



# **World Wildlife Fund**

## **Final Technical Progress Report**

**USAID Grant #512-G-00-96-00041-00**

**October 1, 1996 – April 30, 2004**

**July 15, 2004**

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In September of 1990, USAID awarded a three-year grant to World Wildlife Fund (Agreement #512-0784-G-00-0042-00), and WWF began its activities in support of the USAID Global Climate Change Program (GCC), this comprehensive initiative had the goal of reducing factors contributing to global climate change by reducing the net flux of greenhouse gases from terrestrial to atmospheric systems. WWF provided a natural basis for collaboration with Brazilian institutions and organizations, building upon established relationships to improve the ability of Brazilian NGOs and government institutions to collaborate on ensuring continuity and progress in protection of forest resources. Activities were aimed at developing economically and ecologically sustainable forest management alternatives that would decrease the rate of deforestation and improve the living conditions of the local communities while minimizing environmental degradation. A then concurrent grant from USAID (#512-0784-G-00-1043) provided additional support to WWF for these initiatives.

In October of 1996, USAID's grant #512-G-00-96-00041 to WWF began, building upon and providing continuity to USAID's support to WWF for the Program that began in 1990, and evolved to focus on alternative sound land-use systems for the Brazilian Amazon. Although this report endeavors to summarize results, accomplishments, and lessons learned between October 1996-April 2004, it must be stressed that it was the sustained, long-term support by USAID/Brazil's Environment Program that enabled these remarkable accomplishments to be realized.

The Program went through two main phases of development. The first, referred to as Brazil I, took place from 1990 to 1993, with the main emphasis on promoting the sustainable use of soil through systems of viable economic management and an analysis of government policy for the Amazon region. Eight components included Model Management of Conservation Units and their Buffer Zones; Assessing Potential for Extractive Reserve Promotion in Amapá; Improving Environmental Impact Assessments for Forestry and Ranching; Strengthening the Capacity of NGOs to Influence Policy; and Supporting Strategic Planning of Brazilian Government Agencies SEMAM and IBAMA. Still part of this first Phase, Brazil II took place from 1993 to 1996 with a gradual shifting of reliance on technical expertise from WWF-US based in Washington, D.C. to WWF technical staff based in Brazil. During these first six years, all WWF coordination was centralized in Washington, both in terms of administration as well as technical expertise. A "Program Office" of WWF existed in Brasilia, but was restricted to executing conservation actions in accordance with the International Program of the WWF Network.

The second main phase of the Program, referred to as Brazil III, began in October 1996 with seven main components: Protected Areas, Biodiversity Policy, Timber Management, Organizational Development, Environmental Education, Ecotourism, and Training of Conservation Professionals. Also, in October of 1996, the WWF office in Brazil became a

“National Organization (NO)” of the international WWF Network. As an NO, WWF-Brazil had a new role whereby any actions by the Network were conducted through WWF-Brazil as an autonomous member of the Network. This raised the profile and strengthened WWF’s voice within Brazil, while at the same time carrying the weight of being part of a large, respected international conservation organization. This did, however, necessitate a transition period of consolidating and incorporating ongoing projects into a strategic plan for WWF-Brazil. The former years as partners in the USAID Environment Program not only contributed to achieving USAID’s goals, but had provided important capacity building and sustained financial support to WWF-Brazil itself. This report focuses on Brazil III, concluded in April 2004.

While an impressive number of results and products were realized between 1996 and 2004, many of these were made possible by the base that had been established over the previous years of USAID support to the comprehensive and integrated Program. The effects of these results will extend well beyond the life of the Program, and the stepping stones that were laid at critical times only began bearing fruit after years of effort. Partnerships that were forged in the early 90s continue today (i.e. FVA, IMAZON, IPAM, INPA, ISA, and many others) in a matured relationship. Only the promise of a long-term commitment could inspire and encourage these partners to work with us, and the focus on partnerships was the only way to implement such a large and complex program.

The long-term tenure of some members of the USAID technical staff in Brasilia was a key factor in the continuity and coordination of the Program as well, contributing institutional memory and input of lessons learned. The USAID Environment Program was instrumental in forging and strengthening partnerships among its grantees in a participatory manner that resulted in a strategic program that produced results that would not have been possible in isolation. The Program was fundamental as an incubator for organizations, and USAID’s high standards of accountability and compliance with regulations served to increase the capacity of nascent organizations to compete for and secure support from other sources, thus providing for the sustainability of their work.

WWF served a key role in providing the necessary financial and administrative oversight together with technical assistance to make possible the implementation of this Program. Organizations such as IMAZON, FVA (both founded in 1990), IIEB, and others are now viewed as “centers of reference” in Brazil, and their influence has reached high levels of the Brazilian government. The resulting capacity building, organizational strengthening, community development, training, research, public policy advances, together with on-the-ground work, all contributed to USAID’s Strategic Objective “Environmentally and socioeconomically sustainable alternatives for sound land use adopted beyond target areas.”

And, although grounded in good science, the respect for cultural norms and the focus on addressing human needs were instrumental in generating the political will necessary for long-term conservation results. The incorporation of gender equity into the Program has increased the participation of women and opened opportunities to communicate and raise the level of respect for their concerns. Also, a greater number of women are now heading NGOs than in the past.

This report presents a relatively brief synopsis of the evolution, accomplishments, and lessons learned since the inception of the Program. For more detailed information, please refer to the semi-annual reports that can be found compiled on the accompanying CD.



## **Protected Areas – Jaú National Park (JNP)**

The Amazonian NGO, Fundação Vitória Amazônica (FVA) was founded in 1990, and WWF began working with FVA on plans to support biological research, environmental education, and the development of sustainable economic alternatives for the traditional communities in and around the Jaú National Park (JNP). The sheer size (2.27 million ha) and inaccessibility of the Park posed immense challenges to researchers working in the area. However, with the help of strategic planning exercises with WWF staff, FVA realized that the most urgent need was to concentrate on JNP and its need for a basic Management Plan. With constantly changing IBAMA officials, FVA proved to be the organization with the necessary continuity and credibility, and was asked for a proposal to develop a Management Plan. Until this time, the only solution available once a National Park was declared was to relocate populations outside park boundaries, often resulting in conflict and a lack of acceptance of the conservation goals by those displaced and those living in a close proximity to the parks.

Whereas the Amapá Extractive Reserves (see next component) represent one type of protected area – that of direct use – WWF also worked with a second type of protected area in JNP – that of indirect use. These areas represent the two major contrasting types of protected areas in the Amazon. While protection is the highest objective in JNP, the main objective in Amapá was sustainable development for traditional forest dwellers, with protection seen as a necessary but not sufficient condition for that objective. These pilot efforts were specifically designed to influence the design and implementation of other protected areas in Brazil, both by the government and by major donors such as the World Bank.

Expeditions into the JNP involved a multi-disciplinary team of government and non-governmental agencies, biologists, medical specialists, social scientists, and agronomists who developed a positive interaction with the population living within the Park while they gathered the necessary information on which to base a sound and equitable Management Plan for the Park and its residents. Equipment and infrastructure critical to this work was funded by the earlier Phases of the USAID Environment Program. Using a then-novel highly participatory approach based on collaboration between the local residents and IBAMA, FVA strove to provide an alternative approach to protected area implementation. To achieve this, FVA conducted numerous site visits to the communities to map the area and resource use by each household. The resulting zoning of JNP took into account the need to preserve the Park as well as the needs of the resident population, including legal issues, health, education, income generation, and sustainable use of resources.

Currently, FVA is concentrating its efforts on the effective implementation of the Park and in promoting income generating activities that use the natural resources in a sustainable manner. Groups have been organized to produce handicrafts from local plant fibers – a project called Fibrarte. The impact of scientific information generated and published by FVA has placed them in a role of working with public policy at all levels (municipal, state, and federal) as well as serving as an intermediary between interest groups in conflict resolution. FVA participates in a variety of forums, including Agenda 21 Brasileira, GTA, PAE, COMDEMA, and serves on the Program Committee of ARPA. With the long term institutional support from USAID, FVA is

now able to secure financial support from, among others, the Ford Foundation, Hewlett Foundation, Kolynos do Brasil, the Ministry of Environment, and the Blue Moon Fund.

### **Highlights:**

- An innovative methodology of documenting and mapping resource utilization by Park residents was developed jointly with local communities. Data was processed in a Geographic Information System (GIS), and results were incorporated into the zoning of the Park that was defined in the Management Plan.
- FVA designed and implemented a database that standardized the data collected. Resident families were included in the research expeditions, earning income and becoming active participants in implementing the Management Plan. Staff of FVA received extensive training in GIS systems and mapping.
- A Management Plan for Jaú National Park was finalized in participatory process involving the Park residents, and the Plan was approved by the IBAMA in 1998. The Plan was praised as unprecedented in quality and technical depth, promoting solid community organization as well as producing valuable scientific knowledge.
- The boat used for scientific expeditions, funded by USAID from an earlier grant to WWF, was refurbished and upgraded to better fill the needs of the researchers. This floating laboratory allowed researchers to work while traveling the long distances required in such an extensive area.
- A new methodology for research in JNP was developed in 1999, called “Windows on Biodiversity,” that defined research priorities for the Park. Phases I to IV of this research conducted through Nov. 2002, was followed by sharing of information with communities, an evaluation by researchers of results, and planning for next steps.
- Two species of birds and two of frogs new to the Park were registered in 2000, and every species list was significantly increased during expeditions. In 2002, more species new to the Park were recorded, and the bird inventory of JNP is now well-recognized, and is only one in the Brazilian Amazon maintained systematically over uninterrupted ten-year period.
- FVA published an EE book on fish in the Rio Negro basin, and this was distributed to the region’s public schools. A number of scientific articles were produced, as well as a video.
- In November 2000, Jaú National Park was declared a World Heritage Site by UNESCO.



## Protected Areas – Extractive Reserves in Amapá

Beginning in 1990, in partnership with the Institute for Amazon Studies (IEA) and the National Council of Rubber Tappers (CNS), this component's overall objective was to promote both forest conservation and improved living standards for the local populations the Cajari Extractive Reserve and the three Maracá Reserves in Amapá. The aim was to develop a productive and viable Extractive Reserve, thus demonstrating that the then new Extractive Reserve model could be successfully implemented. The strategy was not to replicate the functions of the state government, but to work as a catalyst/guide to implement a reserve that is viable socially, economically and ecologically. A new concept in the early 90s, IBAMA created several Extractive Reserves, which are "direct-use protected areas" where local inhabitants can harvest non-timber forest products (NTFPs). However, as a new concept, the lack of organizational skills, unplanned harvesting techniques, and difficulties in commercialization of products were among the challenges that made implementation of ERs a difficult task. Extractive Reserves have now been shown to be a viable type of direct use protected area if afforded the appropriate balance of involvement of the local population coupled with appropriate outside technical and organizational development assistance. This experience with the palm heart producers in the Cajari Extractive Reserve could well prove to be replicable with other products in other sites, demonstrating the viability of the concept and process for implementation of an Extractive Reserve.

### **Highlights:**

- In December 1996, the Cajari River Agro-extractivist Cooperative (COOPER-CA) was officially established for supervision of the açai palm heart management process, palm heart processing, and its commercialization. In March of 1997, a Letter of Agreement was signed between WWF and CNPT/IBAMA to collaborate in developing a palm forest management plan and training of local producers of palm heart. Partnership with IBAMA was significantly strengthened. An inventory of 1,100 ha of açai forest was conducted, a management plan was developed, and the plan was approved by IBAMA.
- Technical assistance arising from this partnership was given in palm heart processing, palm forest management, and cooperative management and administration. Ongoing training was provided to community members, factory workers, and cooperative directors to for much-needed training in harvesting, production and commercialization of açai, as well as environmental education, monitoring and evaluation, and leadership skills.
- In 1996-7 extensive capacity building efforts for COOPER-CA directors led to their actively taking charge of the Cooperative's management and administration for the first time.
- The first açai palm heart processing factory was inaugurated in June 1997, with initial production of 15,000 cans/month beginning in July.
- An M&E system was developed to identify the environmental impact from the harvesting of the açai palm heart.
- A workshop was held for 30 producers to prepare a palm heart collection calendar and a specialist in palm heart processing was contracted to provide TA to factory workers.
- COOPER-CA obtained US\$33,000 from the local government for rotating fund – this was only possible due to the Cooperative's increased financial management capacity.

- A CNPT technician and a COOPER-CA director participated in EE and M&E workshops provided by this Program, and brought back new skills to implement in the community.
- The federal Ministry of Health issued new health code regulations in 1999, resulting in the factory being out of compliance. After careful analysis, it was determined that constructing a new plant would be more cost-effective than upgrading the standards of the old factory. Negotiations with the state government succeeded in getting them to agree to help pay for constructing a new factory.
- Ongoing TA was provided by WWF staff and a forestry engineer of CNPT focused on improving COOPER-CA's ability to carry out, monitor, evaluate, and adapt management practices during the implementation of the Management Plan for harvesting palm heart. Adaptive management techniques ensured identification of and addressing of future needs as they arise.
- New areas were inventoried and the Management Plan was updated to ensure sufficient harvest for the factory. By Nov. 2001, an additional 960 ha in 21 non-contiguous sites were included in Management Plan that underwent a final revision in 2003. The Plan was approved by IBAMA on April 1, 2004, and included an assessment of new areas where the project could be expanded as well as including the açai fruit.
- Following a workshop organized by WWF to present FSC certification processes, the accredited certifier IMAFLORA conducted a pre-appraisal audit of the chain of custody. Audit findings led to adaptation of Management Plan to adhere to the criteria of FSC.



## Timber Management

The objective of this component was to design, test, and disseminate a sustainable, economically-viable, low environmental impact alternative to then-current predatory timber harvesting practices in the Amazon, thus reducing the loss of biodiversity and environmental degradation. The project first developed from a series of studies conducted by IMAZON on the prevailing practices in the early 90s of the timber industry in various regions of Amazonia. These studies documented the wasteful and inefficient practices that result from the industry's short-term perspective, lack of planning, and inadequate equipment and training. In spite of a relatively selective harvesting regime (only about 20% of standing timber volume was actually being harvested), secondary damage due to unplanned felling and skidding resulted in a devastated forest stand. This led to loss of biodiversity, accentuated emissions of carbon, and the area being left more susceptible to burning.

By including the participation of logging and sawmill industries, the pattern of previous attempts was broken when forest management practices were developed by the scientific community with little acceptance by the loggers. As a first step, IMAZON researchers conducted an in-depth literature review and visited different areas of forest exploitation. A field test was established in 1991 on a 200 ha area near the town of Paragominas, and this was divided into two areas -- a "planned harvest" on one portion (cutting of vines, selection of harvest trees, planning of felling direction, and planning of extraction trails), and "unplanned extraction" on the other (using methods then typical of the region). Conclusions from the analyses comparing these models showed that the managed plot had a dramatic reduction in damage to the forest, a slight increase in profit, and maintenance of the remaining forest ecosystem's structure and function.

Following the successful field experiments, the project focused on disseminating the results widely among the timber industry and to policy makers. The "planned harvest" model has now been adopted by timber companies throughout the Amazon. Large amounts of data were collected and analyzed, results were published in numerous scientific, technical, and educational publications as well as appearing in the mass media (print, TV, radio).

### **Highlights:**

- Throughout the period of this grant, communication vehicles were produced that enabled increased dissemination of the results of the successful experiences on low impact harvesting, including a WWF Regional Forest Map, a timber management manual and accompanying video entitled Florestas para Sempre, scientific articles, and more. Among the first to adopt the video was the Education TV of the Ministry of Education and Culture for use as a teaching tool, and the manual was adopted by the School of Agrotechnology of Manaus. In 2003, an updated video, entitled Green Gold, was produced in Portuguese, English, and Spanish, and was presented in workshops and seminars, trade fairs, and other venues. Over time, these were successfully disseminated, promoted, and adopted by government and industry. Nearly 1,000 copies of Florestas Para Sempre have been distributed to scientists, students, timber businessmen, and environmentalists in Brazil. This Manual was then translated into Spanish to fulfill a need in other Latin American countries, thus producing a beneficial impact on forest management throughout the LAC region.

- Among the numerous articles accepted by respected publications, a four-page article appeared in the May 2001 issue of “The Economist” containing the most important findings of the research on forest management and calling attention to the importance of setting aside large areas of public lands as National Forests. The article is a measure of the international credibility that NGOs supported by the USAID Program has reached.
- A Community Forest Management workshop was first held in Acre, and a formal event was held to launch the resulting report. Other workshops followed to build upon this base of information and involve a wider group of participants.
- A workshop on Sustainable Forest Management held in Manaus in 1999 to present advantages of certified timber to business people.
- In addition to the FSC Working Group, also created were FSC-Brazil, the Acre Community Forest Producers Group and the Amazon (corporate) Forest Producers Group.
- WWF organized a public hearing in the National Congress on Asian timber companies in the Amazon. International experts and IMAZON technicians also participated, and were invited by the state of Pará to organize a workshop about the Pará State case study on timber zoning in the Amazon.
- The Forest Stewardship Council was introduced in Brazil, a Working Group was established, and national criteria for plantations and native *terra firme* forest exploitation were established. Mil Madeireiras, the first FSC-certified timber company in the Amazon, declared the adoption of the Paragominas model was key to gaining its certification. WWF facilitated establishing basis for a Brazilian buyers group of certified timber.
- Field work continued, with post harvest silvicultural treatments and re-measurement of permanent plots. Areas of study over a ten-year period included monitoring the growth of managed vs. unmanaged forests; the rate of regeneration in managed forests; the annual growth patterns of three important timber species; and liana ecology and management with silvicultural treatments.
- The field data collection and analysis was concluded in 2002, and formed the basis for a PhD thesis of IMAZON’s Edson Vidal, and also provided material for several scientific articles. In all, USAID’s support contributed to IMAZON researchers achieving 5 PhD’s, 4 MS, and 36 other degrees. Many young people were trained who now occupy senior research positions in IMAZON, and over 50 young people were trained who today have important positions in other institutions such as IPAM, IIEB, the World Bank, etc.
- Lectures were given in a large number of national and international fora, widely disseminating the results of IMAZON’s studies and producing a large influence on policy and legislation.
- IMAZON staff participated actively with WWF staff in the successful effort to obtain approval of the ARPA project, an ambitious 10-year program in partnership between the Brazilian government, WWF, and the World Bank.



## **Biodiversity Conservation Policy**

The original goal of this component was to analyze current government policy, including legislation, that could contribute to causing a higher rate of deforestation, and to propose forest policy laws that could be applied on the ground and were more compatible with conservation and sustainable development. WWF sought to influence appropriate land use in Amazonia, including supporting pilot zoning in the state of Acre.

Given that Brazil is a signatory of the Convention on Biological Diversity (CBD), and the fact that Brazil hosted the UNCED follow-up in 1997, WWF was able to bring the experience of the USAID Environment Program, as well as other experiences of WWF, to the debate on establishment of the National Strategy on Biological Diversity. WWF participated actively in the national debate on protection of biodiversity and access to genetic resources during the development of the National Strategy on Biodiversity.

WWF was actively engaged in the debate and resulting definition and approval of the National Conservation Units System (SNUC) in the National Congress. This bill reorganized the network of protected areas in Brazil, including creating new categories of protected areas. WWF was able to bring to this debate its experience with the Amapá extractive reserves and Jaú National Park, with a specific focus on one of the most polemic and difficult aspects of protected areas in Brazil – that of the relationship between the conservation unit and the local human populations.

WWF developed a case study of the tax incentive “ICMS Ecológico” that had been adopted by 4 out of 26 states. This case study documented and disseminated the results and analyzed the possibility of implementing it in other states. WWF was also engaged in promoting the Natural Heritage Private Reserves (RPPN) as another promising incentive for biodiversity conservation, producing a guide on how and why to create RPPNs.

In 1995, WWF played an active role internationally in the founding of the Forest Stewardship Council that was formalized at a Founding Assembly in Canada. To bring the international initiative to Brazil, in 1996 WWF initiated the process of creating an FSC Working Group in Brazil. This Working Group encouraged FSC in Brazil to adapt the International FSC Principles and Criteria to the specific situation in Brazil, and at the FOREST 96 International Congress held in Belo Horizonte, materials were distributed to those in attendance where the timber management component of the USAID Program was also disseminated. The FSC in Brazil was chaired by WWF, with a full-time executive coordinator.

Over time, the original focus on policies affecting the Amazon was expanded to have national influence. Throughout the period of this Program, WWF-Brazil’s CEO, together with its Policy Officers, participated actively in policy dialogues on local and national levels. WWF is now recognized by both governmental and non-governmental organizations as an important voice in national public policy related to the environment, based on both WWF’s technical and scientific capacity and its ability to motivate and work with a large network of partners. This component is a good example of the synergetic effects between the development of field-tested models (i.e. timber management, palm heart processing in an extractive reserve) with focused policy actions.

WWF was able to build on the experiences with protected area field projects (both WWF's as well as those of other USAID grantees) to expand the impact of this work to influence government policy. It is also an example of WWF's ability to create a broad constituency among stakeholders through articulation and mobilization at many levels and with various sectors. It is critical to success to work with a wide range of partners from academia to NGOs to federal, state, and municipal governments.

### **Highlights:**

- In 1997, a review was made of results to date of the states that had adopted Ecological ICMS (value-added tax using conservation actions as partial criteria for distribution of tax revenue among municipalities). Two documents (one very brief and one more technical) were then produced to disseminate opportunities and advocate for its implementation in Brazilian states that had not yet adopted the Ecological ICMS. As a result, the new government of the state of Mato Grosso do Sul consulted WWF on the possibility of adopting it in their state. It was then discovered that one had already been approved in 1994, but never implemented. WWF and the state's Environment Secretariat headed a technical group to develop regulations of the law. In 1999, WWF gave nine workshops on ICMS in the states of Goiás, Bahia and Mato Grosso.
- An NGO working group on Sociobiodiversity, coordinated by WWF, actively participated in the re-appointment of the Board of Directors of FUNBIO, the local funding mechanism for GEF's environmental program in Brazil. WWF served as the representative of NGOs on the Board, tasked with designing a flexible funding mechanism and selection of priority areas for funding.
- After a year of concerted effort by WWF, Brazilian President Cardoso made a formal public commitment in 1998 to protect 10% of all types of forests. WWF's Alliance with the World Bank brought high profile, official support to WWF's Forests for Life Campaign. Dissemination of WWF's Global Forest Map highlighted the critical condition of the world's forests, and Brazil's important role on a global scale was widely portrayed in the Brazilian media.
- In 1998, the Ecoregion Conservation concept that developed by the WWF Network was adopted for use by federal environmental entities as the methodology to define strategies and planning for biodiversity conservation
- In 1999, a group of congressmen, with heavy influence from the well-funded agricultural sector, sponsored a bill to amend the Forest Code that would substantially weaken forest protection. WWF was instrumental in integrating a technical group within CONAMA to develop a sound counter-proposal. WWF mounted a campaign "SOS Forests" that generated intense media coverage and public interest, and the bill was eventually defeated.
- A broad agreement was signed between WWF and the state government of Acre to "promote programs and projects to be jointly implemented in the areas of conservation and sustainable development for the traditional and rural population." With a very favorable political climate in the state, collaboration was fruitful with WWF, IMAZON, and the state government in the zoning process (ZEE) as well as the design and implementation of the forestry policy for the state. Due to the successful experience in Acre, this was then disseminated to the state of Amapá, where IMAZON was called on to provide TA for the identification of the forestry potential.

- FVA staff was invited by the governments of Amazonas and Amapá to participate in the zoning processes in these two states. IPAM, working with the state government of Amazonas, decided to adopt the methodological design of FVA's Windows on Biodiversity for working on biodiversity issues of the zoning process.
- WWF was very active in advocating the necessity of passage and the eventual regulation of SNUC bill (National System of Conservation Units) in the National Congress. WWF participated in the Symposium on Human Presence in Conservation Units and disseminated over 1,000 copies of the report on the symposium. This report contributed to the development of a consensus proposal that was submitted to the Brazilian National Congress, seeking to involve local populations as active partners in effective implementation of protected areas, a polemic issue in the bill under consideration by Congress in 1998. The bill was passed by the Chamber of Deputies, partially meeting the objective of WWF's Forest Campaign. The Campaign continued, including the preparation of a letter to the President of the Senate that was signed by over 3,000 people. Eventually, SNUC was passed by the Senate.
- In 2001, IMAZON and WWF recognized that NGOs could be sending conflicting messages to the government on the priority areas for creating protected areas. This resulted in the production of a single map illustrating a consolidated proposal for creation of protected areas in the Amazon, and become a very powerful advocacy tool in joint policy work.
- In 2001, an Amazon Community Forest Steering Group was created as a natural evolution of the highly successful Amazon Community Forest training programs carried out in partnership with IIEB. At a meeting hosted by WWF, representatives of a number of governmental and non-governmental organizations, together with reps from USAID, GTZ/KFW, and DFID, the Steering Group was charged with developing an Action Plan and budget to provide financial, technical, and policy support to promote Community Forestry in the Brazilian Amazon.
- In 2002, a partnership was established with IBAMA/Incrá/WWF for the creation of 20 million ha of new protected areas and sustainable use reserves in the Brazilian Amazon. INCRA had promised to pass 20 million ha to IBAMA, but by May 2002, only 10 million had actually been transferred. WWF provided technical assistance and a state-of-the-art synthesis of the various mapping exercises of IMAZON, PROBIO, FUNAI, and WWF itself. WWF also financed aerial surveys of most of these areas, and with the information gathered, influenced the definition of the category of protection that would be granted to these areas.



## Environmental Education

This component focused on building capacity to use environmental education (EE) as a tool to achieve the conservation objectives of WWF and the USAID Environmental Program. In early 1992, WWF organized, with non-USAID funding, a network of executants of EE components in natural resource management field projects. This was then incorporated into the USAID-supported Program with the objective of increasing the ability of target projects to plan, develop, fundraise for, and evaluate EE in their projects. WWF conducted a series of workshops for development of new EE components in natural resource management projects in the Amazon, with ten field projects participating. Each session was conducted at a site of participating projects, contributing to the local project and sharing lessons that were brought back by participants to their own projects. Through this process, WWF was able to increase attention within conservation organizations and project managers on the importance of EE as a tool to achieve conservation. A group of key individuals were trained to continue to systematically design EE efforts and maximize their impact. The methodology developed in these workshops influenced other components (such as ecotourism) to serve as a catalyst to employ similar methods for capacity building with field partners.

### Highlights:

- Over a dozen partner organizations that were implementing Integrated Conservation and Development Projects (ICDPs) participated in a three-phase course developed by WWF. This consisted of a series of workshops over a two-year period to design, implement, and evaluate an EE component as an integral part of their projects. Phase I established and prioritized what conservation problems could be addressed with education, who were the target audiences, and what behavior changes could be expected from the EE component. An informal technical support network was established among the participants.
- Training efforts targeting government agencies were conducted in partnership with the Division of Environmental Education of IBAMA at the federal headquarters in Brasilia. In Nov. 1992, WWF supported the EE professionals in IBAMA to carry out a training course in the basic concepts of EE for staff of all the IBAMA nuclei in the northern half of Brazil. Those trained went on to develop inter-institutional EE Commissions with representatives from the State Secretariats of Education and Environment as well as other agencies.
- In May 1994, WWF and IBAMA jointly organized a very successful workshop in dispute resolution and consensus building for these inter-institutional Commissions in each of the nine states in the Legal Amazon. These and other efforts laid the groundwork for continuing collaboration with government agencies.
- Numerous visits by WWF staff provided on-site technical assistance throughout the process.
- Case studies of the experiences of 12 participating projects were prepared for publication, in order to multiply their impact regionally in a future phase of the Program.
- A major goal of this component was to establish a multiplier effect. Agreements were reached with local governments to incorporate the EE Program into their area – where just a few examples include schools throughout Santarem county that trained 110 teachers in 55 communities; with Silva Jardim, Rio de Janeiro, to train 24 teachers; with the government of Alto Paraiso to train 20 teachers in the rural areas of the region; and with the Ministry of Environment to develop an EE project in Acre that trained teachers from 52 public schools in Rio Branco and towns located in the buffer zone of the Serra do Divisor National Park.

- An external evaluation of WWF-Brazil's EE Program as a whole was conducted in 1999, with very positive results.
- An example of the cross-fertilization of the overall Program, 16 tour guides from the Chapada dos Veadeiros ecotourism project also attended an EE workshop to reinforce the educational role of the guides.
- Four books were published and widely disseminated: 1.) Caminhos e Aprendizagens – Educação Ambiental Desenvolvimento e Conservação (Roads Traveled and Lessons Learned: EE, Conservation, and Development), with the experiences and practices of EE in 14 ICDPs; 2.) Educador Ambiental: 06 anos de experiências e debates (Environmental Educator: six years of experiences and debates); 3.) Aprenda Fazendo: apoio aos processos de Educação Ambiental (Practical Guidance for Environmental Education – Tool Box); and 4.) Fazendo Educação Ambiental – O Mundo da Várzea (Practicing Environmental Education – The World of the Floodplain). The books were launched in a number of events in 2000.
- In 2002, the most complete compilation of EE experiences in the Brazilian Amazon was completed, and was published in the book Reflexos das cores Amazônicas no Mosaico da Educação Ambiental (Reflections on the colors of the Amazon in the mosaic of EE). Resulting from a three-year effort by over 300 professionals, it describes 198 EE projects in six Amazonian states. The process of developing the book was instrumental in helping to create the Amazon Network of Environmental Educators.
- Meetings were held with a number of public educational institutions on the federal, state, and municipal level to disseminate WWF's experiences and encourage the implementation of the National Environmental Education Law that mandates inclusion of EE in all primary and secondary school curricula.
- A full-color map of Brazilian ecoregions was developed by WWF and was included in the National EE Curriculum Program of the Ministry of Education, with the commitment to distribute copies to every public school throughout Brazil.



## Ecotourism 1996-1999

In 1996, support from this USAID grant enabled WWF to develop a capacity building project for ecotourism (PEC) as a sustainable economic alternative for local communities in priority areas. The role of local communities is crucial for the success of any project involving protected areas. The case of Silves demonstrates innovative governance where local people spearheaded an environmental protection movement, then institutionalized regulations and enforced them.

Although WWF support for projects in Silves and Chapada dos Veadeiros began in 1994, this new and innovative program involved a participatory development of a methodology and planning in ecotourism to support community based ecotourism, promote the conservation and economic sustainability in protected areas and their buffer zones, training of guides and managers of protected areas, and contribute to the creation of standards of quality leading to certification.

A multi-disciplinary group of specialists in community-based ecotourism development and management gathered at a first workshop in 1996 to develop a methodology for a 3-year training program, including development of a Manual as its major tool. The expertise represented in the workshop included ecotourism planning, environmental education and interpretation, trail development, architecture, impact management, community development, ecotourism product development, marketing, and financial administration.

The participatory method of developing the Manual brought about the feeling of collective ownership. Strategies and activities developed in this component have contributed to other components, including protected areas, education, policy, and training as well as becoming an integral part of ecoregional conservation programs of WWF.

Currently, WWF works with over 40 government and private partners, and has the largest portfolio of projects in ecotourism and sustainable tourism in Brazil. Funding for continuation of this component is expected to continue from various members of the WWF Network, as well as through partnerships with IDB and the Embassy of Japan.

### **Highlights:**

- Eight projects were selected for participation, representing different biomes, types of protected areas, and varied approaches to the development of community-based ecotourism. These projects included: Chapada dos Veadeiros (Cerrado); Silves (Amazon varzea); Mamirauá (Amazon varzea); Extractive Reserves in Rondônia (Amazon forest); Nature Parkway ( Pantanal); Fernando de Noronha (coastal/marine); Poço das Antas (Atlantic Forest); and Superagui National Park (Atlantic Forest).
- A total of six participatory workshops were held every 6-months where each participating project developed a six-month workplan for intervals between workshops, and fruitful exchanges between projects took place. Early in the process, local guides in Chapada dos Veadeiros were trained on trail development using the relevant chapter of the draft Manual.
- Technical assistance was provided by WWF staff to individual projects during the periods between the workshops. As the series of workshops proceeded, chapters of the Manual were drafted and reviewed. The final workshop in the series was held in May of 1999.

- Construction and/or upgrades of the installations took place in Silves, Mamirauá, and Rondônia; improvements in trails and interpretive signs were completed in Fernando de Noronha, the Pantanal Nature Parkway, Superagui National Park. Visitor impact monitoring was established for Fernando de Noronha, and Chapada dos Veadeiros. Case studies to be included in the Manual were completed for the eight projects, each focusing on a different aspect of ecotourism.
- Ecological methods of construction were shown to help conserve natural resources as well as giving a marketing differential to ecotourism destinations. Dissemination to the local communities encouraged adoption of these methods for structures outside of the ecotourism project as well.
- Communities in two regions decided to develop ecotourism (RESEX-RO, Superagui-PR), and another community improved management of an ongoing project (Silves-AM)
- New ecotourism operations were begun and now have improved management (RESEX-RO, Mamirauá-AM, Noronha-PE, and Mico-leão-RJ)
- Five projects developed trails and interpretive materials (Veadeiros, Noronha, Mico-leão, RESEX-RO, and Silves) and two projects were invited to develop trails in national parks (Noronha, Veadeiros).
- Consultants were hired to prepare a chapter on Planning for Ecotourism, and another on Development of Environmentally-sound Infrastructure. A workshop gathered 16 experts to develop a chapter on Participation and Partnerships.
- The long-awaited final version of the 453-page Community-Based Ecotourism Manual was published and launched in November 2003. As the first such publication aimed at the local Brazilian reality, the Manual includes sections on planning, implementing, and managing ecotourism installations by local communities.
- Publications in a technical series produced by WWF included: Planning in the Recreational Use of Fernando de Noronha National Marine Park, a case study on Certification in Ecotourism in Brazil and the World, norms for lodging in sustainable tourism, and Public Policy for Tourism and Ecotourism. A number of folders, posters, maps and other materials were produced and widely disseminated.



## **Training of Brazilian Conservation Professionals (Natureza e Sociedade)**

The Natureza e Sociedade Program of WWF began in 1994 with support from the Ford Foundation, consisting of a program of grants for the field research of Brazilian MS and PhD candidates. The Brazilian government scholarship programs cover most of the needs of graduate students for tuition, but there is no program that covers the costs of actually carrying out thesis research – thus this program of competitive awards filled that gap and encouraged emerging professionals to focus on the interface between research and practical conservation.

In 1996, a new partnership was established between WWF and the State University of New York Office of International Programs to implement a program to train Brazilian conservation professionals. Consolidating WWF's ongoing support for graduate student thesis research in Brazil, this now incorporated training activities that had been carried out by SUNY under a separate contract from USAID. This new joint effort combined WWF's systematic approach and field network with SUNY's flexibility and expertise in developing training programs that met individual needs.

One of the most critical and scarce resources in management of new and existing protected areas in Latin America (especially in the Amazon region) is the lack of adequately trained and equipped local professionals. To address this need, WWF has focused intently on building local capacity of students, conservation professionals and practitioners, journalists, government staff, and many others. The priority target audience was composed of partners of the USAID Environment Program in Brazil and their local partners (both governmental and non-governmental). Support included academic programs (graduate thesis research in Brazil; fellowships for master/certificate programs and other long-term academic training outside Brazil); training in technical areas for practitioners (exchange visits, workshops and conferences within and outside Brazil); and institutionalizing training courses in Brazilian institutions. The Program succeeded in training graduate students who are now qualified and active professionals in the conservation and sustainable development field.

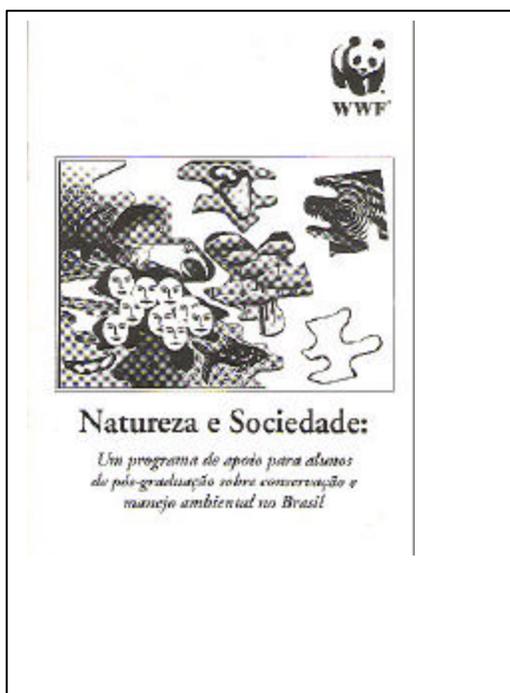
As one of USAID's goals is to strengthen Brazilian organizations that are working to increase protection of natural resources in Brazil's critical regions for biodiversity, and in an effort to solidify gains made during the first 4 years of the Nature and Society Program, WWF and SUNY helped spawn the International Education Institute of Brazil (IIEB) in early 1999. IIEB's primary objective is to promote cultural, scientific, and technical exchange by fostering training programs and promoting scientific and academic activities. With the full support of USAID, SUNY, and WWF, this Brazilian non-profit NGO has been successful in leveraging additional direct and/or counterpart funds to support N&S training programs from a variety of partners, including GTZ, DFID, and PP-G7. In 2000, IIEB signed a \$1.2 million agreement with the government of the Netherlands to support institutional development of environmental NGOs and municipalities. The credibility and expertise acquired over the past 10 years with the SUNY/WWF Program were vital to this achievement.

IIEB is now a key member of the Alfa Consortium of the USAID/Brazil Environment Program. In June of 2004, a new logo was designed (shown here) and the acronym was changed to IEB.

### **Highlights:**

- A Steering Committee was formed, and the name chosen for the newly combined program was “Natureza e Sociedade, Training of Brazilian Conservation Professionals.” Training priorities were established, as were the selection schedule, criteria and procedures, and the composition of the Selection Committee. A survey was administered to assess long-, medium-, and short-term training needs, and a consultant was hired to perform a survey of existing Brazilian training opportunities for inclusion in a new database of in-country training available. Application and dissemination materials were distributed to all 300 Brazilian environmental NGOs listed on the “Ecolista.”
- A “quick response fund” was instituted, where a small portion of the budget was set aside for proposals presented between Selection Committee meetings and requiring quick action – thus increasing the agility and responsiveness to demands.
- The first two Selection Committee meetings were held during the first six-month period, and twenty-five proposals resulted in selection of four long-term and seven practical programs for support.
- From April to September 1997, a total of 151 proposals were evaluated, with 14 MS and 12 PhD candidates selected for support, and 46% of this was awarded to females. Specialized training for 59 conservation professionals was arranged and implemented. A total of thirty individual and three institutional training proposals were evaluated, and from those two long-term, ten practical and two institutional programs were chosen for support. Matching funds from WWF more than doubled the resources provided by USAID for this component.
- From October 1997 to March 1998, a total of 133 professionals received specialized training, 7 MS and 14 PhD as well as 3 long-term, 10 practical, and 7 institutional programs were funded.
- From April to September of 1998, awards were given for 11 PhD and 7 MS theses, six individuals were provided with long-term training outside of Brazil; 24 professionals participated in short-term programs and a number of training events were sponsored providing training opportunities for 419 participants.
- From October 1998 to March 1999, 10 PhD and 7 MS candidates were selected for thesis research support, and training was provided to 612 conservation professionals in a variety of long- and short-term programs, specialized workshops, and other training events.
- From April to September of 1999, 11 PhD and 7 MS candidates were selected for thesis research support and 449 conservation professionals were supported in a variety of long- and short-term programs.
- From October 1999 to March 2000, 13 PhD and 13 MS candidates were selected for thesis research support, and 199 conservation professionals received support for long- and short-term programs.
- From April to September of 2000, 8 PhD and 13 MS candidates were selected for thesis research support, and 730 conservation professionals received support for long- and short-term programs.
- From October 2000 to March 2001, 11 PhD and 10 MS candidates were selected for thesis research support, and 492 conservation professionals received support for long- and short-term programs.

- Between April 1994 and March 2001, the N&S Scholarship Program received a total of 1217 MS and PhD thesis proposals, of which 234 were approved. In May 2001, research for 74 MS and 93 PhD theses were underway with support from this program.
- Between April and October 2001, 20 candidates were selected for MS and PhD thesis research support, and 31 candidates received grants to attend short-term courses, conferences and practical training. Eighteen in-country training events were sponsored, providing opportunities for 478 people.
- Between October 2001 and March 2002, 19 candidates were awarded grants to support their MS and PhD theses. 26 people received support for long-term training, and 35 professionals were granted support to attend short-term courses, conferences and practical training. None in-country training events were sponsored, with 671 participants. N&S workshops during this period had 148 participants. Field visits were supported to national parks and attendance at events such as the V Brazilian Ecology Congress, World Social Forum, Amazon Social Forum, Climate Change CoP in Marrakesh, and more.
- Between April and October 2002, 26 applicants received grants for long-term training in diverse content areas. Four of these were PhD students, 4 are MS students, and 18 attended specialization courses. 14 were granted support to attend short-term courses, conferences, and practical training. Nine in-country training events were sponsored with 720 participants, and three N&S Workshops took place with 164 participants.
- A number of workshops were directly designed and implemented where WWF and partners have technical expertise, including Environmental Public Policy, Media Skills for Environmentalists, Economics and Environment, Entrepreneurship in Sustainable Business, Economic Tools for Tropical Forest Conservation in Brazil, Ecology and the Carbon Cycle, and Community Forest Management. These workshops were all held a number of times and each very well attended.
- A review was performed of all the documents (theses, workshop and other reports), videos, and slides received from the grantees, enabling WWF and USAID to take full advantage of the applied research produced with our support and disseminate the results.



## Communications / Natureza Viva

A major theme of this component was to share the experience gained from WWF's extensive portfolio of projects with other projects, local organizations and government. Through documentation and communication of project results, WWF was able to produce a greater impact on biodiversity conservation and climate change, thus multiplying the effect of the USAID investment. WWF was able to systematically document and disseminate most components of the USAID Environment Program to a wide range of audiences. This included the production and dissemination of a number of videos, news releases broadcast on several important television programs, issuing press releases that were carried internationally, nationally, and locally, ensuring regular coverage in the specialized and general press. As a result, many of the specific projects are well known by specific target audiences, the general public has had significant exposure to the overall USAID Program approach of linking conservation and development, and improvements in the policy environment favorable to conservation have been stimulated. Dissemination of project results to opinion makers, leaders, and the general public is essential to making the links between field and policy to effectively achieve a wide impact.

The Natureza Viva radio program contributed to improving gender equity in communicating ideas, and women became better informed, their participation opened opportunities to raise the level of respect for their opinions (especially after speaking on a radio program that reached the entire Amazon). Feminine concerns/thoughts were inserted into the dialogue, and their voices “chegaram longe” (go far).

### Highlights:

- The first version of the Paragominas timber management video (1995) was widely distributed and was also broadcast on Brazilian national TV networks as well as by the local Pará state TV station. It is estimated that some 70,000 people viewed the video in one media or another. The video was awarded the “best script” award in the Brazilian environmental video festival in 1995.
- WWF set up a stand at Forest 96, the major trade and technical congress for forest issues in Brazil. The stand displayed our activities in the Amazon, including the Paragominas Project and Jaú Project through videos and printed material. WWF prepared an information pack in Portuguese about FSC (Forest Stewardship Council), and over 1,000 copies were distributed at the Forest 96 event.
- WWF produced a 20-minute video in Portuguese and English of the Jaú Project, and this was broadcast on national TV and in many private venues. Over 200 copies of the video were distributed.
- Both the Jaú and Paragominas videos were shown during Amazon Week VII in New York in September 1996, organized by Amanakaa. The videos were also extensively broadcast by the Ministry of Education TV Network that distributes educational videos to primary schools throughout Brazil via satellite.
- WWF, in partnership with GTA (Grupo de Trabalho Amazônico), Radiobrás (the national radio network), and UNICEF, established a radio program for Amazonia, called Natureza Viva. The show is a powerful vehicle for disseminating current events related to conservation and development and innovative field projects, with a target audience of rubbertappers, farmers, youth and women's groups, and all sectors of environment and social

leadership in rural Amazonia. Through the program, the impact of each project is multiplied and the potential for replication is created. The program was initially a weekly 90-minute show, but was expanded to a daily 30-minute show at an earlier time schedule more suitable for short wave broadcast and more convenient for the target audience.

- The Natureza Viva program played a role, together with other communication and media visibility during the Forest Code Campaign against approval by the Brazilian Congress of a new bill that would allow increased deforestation of the Amazon region. The bill did not pass, in spite of well-funded and well-connected interest groups in favor.
- In 2003, a CD was produced and widely disseminated, commemorating 10 years of Natureza Viva. Support for this program is now incorporated into funding for the ARPA program, thus serving as an important tool for implementation of ARPA.
- In partnership with IIEB, a course was designed and held a total of seven times for environmentalists on how to design and implement a communication strategy to reach society through the press. Participants included managers and technicians from NGOs, GOs, and private entities. After spending 5 days together, an increased understanding resulted for the others' points of view. A handbook was published in 2004, with 14 chapters, including text, suggested drills, charts, and illustrations on how each type of media works. The handbook is a valuable tool on how to contact and influence the media agenda regarding the environment.



# Organizational Development

This component began in 1993 and focused on increasing the institutional capabilities and sustainability of Brazilian environmental non-governmental organizations and, to a lesser extent, governmental organizations. The activities in this component were developed to support designated groups involved in implementing the USAID Environment Program, thus having a critical impact on the success of all components. During the initial phase of this component, WWF focused efforts on developing training methodologies and publications, implementing training workshops, conducting organizational diagnostics, formulating individual OD strategies, providing infrastructure grants, and identifying Brazilian OD consultants and training. Later, as specific needs were identified, WWF focused on providing direct technical assistance and monitoring progress of key partners. In addition to helping many organizations to improve their management capabilities, this component trained a total of 431 between 1990 and 1997 in the skills mentioned above. Many of these individuals and organizations continued to train others in these skills, providing an important multiplier effect. During this period, WWF developed and tested a methodology that has proven successful in increasing the organizational capacity of many partners, enabling them to concentrate on the achievement of their conservation goals. Also, a group of qualified individuals and organizations were identified and trained who can continue and expand provision of quality technical assistance in OD to NGO partners as organizations grow and new needs are identified.

Over the years of this work, WWF provided TA in the areas of community organization, project development and design, management of programs and projects, monitoring and evaluation, human resources, financial administration, management of community property, institutional strengthening processes, and organizational diagnosis and strategic planning. With cuts to USAID's Environment Program budget, funding for this as a separate component ended in 1999 and the WWF-Brazil staff position was eliminated. Individual projects, however, continued to incorporate and benefit from the OD methodologies and materials that had been developed.

## Highlights:

- After an extensive design process within WWF, a Monitoring and Evaluation system was developed both for WWF's overall conservation program as well as adapted for specific use in WWF-supported field projects. Representatives of these projects met at a series of workshops to exchange experiences, review and adjust the data collection instruments, and prepare a plan to implement the M&E systems for their organizations. These partner organizations included: FVA (Jaú National Park), IPAM (Várzea project), COOPER-CA Cooperative of Cajarí Extractive Reserve), ASFLO and ACVCV (Chapada dos Veadeiros), AMLD (Golden Lion Tamarin), Jupará (Bahia state), and OSR (Rubbertappers of Rondônia state).
- A report was produced and disseminated, entitled "Monitoring and Evaluation System for Conservation and Sustainable Development Projects: A Systematized Experience," presenting the methodology and experiences gained by use of the M&E system.
- A database was created of potential consultants with expertise in OD to facilitate the providing of appropriate TA to organizations that implement projects in partnership with WWF. Meetings were held with potential consultants to become part of a small group to design OD assistance in financial administration systems, management skills, and project

development and implementation. Consultants were identified and supported to provide OD to partner organizations.

- Strategic Planning Workshops were held and an Organizational Diagnosis was performed for numerous NGOs.
- A first-ever three-day Leadership Course was held in 1999 with participants from 14 environmental organizations. This course was developed with extensive consultation with experts to develop modules in leadership styles and decision-making processes; the importance of consideration of the local reality in the context of economic, social political, cultural, and environmental aspects; techniques and methods for effective leadership; and conflict resolution.

## World Heritage Sites

A unique opportunity presented itself for WWF to promote implementation of models for protected area management that incorporates the participation of local communities as originally developed in other areas of Brazil with support of this grant. In 2003, WWF finalized negotiations for an agreement with UNESCO and the Brazilian Ministry of Environment (MMA) that would generate \$380,000 in matching funds from the United Nations Foundation (UNF) to initiate the Brazilian World Heritage Biodiversity Program. This program is a long-term initiative to strengthen the conservation of biodiversity in five natural World Heritage Sites through integrated management with the regional scale ecosystems, capacity building of managers, and developing support of the communities in the surrounding areas for conservation of these sites. Capacity building for ecotourism will be provided to local residents as a potential source of income generation as well as to provide the encouragement needed to engender acceptance of this project and support from the population surrounding the Park.

With funds available from this grant, together with the matching funds from UNF enabled WWF and UNESCO, together with IBAMA and local partners, to initiate a program in two World Heritage Sites – the Iguaçu National Park and the Southeast Atlantic Forest Reserves, both located in the Atlantic Forest of Brazil. A workplan was developed and approved, and all activities that are carried out directly by WWF will be integrated with the general project objectives and activities. Funds from this grant were key in enabling WWF to be a major player in the design and implementation of this Brazilian government program, and ensured dissemination of important materials.

WWF has a long history in the Atlantic Forest of conservation field projects, policy work, and partnerships, and this provided an invaluable foundation upon which to build. Although USAID support in this grant was for activities in Brazil, this presented an excellent opportunity to include cross-border collaboration with Atlantic Forest conservation efforts in Paraguay and Argentina as well as Brazil.

As the basis for work in priority ecoregions, WWF has or is in the process of developing a “Biological Vision” for each – a science-based blueprint of what would be necessary to conserve the biodiversity and ecological processes of an ecoregion over the next 50 years. A Vision has been completed for the Upper Paraná Atlantic Forest ecoregion -- UPAF (where Iguaçu National Park is located), and one is under development for the Serra do Mar ecoregion (where the Southeast Atlantic Forest Reserves are located). As this grant period and USAID funding ended on April 30, 2004, the project will continue with other funds.

### Highlights:

- Socio-economic, biology, and GIS experts were identified and began work on developing an assessment of the Serra do Mar ecoregion. Available information was compiled and data for federal and state protected areas were requested from IBAMA and the state environment secretariats.
- A methodology to analyze opportunities and threats to biodiversity conservation in the Serra do Mar is being developed, based on the experience developing the Upper Paraná Vision.

- Important stakeholders working at the scale of the Serra do Mar ecoregion and Southeast Reserves were identified, and a workshop was held to gain their input on a preliminary assessment of biological and socio-economic data and in developing a strategy based on identified threats and opportunities for biodiversity conservation in the area. WWF's ecoregional approach, leading to the development of a Vision was presented and discussed, and discussions and conclusions from these workshops were recorded.
- The WWF Atlantic Forest Team, consisting of staff from the US, Brazil, Argentina, and Paraguay, developed a strategy for dissemination of the Vision for the UPAF, outlining target audiences and designing of the communication products to be produced in English, Spanish, and Portuguese. A CD was produced of the complete technical document to be distributed to partner organizations and individuals who are directly involved in activities to achieve the Vision. A shorter, graphically attractive document was produced in accessible language, accompanied by a map and a poster for wider public dissemination, including schools, libraries, government offices, NGOs, parks, etc. to develop a common sense of the location of the ecoregion and the main features of the Vision -- including core areas for strict protection and main corridors connecting them where forest cover must be maintained. The goal of these documents is to establish popular support for activities to achieve the Vision.
- An assessment of capacity building needs of target audiences was begun in partnership with the Atlantic Forest Biosphere Reserve. Target audiences include the state committees of the AF Biosphere Reserve, composed of governmental, non-governmental, and private organizations that are key players in addressing conservation issues in the region.
- A Pilot Project on Forest Landscape Restoration in the area was designed, with likely sites to be in the municipality of Capanema and/or the large block of property owned by the Araupel company on the Iguaçu River. Although Brazilian law requires maintenance of 20% forest cover and no deforestation in riparian forests, satellite images show that nearly the all have been destroyed. Thus, to comply with the law, restoration will need to target these areas first.



## Conclusions

Although the USAID/Brazil Environment Program began as a group of relatively isolated projects, it has matured into an effective, strategically planned, integrated Program that includes advocacy, integration of conservation and development, bridging the gap between scientific research and public opinions, and the informed, active participation of civil society in the conservation of natural resources.

Planning and action for the long term are essential to achieve lasting conservation results that link human development opportunities with the maintenance of biological diversity. Major partners in the Program have commented that the security of this long-term support enabled them in the early stages to focus less time on fundraising and more on long-range planning, capacity building of their organization, and on the actual implementation of their projects. The long-term nature of the support also enabled continued progress in spite of periods where obstacles or problems were encountered, allowing for periods of adaptive management based on lessons learned, changing circumstances, etc. It also allowed for participatory methods of developing projects – proven to be more successful, but more time-consuming.

The achievements summarized in this report were made possible by a strategic combination of direct implementation by WWF, as well as with partnerships with many other organizations and individuals. WWF provided technical assistance, capacity building, coordination of activities and cross-cutting issues, strategic planning, monitoring and evaluation, financial and administrative oversight, and wide dissemination of results and lessons learned. Cross fertilization between components such as field-based projects, OD, EE, communications, and policy produced cumulative results beyond what individual components could have accomplished in isolation. While many valuable accomplishments were mainly the result of direct implementation by partners, these were enhanced or only possible by the intercession and oversight of WWF as a major grantee of the USAID/Brazil Environment Program, creating a program greater than the sum of its parts. Being a partner in the overall USAID/Brazil program enabled WWF-Brazil to grow and strengthen as a National Organization of the WWF Network, and laid a solid foundation for being a valuable member of the Amazonian Consortium.

