-based and nontraditional enterprises with increased organizational and enterprise capacity

Indicator 3.2 20 land owner groups or individuals that submit application to PES markets

Indicator 3.3 300 Number of rural households benefiting directly from USG interventions (4.5.2-13)

The FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of limited local participation in accessing, using and managing natural resources, weak market penetration and competitiveness, limited capacity of communities for natural resource management, lack of knowledge or implementation of best management practices, and limited ability to access government resource use programs.

2.3.2 Peru – Cusco/Madre de Dios Landscape

2.3.2.1 Activity Result 1: Sound landscape planning and use of sustainable NRM practices

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID (US\$)	Partner (US\$)			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
Activity Result 1	Sound landscape planning and use of sustainable NRM practices	586.665,51	202.480,83							
P1.0	Carry out environmental assessment			Y/Y	RA					
P1.1	Elaborate mezzo-level land-use map for the landscape (Buffer Zones: Tambopata, Amaraeri, Megantoni)			Y/Y	AIDER	October 2012				
P1.2	Elaborate proposal for a Management Plan for the landscape (Megantoni, Amaraeri, Tambopata)			Y/Y	AIDER	October 2012				
P1.3	Elaborate Zoning and Land use Plan at the micro level in four pilot areas			Y/Y	AIDER/RA	October 2013				
P1.4	Build stakeholder involvement and capacity in land-use planning (gob, empresas, comunitarios)			Y/Y	AIDER/RA	August 2015				
P1.5	Design and implement a monitoring system to measure impacts [en los 4 zonas micro]			Y/Y	AIDER/RA	August 2015				
P1.6	Elaborate, update and			Y/Y	AIDER /	October				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	strengthen implementation of community development plans (planes de vida) of the federations e.g FADEMAD, ASCART, coffee producer associations				RA	2013				

Narrative: Objective 1: Anticipated outcomes

Under Objective 1, we expect to make progress towards several Life of Project accomplishments related to sound landscape planning and use of sustainable NRM practices during the coming work plan period. This will be accomplished at the landscape as well as micro or production unit level. We will utilize the current mezzo level zoning proposal of the Regional Government of Madre de Dios and the La Convencion (Cusco) Municipal level proposals to identify four intervention zones within the landscape where the environmental threats and drivers and opportunities match up well with the project strategy.

Subsequently, the four zones mentioned will be evaluated through a socio economic analysis, identifying potential land use and NRM opportunities, with field validation and consultation processes with local actors.

We will also promote the adoption of land use planning by training key local organizations in systems and methodologies for micro zoning, researching impacts, and carrying out feasibility analysis of the best management practices implementation.

In addition, we will elaborate, update and strengthen the community development plans (planes de vida) of federations (e.g FADEMAD, ASCART) and coffee producer associations. At the end of FY12, we expect to update the plans of two Brazil nuts producers groups in Tambopata, four indigenous communities in Tambopata and one indigenous community in the Amarakaeri Buffer Zone.

Finally, to serve as the basis of building stakeholder involvement and capacity in land-use planning (government, entrepreneurs, communities), we will design commercial plans by product lines, with the expectation of initiating the strategies with communities in future years of the project.

The principal expected outcomes under this objective are: a landscape map identifying land uses, main actors, and threats around protected areas and buffer zones of Tambopata, Amarakaeri and Megantoni, three maps with land use proposals covering the three protected areas, detailed land use plans in four zones (micro level), 300 people trained in land use planning, of which at least 20 main tourist attractions (natural and cultural) and no less than 10 tourism products are identified and prioritized in selected sites within Tambopata and Megantoni buffer zones.

These outcomes will allow the landscapes to progress toward meeting the AR1 Life of Project indicator targets of:

Indicator 1.1 35,000 hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)

Indicator 1.2 80,000 hectares with improved natural resource management practices as a result of USG assistance

Indicator 1.3 600 people trained in improved productivity, land use management planning, and best practices for carbon-friendly production practices and adaptation to GCC

The FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of lack of land use regulation and zoning, limited governmental capacity for natural resource management, limited local participation in accessing, using and managing natural resources, limited capacity of communities for natural resource management, and weak natural resource governance in communities and municipal governments.

2.3.2.2 Activity Result 2: Improve environmental governance

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
Activity Result 2	Improve environmental governance	547.575,51	202.480,83							
P2.1	Analyze current governance situation in the area [MDD y Megantoni - for asses i) status of corruption; ii) policies of different agencies; iii) identify commitment to environmental conservation; iv) identify poor governmental management practices and policies; etc. Methodology: semi-structured interviews, stakeholder consultations, and stakeholder mapping, literature review, analysis of existing reports. Participative process, with plan for analysis conducted and shared with stakeholders.			Y/Y	AIDER/RA	June 2012				
P2.2	Conducting collaborative workshops (e.g. with other NGOs, local stakeholders, government agencies) focused on “sharing a common language” for the project zone, and building a gender conscience into governance structures, which incorporate outputs from "gender			Y/Y	AIDER	December 2012				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	analysis team" of USAID support unit.									
P2.3	Through application of existing tools to assess governance and current status, Strengthen of local organizations capacities to effectively engage with policymakers on natural resource management issues.			Y/Y	AIDER	August/15				
P2.4	Strengthen democratic governance processes, through development and or modifying mechanisms to self-assess/audit/verify good governance of organization, incorporating all aspects of management (e.g. development of financial reporting template and protocols for sharing such information.			Y/Y	AIDER/RA	August 2015				
P2.5	Train community members in selected sites in the application of the self-assessment mechanisms described in 2.5			Y/Y	AIDER/RA	August 2015				
P2.6	Reinforce producers associations to strengthen conservation advocacy at the political level			Y/Y	AIDER/RA	October 2014				
P2.7	Incorporate (and support) project beneficiaries in existing policy			Y/Y	AIDER/RA	August 2015				

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
	dialogues to improve participation and strengthen linkages between local governments and producer organizations/communities.									

Narrative: Objective 2: Anticipated outcomes

Under Objective 2, we expect strengthen the environmental governance of key actors within the landscape, prioritizing the four selected zones mentioned under Objective 1. The general strategy for accomplishing this is to strengthen governance capacities and incorporate (and support) project beneficiaries in existing policy dialogues in order to improve participation and strengthen linkages between local governments and producer organizations and communities.

Considering the growing responsibility and corresponding economic resources for natural resource governance by local authorities due to recent government decentralization policies, it is critical to strengthen their governance capabilities. One of the initial activities is to analyze the current level of inappropriate governance behavior, policies of different agencies, commitment to environmental conservation, and poor governmental management practices and policies. The analysis will allow us to develop a policy brief that identifies and prioritizes areas/practices for governmental reform and presents a transparent, participative work plan with steps to improve governance that builds shared responsibility among actors.

We will also conduct collaborative workshops with other NGOs, local stakeholders, and government agencies focused on “sharing a common language” for the project zone, and building a gender conscience into governance structures, incorporating outputs from the gender analysis, strategy and action plan.

In addition, we will strengthen the capacities of local organizations and at least three municipal governments (Echarate, La Convencion, and Tambopata) to effectively engage in policy initiatives and development plans related to natural resources management through the application of existing tools to assess the governance effectiveness.

Finally, we will develop a toolkit with guidelines for self-assessment, auditing, and verifying good governance in project organizations that incorporates all aspects of management (e.g. development of a financial reporting template and protocols for sharing such information), and helps producers associations to strengthen conservation advocacy at the political level. Our expected output is to have nine producer organizations with strengthened capacity to effectively engage government policymakers in natural resource management issues.

These outcomes will allow the landscapes to progress toward meeting the AR2 Life of Project indicator targets of:

Indicator 2.1 4 natural resources management groups (government and civil society) with improved ability to manage natural resources

Indicator 2.2 1 policies, regulations, legal agreements, or executive orders adopted that safeguard biodiversity conservation or strengthen local participation and rights

Similar to AR1, the FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of limited governmental capacity for natural resource management, limited local participation in accessing, using and managing natural resources, limited capacity of communities for natural resource management, weak market penetration and competitiveness, limited ability to access government resource use programs, and lack of knowledge or implementation of best management practices, in addition to indeterminate policies for management and administration.

2.3.2.3 Activity Result 3: Improved sustainable livelihoods and ecosystem resilience

#	OBJECTIVE / ACTIVITY NAME AND DESCRIPTION	Funding Level		Env. Compliance	Implementor (Personnel/ Partner)	Implementation				Brief description of reasons for Delayed or Canceled Activities (25 words or less)
		USAID	Partner			Original Completion Date (Mon/Year)	Estimated Completion Date (Mon/Year)	% complete	Status	
		(US\$)	(US\$)							
Activity Result 3	Improved sustainable livelihoods and ecosystem resilience	560.565,00	202.480,83							
P3.1	Implement sustainable production/management practices in private sector operations (agriculture, tourism, forestry)			Y/N	RA	August 2015				
P3.2	Develop and implement plans for increase yields and quality of products in agricultural and forestry practices			Y/N	RA	August 2015				
P3.3	Implement farming practices that increase adaptive capacity, enhance carbon storage and reduce emissions (e.g. SAN Climate Module)			Y/Y	RA	October 2014				
P3.4	Strengthen producer group organization			Y/Y	RA	August 2015				
P3.5	Link market demand with sustainable goods and services produced in private sector operations			Y/N	RA	August 2015				

Narrative: Objective 3: Anticipated outcomes

Under Objective 3, we expect to make progress towards several Life of Project accomplishments related to improved sustainable livelihoods and ecosystem resilience during the coming work plan period. To accomplish this, we will implement a series of activities aimed at promoting the implementation of best management practices (BMP) in agriculture, tourism, and forestry, and linking local production with market demands. We expect to work with 600 farms, 10 tourism operations, and 41 community forest operations in the four zones that will be identified and prioritized for project interventions.

We will begin by mapping commercial activities based on land use (agriculture, tourism and forestry) to generate knowledge of potential partners; this diagnosis will be complemented by baseline evaluations in order to develop improvement plans that include BMP in the three economic activities indicated. Some of the community forest organizations and Brazil nut concessions have been identified through prior work done under ICAA 1 and other initiatives implemented by Rainforest Alliance and AIDER in the buffer zone of the Tambopata Reserve (Brazil nut and timber) or the Megantoni Sanctuary (cocoa and coffee). We will take advantage of prior advancements with these communities.

In the first year, we also expect to identify and establish alliances with buyers or financial entities and other intermediary actors to support activities of cocoa, coffee, Brazil nut and timber production, and to implement BMP with tourism operations. We expect to increase yields and quality of production of local cocoa and coffee farmers through the provision of technical assistance, which will subsequently contribute to increasing their incomes. The same will occur with forest users as a result of training communities in directional felling of timber and other harvest waste avoidance techniques.

In addition, we will promote the implementation of farming practices that increase adaptive capacity, enhance carbon storage and reduce emissions through the use of the Climate Module adopted by the Agricultural Division of Rainforest Alliance.

Finally, we will strengthen the business skills of at least five agriculture and two Brazil Nut producer groups, six forestry groups, and one tourism provider. This will be complemented strengthening of business plans and facilitating commercial agreements and business meetings.

These outcomes will allow the landscapes to progress toward meeting the AR3 Life of Project indicator targets of:

Indicator 3.1 5 NR-based and nontraditional enterprises with increased organizational and enterprise capacity

Indicator 3.3 50 rural households benefiting directly from USG interventions (4.5.2-13)

The FY12 outcomes are addressing the threats to biodiversity from habitat degradation and habitat loss due to wholesale deforestation or land-use conversion by addressing the entry point drivers identified in the landscapes of limited local participation in accessing, using and managing natural resources, weak market penetration and competitiveness, limited capacity of communities for natural resource management, lack of knowledge or implementation of best management practices, and limited ability to access government resource use programs.

2.4 Table 3: Budget

The budget per landscape requested by USAID for the first work plan is a 15-month budget, presented below:

Budget October 2011 - December 2012 (15 months)			
	ECUADOR	PERU	TOTAL
Personnel	353.713,16	318.912,26	672.625,42
Fringe Benefits	132.894,36	165.217,77	298.112,13
Travel	88.769,62	56.527,50	145.297,12
Equipment	71.500,00	158.580,00	230.080,00
Supplies	89.272,50	20.890,00	110.162,50
Grants & Agreements	209.202,45	412.480,00	621.682,45
Consultants	132.999,25	235.814,25	368.813,50
Other Direct Costs	109.985,92	137.610,38	247.596,30
Total Direct Costs	1.178.337,26	1.506.032,15	2.684.369,41
Indirect Costs	162.419,22	188.773,87	351.193,09
Total Project Costs	1.340.756,48	1.694.806,02	3.035.562,50

Below the updated budget per year, based on the work plan of the first 15 months:

	Y1	Y2	Y3	Y4	TOTAL
Personnel	672.625,42	504.551,02	636.051,12	621.480,74	2.434.708,30
Fringe Benefits	298.112,13	197.364,55	261.538,39	257.119,72	1.014.134,79
Travel	127.387,12	178.204,48	167.336,40	165.116,00	638.044,00
Equipment	230.080,00	-8.096,00	42.768,00	44.352,00	309.104,00
Supplies	110.162,50	76.601,30	103.242,60	57.198,40	347.204,80
Grants & Agreements	621.682,45	466.939,55	439.480,50	407.762,50	1.935.865,00
Consultants	395.463,50	7.954,37	111.716,06	227.906,11	743.040,05
Other Direct Costs	232.696,30	199.740,92	218.908,44	195.600,16	846.945,82
Total Direct Costs	2.688.209,41	1.623.260,20	1.981.041,51	1.976.535,63	8.269.046,76
Indirect Costs	351.818,24	189.466,96	260.295,56	265.320,41	1.066.901,16
Total Project Costs	3.040.027,65	1.812.727,16	2.241.337,07	2.241.856,04	9.335.947,92

2.5 Table 4: Other Funding Source Table

Landscape name: Advancing Sustainable Landscapes in the Andean Amazon						
Implementing Partner Organization(s): Aider, Ecolex, Rainforest Alliance						
Reporting Period: Work plan for the period October 2011 – December 2012 (15 months)						
Project name	Project leverage (1, 2 or 3 - see below)	Funding Source (Name)	Funding			Purpose(s):
			Duration	Total multi-year (US\$)	Estimated US\$ in current reporting period	25 words or less
Support from International Sources						
Private source(s)						
Implement Best Management Practices in timber	1	Gibson Musical Instruments	2012	60,000	60,000	Initiative that aims at increasing the availability of FSC certified wood
Enhanced Livelihoods in Peru Through Sustainable	1	Peru Opportunity Fund	2010-2012	150,000	150,000	The goal of this project is to increase the economic and environmental sustainability of the Peruvian coffee sector by increasing knowledge and implementation of best practices for production and harvesting and increasing the presence of Peruvian certified coffee in

Coffee						the international marketplace.
Support to the Sustainable Forestry Program	1	Symantec	2010 - 2013	300,000.00	40,000	Promote sustainable forestry practices in South America, with a focus on Amazonian countries including Peru, Bolivia, and Brazil. Trains communities in the concepts of sustainable forestry as well as provide insight into the Forest Stewardship Council certification process for forest management
Partnership to promote sustainable agriculture and fight climate change.	1	Z Zurich	2008-2013	100,000	50,000	In agriculture, support in sustainable agriculture standards for new crops. In climate change, verification standards for forestry and agriculture carbon credit projects.
	1	RA	2011-2015	85,000	20,000	Direct support to sustainable agriculture and forestry.
U.S. Government source						
Other donor governments						

Multilateral sources						
Greening the Cocoa Industry	1	UNEP GEF	2011-2016	70,000	50,000	Capacity building for certification and biodiversity conservation.
Regional Forestry program	1	IDB	2013	400,000	20,000	Forestry small and medium enterprises in Peru are adopting improved management practices and certification, and are entering growing markets for certified products.
Support from national sources						
Private or community sources						
Local government (sub-national levels)						

National government						
Total Estimated Reporting Year Leverage (Oct. 1 to Dec 31st) US\$					\$270,000	

2.6 Table 5: Proposed International Travel Plan

Name	Institution	Destination	Purpose
Virginia Foster, Grants Coordinator	RA	1 trip US-region (Ecuador and Peru)	Carry out pre award assessments to the sub grantees.
Grants Manager	RA	1 trip between Ecuador and Peru	Site visit for potential applicants to the small grants program.
Mark Donahue, ICAA2 Director	RA	3 trips Ecuador - Peru	Quarterly site visits for monitoring of implementation of activities.
		1 trip Ecuador - Peru	ICAA 2 partner meeting
Javier Arce, ICAA2 Deputy Director	RA	1 trip Peru – Ecuador	ICAA2 planning workshop.
		1 trip Peru – Ecuador	ICAA2 planning workshop 2
		1 trip Peru - Ecuador	ICAA 2 partner meeting
María Mercedes Proaño, Project Administrator	RA	1 trip Ecuador - Peru	Carry out pre award assessments to the sub grantees.
Leif Pedersen, Sustainable Landscapes Manager	RA	1 trip Costa Rica – Ecuador	ICAA2 planning workshop.
		1 trip Costa Rica - Peru	Site visit and support to AG activities
Gerardo Medina, AG Coordinator Peru	RA	1 trip Peru – Ecuador	ICAA2 planning workshop.
		1 trip Peru – Ecuador	ICAA2 planning workshop 2
		1 trip Peru – Ecuador	ICAA 2 partner meeting
		1 trip Peru – Ecuador	Training and sharing experiences with AG division in Ecuador
		1 trip Peru - US	Participation in SCAA (Specialty Coffee Association of America) Fair
Greg Minnick, TREES Director	RA	1 trip US - Ecuador	ICAA2 planning workshop.
Peru National Coordinator-Forestry	RA	1 trip Peru – Ecuador	Training and learning on sustainable forest management division in Ecuador
		1 trip to Peru -	Training and learning on sustainable

Name	Institution	Destination	Purpose
		Guatemala, México, Honduras	forest management division in Ecuador
		ICAA2 planning workshop 2	ICAA2 planning workshop 2
		1 trip Peru - Ecuador	ICAA 2 partner meeting
Luz Aida Ochoa, PER Tourism Project Coordinator	RA	1 trip Peru – Ecuador	ICAA2 planning workshop.
		1 trip Peru – Ecuador	ICAA2 planning workshop 2
		1 trip Peru - Ecuador	ICAA 2 partner meeting
Jeff Hayward, Director, Climate Program	RA	1 trip US - Ecuador	ICAA2 planning workshop.
Mary Johnson, Coordinator, Climate Program	RA	1 trip US - Ecuador	ICAA2 planning workshop.
Christian Velasco, ECU Forestry Coordinator	RA	1 trip to Peru - Guatemala, México, Honduras	Training and learning on sustainable forest management division in Ecuador
		1 trip Ecuador - Peru	ICAA 2 partner meeting
Silvia Rioja, Tourism Manager	RA	1 trip Costa Rica - Ecuador	ICAA2 planning workshop.
Will Cross, Senior Research Analyst	RA	1 trip US – Ecuador	ICAA2 planning workshop.
		1 trip US – Ecuador	Support sampling framework and methodology design for cost-benefit analysis evaluations
David Hughell, Research & Geospatial Analyst	RA	1 trip US - Region	Support prioritization analysis and monitoring baseline establishment
Andrea Ganzenmuller, M&E Technical Advisor	RA	1 trip Ecuador – Peru	Support prioritization analysis and monitoring baseline establishment
		1 trip Ecuador – Peru	Support sampling framework and methodology design for cost-benefit analysis evaluations
		1 trip Ecuador - Peru	ICAA 2 partner meeting

Name	Institution	Destination	Purpose
Milagro Espinoza, Communications Manager	RA	1 trip Costa Rica - Ecuador	Support in the implementation of communication activities of ICAA2
Project Communications Coordinator	RA	1 trip Peru - Ecuador	Implementation of communications plan for ICAA2
Silvina Weihmuller, Director of Institutional Giving	RA	1 trip US - Ecuador	ICAA2 planning workshop, support for co share resource mobilization
Marizu Angulo, ICAA2 Coordinator for AIDER	AIDER	1 trip Peru – Ecuador	ICAA2 planning workshop.
		1 trip Peru – Ecuador	ICAA2 planning workshop 2
		1 trip Peru - Ecuador	ICAA 2 partner meeting
Yolanda Ramírez, ICAA2 Technical support for AIDER	AIDER	1 trip Peru - Ecuador	ICAA2 planning workshop.
Manolo Morales, ICAA2 Coordinator for AIDER	ECOLEX	1 trip Ecuador - Peru	ICAA 2 partner meeting
Veronica Muñoz, Tourism Manager ECU	RA	1 trip Ecuador - Peru	ICAA 2 partner meeting

2.7 Table 5: Proposed Training Plan

2.7.1 Ecuador – Sucumbíos Landscape

#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
1	Naturalist guides training	Naturalist guides II	EC	18	Q4
2	Eco friendly fluvial transportation	Community members from San Victoriano, Tarapuy and Puerto Bolivar	EC	15	Q5
3	Ensure quality services in tourism community services providers in Secoya Lodge	Community members from Secoya Remolino	EC	10	Q3

#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
4	Applied training program for indigenous leaders	Indigenous leaders	EC	20	Q5
5	Training on legal issues, roles and responsibilities related to forest management	Indigenous leaders, Environmental ministry staff, farmers	EC	20	Q5
6	Formation of organizations	Producers	EC	20	Q5
7	Socio Bosque	Producers	EC	30	Q5
8	Forest Management in buffer zones	Leaders, colonists, indigenous, GADs	EC	30	Q3
9	BMP for marketing activities	Community leaders, colonists, indigenous	EC	25	Q5
10	Enterprise Development	Associations, communities, colonists, indigenous	EC	25	Q5
11	Agroforestry/forestry	colonists, indigenous communities	EC	30	Q3,Q4
12	Agroforestry/forestry product markets	colonists, indigenous communities	EC	30	Q5
13	Stakeholder planning events and activities sustainable farm level management/biodiversity conservation/climate change	GADs, associations, colonists	EC	30	Q2,Q3
14	National forest carbon climate change event	GADs, associations, colonists	EC	20	Q4
15	National community agroforestry forest management in protected areas event	GADs, associations, colonists, indigenous communities	EC	25	Q4
16	Community training forest carbon	GADs, associations, colonists, indigenous communities	EC	30	Q3

2.7.2 Peru – Cusco/Madre de Dios Landscape

#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
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#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
1	Diagnosis / farm design	Agricultural cooperatives, companies and local municipalities	PE	40	Q2, Q3
2	BMP, sustainable agriculture standards (SAN)	Producers	PE	200	Q2, Q3, Q4, Q5
3	BMP for climate change mitigation and adaptation	Agricultural cooperatives, companies and local municipalities	PE	200	Q2, Q3, Q4, Q5
4	BMP to achieve productivity and quality	Agricultural cooperatives, companies and local municipalities	PE	40	Q2, Q3, Q4, Q5
5	BMP for organic composting	Producers and cooperatives, companies	PE	120	Q2, Q4, Q5
6	Value chain of cocoa and coffee Magantoni	Producers	PE	120	Q2, Q4, Q5
7	Exchange of experience in Central Selva	Agricultural and municipal staff	PE	15	Q2
8	Coffee quality	Laboratory managers and producers	PE	80	Q3 Y Q4
9	Toast process	Responsible for quality in coffee companies and municipalities	PE	30	Q3
10	Land use planning	Indigenous and producer organizations	PE	100	Q2 , Q3
11	Forest management plan for timber and non timber	Indigenous and producer organizations	PE	90	Q3, Q4, Q5
12	Monitoring plan utilization of forest resources	Indigenous people	PE	45	Q4, Q5
13	Directional felling and cutting techniques of timber	Indigenous technicians	PE	30	Q4, Q5
14	Silvicultural community plans	Indigenous technicians	PE	30	Q3, Q4,

#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
15	Implementation of the management plan of the brazil nut in the Tambopata	brazil nut concessionaires	PE	120	Q2, Q3
16	Strengthening community for commercial timber management	Indigenous leaders	PE	30	Q3, Q4, Q5
17	Life plan (Planes de Vida) of indigenous groups	Indigenous leaders	PE	20	Q3, Q4
18	Use of Governance tools in Producers Organizations	Leaders of Producer Organizations	PE	12	Q4
19	Elaboration and socialization of basic business tools to focus resources on the best market opportunities	Leaders of Producer Organizations	PE	24	Q4,Q5
20	Meso-level land use, meaning and purpose	indigenous groups, communities, producer cooperatives, local government, private operator	PE	100	Q4, Q5
21	Validate land use map n consultation with stakeholders	indigenous groups, communities, producer cooperatives, local government, private operator	PE	120	Q4, Q5
22	gender conscience into governance structures	Government agencies, local stakeholders and NGOs.	PE	60	Q3,Q4 y Q5
23	community develoment plans	federations, coffee producer associations	PE	60	Q4, Q5
24	Application of the self-assessment mechanisms	Members of tourism committees Tambopata	PE	15	Q5
25	Application of the self-assessment mechanisms	Leaders of CBOs and SMEs Megantoni	PE	8	Q5
26	Marketing management plans for tourism activities	Entrepreneurs of tourism operations Tambopata	PE	12	Q5

#	Training Topic	Intended Participants	Location (Country)	Estimated Number of Participants	Planned Timing (Quarter)
27	Best management practices in sustainable tourism	Entrepreneurs of tourism operations and CBOs with tourism enterprises Tambopata	PE	20	Q2, Q4, Q5
28	Best management practices in sustainable tourism	Entrepreneurs of tourism operations and CBOs with tourism enterprises Megantoni	PE	10	Q3

3 ADAPTIVE MANAGEMENT AND MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation framework (M&E framework) is organized under three working axes: monitoring of project administration; monitoring of achievements in the three objectives using consolidated indicators for the entire project; and evaluating project effects and lessons learned through internal adaptive management metrics specific to each landscape. It provides information for tracking the planned activities and processes against expected results, based on the indicators established. It includes the methodology for data collection, the timing of collection, details about gathering the data and support documentation.

Specific areas in which the M&E framework will guide the management in decision-making for the program are:

- Determining whether the project's original theory of change is holding true;
- Examining targets in need of revision;
- Test project hypotheses through impacts research on specific interventions.
- Defining impact as a result of program actions (including unforeseen ones);
- Determining what implementation actions truly are working and which ones require corrective attention; and
- Extracting lessons learned from life of the program.

3.1 Conceptual Framework Design

The conservation of biodiversity and improving livelihoods are the fundamental goals of Rainforest Alliance and its partners. The project seeks to support the three broader objectives of the ICAA II program including: a) reduce rates of deforestation and biodiversity loss; b) enhance effective performance in key aspects of natural resource governance; and c) increased livelihood quality and sustainability. The project goal and the activity results are the following:

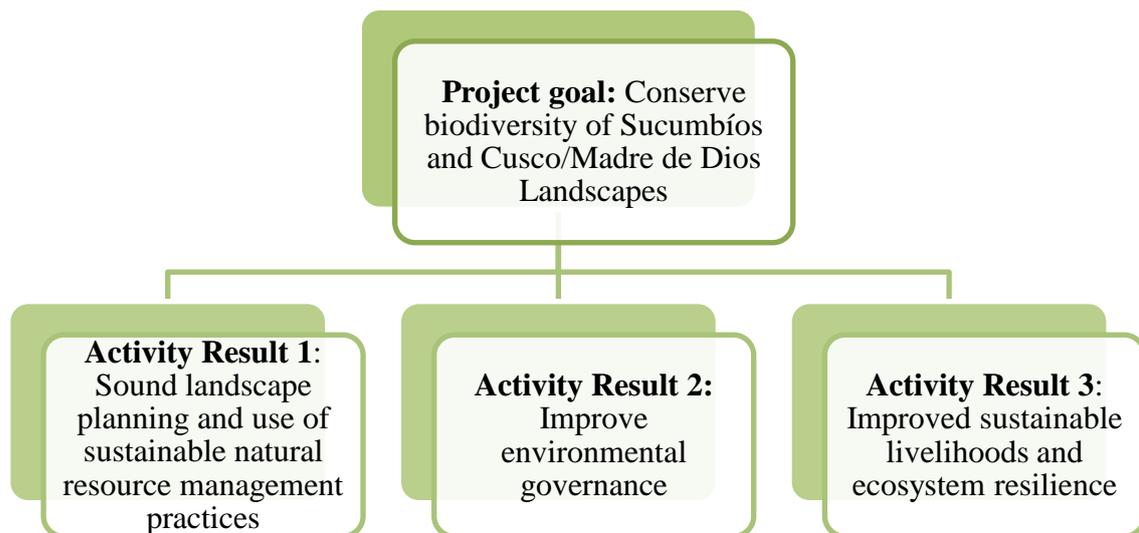


Figure 1: *Project goal and Activity Results*

There are multiple drivers or root causes that increase the severity and scope of these threats and the situation analyses conducted for both landscapes articulates the relationships between each of them and the principle threats to biodiversity. The project conceptual models visualize these relationships.

Below drivers are categorized into three tiers. The third tier drivers are what we refer to as the ‘entry points for conservation action,’ those that link directly to the project’s activity results. The project design focuses on these drivers for two reasons. Firstly, they most significantly represent catalysts for change among all drivers and threats, and secondly, because they can be countered directly through the experience and expertise of RA and its partners.

The identified drivers for the Sucumbíos Landscape are:

First tier drivers:

- Oil exploration and drilling
- Poor agricultural production practices
- Unmanaged and unorganized logging
- Agricultural expansion
- Unmanaged tourism practices
- Unregulated subsistence hunting

Second tier drivers

- Ineffective implementation of natural resource management and planning
- Lack of income generating opportunities
- Weak natural resource governance in communities, private sector and municipal governments

- Lack of land-use regulation / zoning
- Lack of government natural resource incentive programs

Third tier drivers (entry points for conservation action)

- Limited ability to access government resource use programs - directly linked to Activity Result 1.
- Limited capacity of communities for natural resource management - directly linked to Activity Result 1.
- Limited governmental capacity for natural resource management - directly linked to Activity Result 1.
- Limited local participation in accessing, using and managing natural resources - directly linked to Activity Result 1.
- Indeterminate policies for management and administration (directly linked to Activity Result 2.
- Lack of knowledge or application of best management practices - directly linked to Activity Result 3.
- Weak market penetration and competitiveness - directly linked to Activity Result 3.

The identified drivers for the Cusco/Madre de Dios Landscape are:

First tier drivers:

- Oil exploration and drilling
- Poor agricultural production practices
- Unmanaged and unorganized logging
- Agricultural expansion
- Development of inter-oceanic highway and other infrastructure developments
- Unmanaged tourism practices
- Unregulated subsistence hunting

Second tier drivers

- Ineffective implementation of natural resource management and planning
- Lack of income generating opportunities
- Weak natural resource governance in communities, private sector and municipal governments
- Lack of land-use regulation / zoning

Third tier drivers (entry points for conservation action)

- Limited ability to access government resource use programs - directly linked to Activity Result 1.
- Limited capacity of communities for natural resource management - directly linked to Activity Result 1.

- Limited governmental capacity for natural resource management - directly linked to Activity Result 1.
- Limited local participation in accessing, using and managing natural resources - directly linked to Activity Result 1.
- Indeterminate policies for management and administration - directly linked to Activity Result 2.
- Lack of knowledge or application of best management practices - directly linked to Activity Result 3.
- Lack of economic alternatives to compete with gold mining operations – directly linked to Activity Result 3.
- Weak market penetration and competitiveness - directly linked to Activity Result 3.

As included in the list above, large-scale extraction of natural resources, such as oil exploration and drilling in Ecuador, and large scale infrastructure projects like the Inter-oceanic Highway in Peru, land tenure and access, and illegal logging are also driving biodiversity loss. Because of their magnitude, complexity and persistence, it is beyond the capacity of this project’s landscape focus to fully address these nationally important issues.

Interventions are premised on key considerations like: a) local and indigenous people rely on forests to meet their own domestic needs for fuel and other forest products as well as to supplement household income where employment in agriculture or off-farm activities does not suffice to earn a living for the family; b) lack of knowledge, skills and resources coupled with barriers in market access constrain productivity and eventually farm income, necessitating the continuing cycle of forest clearing for subsistence agriculture; c) irresponsible commercial farming and logging are intensifying deforestation and land degradation; and d) lack of clarity of land titles and difficulties in enforcing land rights and other regulations are providing perverse incentives for the exploitative use of nature.

Therefore the project will follow a multifaceted strategy addressing the need for improvements and changes at two levels: a) economic level, improving production and commercialization of a cluster of farms or community-based production forests and plantations in buffer zones or eco-tourism operations and the natural areas they are based on; b) structural level to address local governance, institutional capacities, small enterprise development, markets, and higher-level policy issues.

The background of threats, drivers and strategy mentioned above is the foundation of indicators designed for this project, together with the following criteria:

- Do the indicators appropriately measure progress towards achieving the project’s desired results?
- Is the measurement reliable and valid when performed by different people?
- Is the information easy to gather across project investments and report at all levels?

- Is the information useful to inform program decision-making and adaptive management processes?
Is the indicator sensitive to changes during the execution of the project?

In addition to the program performance indicators the project will also employ remote sensing and field validation methodologies across key investment areas to monitor biodiversity attributes, notably forest extent and degradation indicators that serve as credible and feasible measures of biodiversity status over space and time. This ambitious activity will be critical in contributing quantitative information for measuring the status of the project's principle goal of conserving biodiversity.

Furthermore, impact evaluation case studies will be conducted in each landscape to validate assumptions around project intervention impacts on community livelihoods and biodiversity conservation. This impacts research will study a representative sample of the project beneficiaries and compare changing environmental, social and economic conditions against control groups representing a counterfactual outcome for the study. These evaluations will measure over the program's timeframe, thereby generating both ex-ante and ex-post data for analysis and interpretation of effectiveness. The geographic scope and intervention types for these case studies have yet to be defined.

3.1.1 Objectives, targets and indicators

The project includes two types of indicators: 1) element indicators drawn from a standardized list of USAID environmental indicators and 2) custom indicators specific to the project's theory of change and therefore important for adaptively managing.

Indicators will be disaggregated by landscapes and where relevant by gender, ethnic group, level of education and age, measured systematically with a standardized methodology and reported at least on an annual frequency.

The following section will show the project indicators and targets by activity result:

Activity Result 1: Sound landscape planning and use of sustainable NRM practices

Indicator 1.1 Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)

Indicator 1.2 Number of hectares with improved natural resource management practices as a result of USG assistance

Indicator 1.3 Number people trained in improved productivity, land use management planning, and best practices for carbon-friendly production practices and adaptation to GCC

Activity Result 2: Improve environmental governance

Indicator 2.1 Number of natural resources management groups (government and civil society) with improved ability to manage natural resources

Indicator 2.2 Number of policies, regulations, legal agreements, or executive orders adopted that safeguard biodiversity conservation or strengthen local participation and rights

Activity Result 3: Improved sustainable livelihoods and ecosystem resilience

Indicator 3.1 Number of NR-based and nontraditional enterprises with increased organizational and enterprise capacity

Indicator 3.2 Number of land owner groups or individuals that submit application to PES markets

Indicator 3.3 Number of rural households benefiting directly from USG interventions (4.5.2-13)

3.1.2 Indicator and Targets Master Table

The following master table will be used in project reports presenting the summary of project indicators and targets information.

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
Activity Result 1: Sound landscape planning and use of sustainable NRM practices											
1.1	Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance (4.8.1-26)	# hectares	Sucumbíos Landscape	0		600,000		600,000		600,000	
			Cusco/Madre de Dios Landscape	35,000		70,000		70,000		70,000	
			Total	35,000		670,000		670,000		670,000	
1.2	Number of hectares with improved natural resource management practices as a result of USG assistance	# hectares	Sucumbíos Landscape	2,500		6,250		8,750		12,500	
			Cusco/Madre de Dios Landscape	80,000		145,000		155,000		155,000	
			Total	82,500		151,250		163,750		167,500	
1.3	Number people trained in improved productivity, land use management planning, and best practices for carbon-friendly production practices and adaptation to GCC	# individuals	Sucumbíos Landscape	95		215		315		420	
			Cusco/Madre de Dios Landscape	600		1,200		1,350		1,400	
			Total	695		1,415		1,665		1,820	
Activity Result 2: Improve environmental governance											

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
2.1	Number of natural resources management groups (government and civil society) with improved ability to manage natural resources	# groups	Sucumbíos Landscape	4		8		10		12	
			Cusco/Madre de Dios Landscape	5		10		15		20	
			Total	9		18		25		32	
2.2	Number of policies, regulations, legal agreements, or executive orders adopted that safeguard biodiversity conservation or strengthen local participation and rights	# legislative tools	Sucumbíos Landscape	1		3		5		28	
			Cusco/Madre de Dios Landscape	2		4		5		6	
			Total	3		7		10		34	
Activity Result 3: Improved sustainable livelihoods and ecosystem resilience											
3.1	Number of NR-based and non traditional enterprises with Increased organizational and enterprise capacity	# enterprises	Sucumbíos Landscape	4		8		10		12	
			Cusco/Madre de Dios Landscape	5		10		15		20	
			Total	9		18		25		32	
3.2	Number of land owner groups or individuals that submit application to PES markets	# applications	Sucumbíos Landscape	3		8		13		20	
			Cusco/Madre de Dios Landscape	0		0		13		26	
			Total	3		8		26		46	

Number	Result/Indicator	Unit	Disaggregation	Year 1		Year 2		Year 3		Year 4 / Life of Project	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
3.3	Number of rural households benefiting directly from USG interventions (4.5.2-13)	# households	Sucumbíos Landscape	50		145		225		300	
			Cusco/Madre de Dios Landscape	50		150		300		650	
			Total	100		295		525		950	