



**Certification and Development of Forest Enterprises in the Peruvian Amazon:  
A Civil Society – Public – Private Alliance**

**Project #: 527-A-00-08-00027-00**  
**Reporting Period: January – March 2009<sup>1</sup>**  
**SO12**

**I. Summary of Activity Status and Progress**

**A. Introductory Paragraph**

This quarterly report informs on the progress for the second quarter of the project (January – March 2009), focusing on forest certification activities carried out in the different areas of the project. The implementation period of this project is October 2008 to September 2011.

The long term goal of the project is to promote the consolidation and modernization of the forest sector in the Peruvian Amazon, particularly, forest certification and fair, legal and responsible forest trade, within the framework of an effective civil society - public – private partnership.

The project's objectives are aimed at strengthening the performance of projects previously carried out by WWF-PPO on issues of responsible forest management, trade and forest certification.

The project purpose is to promote responsible forest management and trade based on forest management best practices and recognized international standards, as well as, showing that through sound conservation and responsible management of the forests it is possible to contribute to sustainable economic development which directly benefits local peoples and enterprises.

Thanks to the efforts of WWF, USAID and its partners, the project's staff has assisted a number of companies and indigenous communities who have been awarded with the certification for 420,000 hectares as well as certification of 16 chains of custody for responsible and legal forest trade so far.

In general terms, in this report period some advances have been made regarding administrative aspects, agreements signings and technical assistance provision. Global economy crisis have stopped the productive activities and has also caused internal changes in the organizational structures in several companies.

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## B. Highlights

The project started 18 months ago funded by WWF-NL as a match fund of USAID's contribution, but formally it has started, utilizing both funds, 6 months ago when USAID released their part of the fund in October. The work with the companies and indigenous communities so far has shown clear progress.

It is important to remark that the achievements of the part of the project funded exclusively by WWF-NL generated the baseline upon which the periodical progress is reported.

The contribution of the activities carried out in this trimester to this overall progress is:

- Forest Management Certification of *46,346 ha in the A&A Peru SAC* located in Madre de Dios. This represents the first company to be certified under the assistance of the staff for this project
- Two new transformation plants have been awarded with CoC certification. Transforestal 1 & 2 (located in Lima and Puerto Maldonado respectively) achieved CoC certification with the support from the technical staff of the project
- The Local Government (municipality) of Atalaya has agreed to cooperate with WWF in order to promote forest certification in the zone and work with the indigenous communities in order to improve their situation.

## C. Table of Budget

Activity number	Activity title	Status	Budget Year 1	Oct - Dic 08	Ene - Mar 09	Total Expenses to Mar 09 (US\$)
1	Forest Certification	On-track	126,998	12,831	30,768	83,398
2	Markets and added value for certified products	On-track	33,990	-	23,805	10,185
3	Governance and institutional strengthening	On-track	35,000	-	413	34,587
4	Visibility /Communications and training material	On-track	11,525	-	52	11,473
5	Monitoring	On-track	19,900	502	1,908	17,490
6	Operational Costs	On-track	98,258	15,775	25,705	56,777
7	Indirect Costs	On-track	50,479	4,512	12,811	33,156
<b>Total</b>			<b>376,150</b>	<b>33,621</b>	<b>95,463</b>	<b>247,066</b>

Status Categories: Completed, On-track, Delayed, Mixed performance, Pending, Canceled

\* Only USAID funds

## **II. Description of Site Progress**

### **A. *Key short and long-term program objectives for the sites.***

This project aims to achieve the following key objectives:

*Objective 1: Forest Certification.* To increase the certified forest area and consolidate the certification process in the Peruvian Amazon by providing technical assistance to forest concessions, indigenous communities and local forest industries to achieve forest management certification as well as for chains of custody certification from the forest gate to market.

*Objective 2: Markets and added value for certified products.* To ensure the economic sustainability of certification of private and indigenous community forest enterprises based on the introduction of technological innovations to improve the efficiency and productivity, the generation of national and international market links demanding certified timber products, and the provision of technical assistance to achieve added-value increase in the certified timber products through, diversification and improvement of the quality of their product range.

*Objective 3: Governance and Institutional strengthening.* To contribute to the development of a favorable institutional climate for the promotion of forest certification and chains of custody, in conjunction with improved governance, control and regulation of the forest sector, within the context of an effective civil society – public – private partnership

**B. Summary of Progress for Site** (if this provides added value or clarity, otherwise skip this section)

**Objective 1: Forest Certification**

	<b>Outcome</b>	<b>Baseline</b>	<b>Advances October – December 2008</b>	<b>Advances January – March 2009</b>
1.1	360,000 ha in selected forest concessions and indigenous communities achieve forest certification	0	<p><i>No companies were expected to be certified for this period. This is the progress in order to achieve certification for this period:</i></p> <p><i>04 SAS (Stepwise Approach System: Paujil Tawari Madedbol Shihuahuaco</i></p> <p><i>02 Action Plans: Paujil Tawari</i></p> <p><i>01 Forest inventory (commercial species): Amatec</i></p> <p><i>IC Mencoriari: 01 Forest sampling 01 Fauna evaluation 01 Dendrological study</i></p>	<p><i>01 FM certification in A&amp;A Peru SAC (46,346 ha) in Madre de Dios</i></p> <p><i>02 SAS (Stepwise Approach System: EMPEFOC DOS SAC A &amp; A</i></p> <p><i>TAWARI: 01 Action plan (including budget) 01 forest inventory</i></p> <p><i>PAUJIL: 02 training workshops (CoC and RIL) 01 forest inventory</i></p> <p><i>AMATEC: 01 AOP 01 GFMP reformulation 01 Fauna report 01 HCVF report 01 CoC manual</i></p> <p><i>IC Mencoriari: 01 Forest Operations Manual 01 Forest Management and Control Procedures Manual 01 Plan for the protection of the forest units and communitarian territory.</i></p> <p><i>IC Puerto Esperanza: 01 Planning for inventory &amp; budget</i></p>

	<b>Outcome</b>	<b>Baseline</b>	<b>Advances October – December 2008</b>	<b>Advances January – March 2009</b>
1.2	425,000 ha maintain the forest management certification	05 companies maintain the FSC certificate - 426,272 ha: AIDER, FRH – Forestal Rio Huáscar, Carlos Muñoz, CFA – Consorcio Forestal Amazonico, M&M – Maderacre & Maderija, AESA – Aserradero Espinoza	03 Companies maintained their certificates (AESA, M&M, CFA)	No activities were directly carried out for this trimester since the companies that were supposed to maintain their certificate already did in the past trimester
1.3	12 forest enterprises and timber products manufacturers are awarded with chain of custody certification	03 companies achieved certification prior to the signature of the contract with USAID with funds from WWF (Lucofi, Universal Flooring 1 & 2)	04 companies achieved certification (Lucofi, Universal Flooring planta 1, Universal Flooring Planta 2, Turbina SAC)	02 CoC certificates: Transforestal CCC 1 & 2 (Lima and Puerto Maldonado transformation plants) 03 Baseline evaluations carried out in: DeUno Designs CIMAGRAF* ANTALIS*  *Printing and publishing companies – non countable for reporting matters
1.4	10 forest enterprises and timber products manufacturers maintain the chain of custody certification	10 companies maintain CoC certification (Fast Trade, FRH, M&M, AESA, Palacios, GEA, Alida, Exportimo, Triplay Amazónico, Carlos Muñoz)	09 companies maintained CoC certification	07 companies maintained CoC certification. 01 CoC certificate is suspended (FRH)  This is detailed in section C

Objective 2: Markets and added value for certified products

	Outcome	Baseline	Advances October – December 2008	Advances January – March 2009
2.1	50% of increasing harvest volume (round wood) by introduction of best sustainable forest management practices and increasing range of harvested species	<p>03 companies evaluated CY08-S1:                      * CFA:                      Vo: 14,700 m3                      Sp:                      2006: 3 out of 13 = 23%                      2007: 5 out of 20 = 25%</p> <p>* AESA:                      Vo: 11,500 m3                      Sp:                      2007: 7 out of 16 species = 43%</p> <p>* Puerto Esperanza Indigenous Community :                      Vo: 336 out of 603m3                      Sp: 4 out of 4 species = 100%</p>	<i>The validated methodology to determine the baseline is ready</i>	<i>No baseline studies were carried out in this trimester due to the fact that productivity and harvesting evaluations are done together and this is not the logging period</i>
2.2	New investment of \$ 1 million in new technologies, infrastructure and staff training done by private companies	0	<p><i>No investments were planned to be carried out for this period. The following activities were developed:</i></p> <p><i>05 Business Plans:                      Apinihua                      Mencoriari                      Puerto Esperanza                      Galilea                      Mapiato</i></p>	<i>The compilation of internal information from the companies is still in progress</i>
2.3	40,000 m3 of certified wood sold on national and international markets by the end of the project, equivalent to \$12 million dollars	0	<i>No advances for this period</i>	<p><i>No advances for this period</i></p> <p><i>World's economic crisis has made the companies pause their productive and commercial activities for a while</i></p>

### Objective 3: Governance and Institutional strengthening

	<b>Outcome</b>	<b>Baseline</b>	<b>Advances October – December 2008</b>	<b>Advances January – March 2009</b>
3.1	<p>Three regional governments are supported by the project to strengthen their capacities to assume administrative and forest control competencies, and are capable:</p> <ul style="list-style-type: none"> <li>• To approve management documents within the deadlines established in the administrative procedures regulations</li> <li>• To implement control and supervision activities and operate an improved and efficient monitoring system in coordination with OSINFOR.</li> <li>• To have instruments of forest strategic planning for the mid and long term</li> </ul>	<p>03 work agreements signed with the regional governments of San Martin, Ucayali and Madre de Dios 01 Strategic Plan in San Martin</p>	<p><i>Support on the partial transference (control and supervision) of forest competencies</i></p>	<p><i>The support provided for the partial transference of forest competencies is still in progress</i></p>
3.2	<p>The Peruvian government establishes budgetary commitments for a minimum of US\$ 1 million to promote forest certification and legal forest trade</p>	<p>03 work agreements signed with the regional governments of San Martin, Ucayali and Madre de Dios</p>	<p><i>01 Minor project in San Martin (USD 90,000)</i></p>	<p><i>01 Signature of and Technical Assistance Agreement with the Municipality of Atalaya</i></p>

## ***C. Activity Description***

### **Component I: Forest Certification**

#### **i. Summary of major achievements and progress**

##### ***1.1 360,000 ha in selected forest concessions and indigenous communities achieve forest certification***

- ***Companies:***

For the first year, the project proposed to achieve forest management certification of 64,000 hectares, basically focusing our work in the forest concessions of PAUJIL (46,914 ha.) and AMATEC (20,940 ha.).

There have been some delays or stops in the activities due to internal administrative changes in the AMATEC and scarce financial capacity in PAUJIL as a result of global economic crisis. In AMATEC a big part of the stakeholders sued the administration of that moment to be in charge of the company. WWF technical staff has stopped working with AMATEC until things settle down back again. We believe this process will take around six months before it gets back to normality.

It is important to say that all the activities carried out in these two companies have already been reported (current and past trimesters).

- PAUJIL: In this trimester, a forest inventory was carried out in the concession and one map locating the sampling units was elaborated for monitoring and study purposes. The information was collected in 05 work blocks corresponding to 107 FMU by 04 teams and 01 team exclusively worked on dendrology aspects. The staff of the company was also trained in CoC and RIL aspects.
- AMATEC: In this trimester, monitoring activities related to the inventories were carried verifying 04 Spanish Cedar and 02 Azúcar Huayo from the 2008 inventory. The 2009 AOP is being elaborated as well as the reformulation of the General forest Management Plan - GFMP, Fauna report, High Conservancy Value Forests - HCVF report, CoC manual.

Even though there have been several delays and inconveniences with PAUJIL and AMATEC one excellent opportunity appeared in the middle of the situation which was the chance to work back again with A&A Peru SAC to carry out the activities that were initially planned to take place later on. The company is a part of a bigger business group with which we have been working and have already helped to achieve certification in other companies of the group (Universal Flooring 1 & 2, Turbina SAC, Maderyja).

Thanks to their intense work, they already had a considerable progress in their certification process and asked WWF PPO for technical assistance regarding productive and logging activities. WWF's technical staff worked hand by hand with the forest manager of the company by carrying out a Stepwise Approach System (SAS) evaluation to set a baseline and by elaborating and implementing an action plan that included and some other issues related to production, organization and technical limitations.

The company achieved the Forest Management certification of its operation by the end of February representing an area of 46,346 ha. This is the first company to be certified in this project which represents a milestone in the progress of our work to accomplish our goals.

In addition to all of these some other activities were carried out in the following companies;

- EMPEFOC-DOS SAC: During this period the technical team carried a Stepwise Approach System (SAS) evaluation in this company located in Madre de Dios (MDD) The inspection evaluated the activities developed in the field and an action plan was elaborated in order to achieve forest certification.
- TAWARI: An Action Plan, map and budget were elaborated, where 3 323 trees were inventoried and 91 lots were mapped inside the PCA 06. The forest inventory was carried out as a part of the action plan and the info collected in the field was digitalized and systematized (seeding trees, logging trees, future harvest and HCVF); a number of maps of the access ways were elaborated thanks to the previous GPS tracking work in the field.

- *Indigenous communities:*

WWF technical team has provided technical support in Ucayali (UCA), specifically Atalaya, to Mencoriari (58,504 ha) and Puerto Esperanza Indigenous Communities (IC) since last year. During this period, the support has been provided as follows:

- Mencoriari: WWF team has worked with them to help them finish their Forest Management Plan – FMP as well as to define the Forest Operations Manual, the Forest Management and Control Procedures Manual and the Plan for the protection of the forest units and communitarian territory
- Puerto Esperanza: WWF team has provided technical support by finishing the planning and budget for the next commercial inventory. Activities will start in the beginning of the next trimester.

## 1.2 425,000 ha maintain the forest management certification

The area that represents our starting point or baseline is defined by the number of certified hectares achieved in the previous project developed by WWF OPP entitled CEDEFOR (390,000 ha in private FC concessions and 35,000ha IC)

Our goal was to maintain these 425,000 ha in the following FC and IC:

Region	Nº	Companies	Ha
Madre de Dios	1	Maderacre	49,376
	2	Maderyja	49,556
	3	Aserradero Espinoza + Cocama	81,129
	4	Forestal Rio Huascar	25,533
Ucayali	5	Consorcio Forestal Amazonico	180,508
Huanuco	6	Wenceslao Carlos Muñoz	5,170
Total			391,272

Region	Nº	Indigenous Communities	Ha
Ucayali	1	AIDER (4 IC)	35,000
Total			35,000

In order to achieve this goal the following activities were developed and the results were as follows:

- *Companies:*

As reported in the last trimester, one of the main setbacks for this outcome was the suspension of the Forestal Río Huascar's certificate temporarily. The company had very short financial resources impeding them to solve the Corrective Actions Required by the certifier.

The good news are the company contacted WWF again in order to achieve certification back again by the end of June. We are already working with the company on programming the new activities for next trimester.

The forest concession Muñoz was suspended presenting 15 CAR's related to roads construction, logging techniques, legal issues, monitoring, storage and other aspects, 02 of them related to monitoring and legality issues, remained unresolved and the certifier body decided to suspend their certificate. The administration of this concession has decided not to continue with FM certification due to internal administrative problems as well as financial and economic issues. From now on we will be reporting on 420,000 hectares due to the present context.

Among other activities, the staff of WWF has been coordinating activities with AESA in order to determine a strategic area to monitor fauna specifically feline.

Status	N° Concessions	Forest Concession	Ha	Total
Concessions that passed by a Formal Evaluation	3	Consorcio Forestal Amazónico Maderacre & Maderija Aserradero Espinoza	180,508 ha 98,932 ha 81,129 ha	360,569 ha
Concession about to recover the certificate	1	Forestal Río Huascar	25,533 ha	25,533 ha
Concession that has the certificate suspended and will not continue with the process	1	Carlos Muñoz Valdivia	5,171 ha	5,171 ha

The Technical Assistance Agreement (TAA) with FC Consorcio Forestal Amazonico in Ucayali has not been renewed yet, but several agreements have been discussed directly. The TAA is being reviewed by CFA's staff in order to solve some CAR's presented in the last evaluation report.

- *Indigenous communities:*

AIDER maintains its certificate representing an extension of 35,000 ha. The TAA has been signed and over 8 activities regarding CAR's solving, sustainability planning and Peru GFTN membership aspects have been programmed and budgeted.

### 1.3 12 forest enterprises and timber products manufacturers are awarded with chain of custody certification

The goal for this year was to have 04 companies certified. This was achieved in the last trimester. These companies were: Lucofi, Universal Flooring 1 & 2 (Lima and Puerto Maldonado) and Turbina SAC in MDD.

During this semester 02 new transformation plants have achieved CoC certification. Transforestal 1 & 2 (located in Lima and Puerto Maldonado respectively) achieved CoC certification with the support from the technical staff of the project in the month February.

**1.4 10 forest enterprises and timber products manufacturers maintain the chain of custody certification.**

This is the current situation of the companies:

- GEA was sold and the new administration has decided not to keep the certification
- Corporacion Palacios closed
- Muñoz has been suspended
- Maderacre and Maderyja have split and are not a consortium anymore

Due to these changes, from this part the project will report over 07 companies, as shown in the chart below:

Region	N°	Companies
Madre de Dios	1	Fast Trade
	2	FRH
	3	Maderacre
	4	Maderyja
	5	AESA
Ucayali	6	Triplay Amazónico
Lima	7	Alida

**ii. Key management issues**

Constant internal changes in the administrative structure of the companies sometimes make the work hard since new administrations not always have the same goals as the previous one. This is the case of AMATEC and PAUJIL where WWF's staff worked intensively to make them achieve FM certification by the end of this year but had a very abrupt change in the administration.

Economic crisis has limited the capacities of the companies on investing and working on their operations. This causes a delay in the normal procedures that take place when inventorying, harvesting, producing and commercializing.

**Component II: Markets and Added Value for Certified Products**

**i. Summary of major achievements and progress**

**2.1 50% of increasing harvest volume (round wood) by introduction of best sustainable forest management practices and increasing range of harvested species<sup>2</sup>**

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<sup>2</sup> According to the information gathered from official sources, the production of round wood during the past five years shows an important increase. These figures support the intention to achieve a 50% increase in the harvesting volume.

This growth in the production reflects an improvement in the forest sector regarding management and logging procedures. WWF has contributed to this growth through the project CERF since 2007. This project intends to strengthen mainly the productive systems, markets and technological innovations and expects a volume increase close to 50%.

The methodology for the baseline evaluation has been defined and validated but no evaluations have been carried out since it is not the harvesting period and the operations must be running in order to evaluate the productivity and performance. The activities are expected to take place for the next trimester.

The project has the baseline for 03 (AESAs, Maderacre & AMATEC) companies and 01 indigenous community (Puerto Esperanza)

*2.2 New investment of \$ 1 million in new technologies, infrastructure and staff training done by private companies.*

This result is referred to the investments made by the company on machinery, equipments, services, expenses, trainings. The project has already developed an adequate system to track these investments but no detailed information has been collected yet since some of the companies have been very restrictive about their commercial, financial and economic information due to the economic crisis worldwide.

It is a dynamic activity so it will be done as the project progresses. In addition to this the TAA have a clause where the company agrees to provide this sort of data to WWF's project staff when required.

*2.3 40,000 m3 of certified wood sold on national and international markets by the end of the project, equivalent to \$12 million dollars.*

It is important to say that Miguel Pacheco (Forest production & Certification specialist) is now the new coordinator for the Peru GFTN and along with Carlos Cubas (Certification specialist & Monitoring) have developed a new work plan for this year focusing on adding more members and creating commercial links between members worldwide.

The staff in Madre de Dios has contacted ACCA to propose them to become a member of the Peru GFTN and we are in the process of planning some activities together.

Last year's volume of certified wood exported was 1,673.42 m<sup>3</sup> representing US\$ 1,889,434.70. The export amount from AESA represents 88.6% of the volume of certified products commercialized overseas.

So far 886.5 m<sup>3</sup> have been reported as sales of certified timber. It does not mean it is the only amount sold; the process of collecting the data related to certified timber sales is programmed to start in the next trimester due to the position of the companies right now facing global economy changes. The projection of sales for the next period is around 9,700,000.00 m<sup>3</sup>; we are strongly working with the companies in order to make this happen.

**ii. Key management issues**

Again, global crisis has determined a new status for the all the beneficiaries/partners. Most of the stakeholders involved in the activities of this project have shown their preoccupation regarding their economic a financial situation. This, of course, reflects on their productive capacity and the number of business links expected to happen for this year.

Some of the companies are overstocked and have no place where to send their products since their main buyers are also stopping the amount of purchases made under normal conditions.

### **Component III: Institutional Strengthening and Governance.**

#### **i. Summary of major achievements and progress**

#### **3.1 Three regional governments are supported by the project to strengthen their capacities to assume administrative and forest control competencies, and are capable:**

##### *3.1.1. To approve management documents within the deadlines established in the administrative procedures regulations.*

The work planned to be carried out in the regional governments of Madre de Dios and Ucayali is still in standby since the transference of competencies to the regional governments has not been fully completed and the suitability process is taking longer than expected.

One of the suggestions/inquiries from the partner donor USAID was to stop temporarily all the work related to government activities since further advances are not likely to happen under the current situation. We are still holding onto this premise.

##### *3.1.2. To implement control and supervision activities and operate an improved and efficient monitoring system in coordination with OSINFOR*

The process is still stagnant due to the lack of certainty about the functions of OSINFOR. According to very specific requirements present in the FTA between the United States of America and the Government of Peru there must be a defined monitoring / tracking system to prove the legality and provenance of the timber.

The government of Peru is still deciding on which system is the most suitable for Peruvian reality and the forest sector situation.

##### *3.1.3. To have instruments of forest strategic planning for the mid and long term*

Nothing to report on this particular outcome for this period due to the reasons explained before.

#### **3.2 The Peruvian government establishes budgetary commitments for a minimum of US\$ 1 million to promote forest certification and legal forest trade**

There have been several changes in the government structural organization regarding the forest sector. The administration of this sector has been transferred to the MINAG and the placement of the new responsibilities and competencies to the regional governments of Madre de Dios and Ucayali has not yet been carried out. This situation has left the activities programmed in standby until the law and its regulations are finished and enacted.

## **ii. Key management issues**

The activities related to Institutional Strengthening and Governance (component 3) have been whether stopped or in standby due to the following issues:

- The Regional Governments are still not fully capacitated to administrate the funds correctly due to lack of normative of functions and clarity of the responsibilities and limitations in the use of them
- The very slow process of transference of functions from former INRENA, now DGFFS, to the regions of Madre de Dios and Ucayali.
- Pending normative regulations.

## **IV. Success Stories and Other Appendices**

### Forest Management Certification of 46,346 ha of the company A&A SAC in Madre de Dios

As related before, this company worked really hard to organize its structure from the bottom up having as a result a favorable evaluation and achieving the forest management certification. This company is a part of the Chinese group called Nature which already has other companies certified in CoC procedures which are Universal flooring 1 & 2 and Turbina SAC.

The project expects to keep working with them since the group still has the intention of getting more areas to manage and achieve the certification.

## ACRONYMS

AESA	Aserradero Espinoza
AOP	Annual Operative Plan
ATFF	Technical Administration for Wild Flora and Fauna
CAR	Corrective Action Required
CEDEFOR	Certification and Development of the Forest Sector – Peru
CERFOR	Forest Certification Project from INRENA
CFA	Consortio Forestal Amazonico
CoC	Chain of Custody certification
DGFFS (FORMERLY INRENA)	Dirección General Forestal y de Fauna Silvestre – General Direction of Forests and Wildlife
FC	Forest Concessions
FMU	Forest Management Unit
FORIN	Indigenous Forest Project
FSC	Forest Stewardship Council
PERU GFTN	Forest Trade Network - Peru
GFMP / PGMF	General Forest Management Plan – Plan General de Manejo Forestal
GFTN	Global Forest Trade Network
HCVF	HIGH CONSERVANCY VALUE FORESTS
IC	INDIGENOUS COMMUNITIES
INRENA	National Institute for Natural Resource Management
LKS	Lesser Known Species
MINAG	Ministerio de Agricultura
MDD	Madre de Dios
MOU	Memorandum of Understanding
M&M	Maderacre y Maderija
PCA	Parcela de Corta Annual – Annual Felling/Cutting Lot
RIL	Reduced Impact Logging
OSINFOR	Office for Supervisión of Forest Timber Resources
SAS	Stepwise Approach System towards Forest Certification
SNIP	Sistema nacional de Inversiones Públicas
TLC - FTA	Free Trade Agreement
TAA	Technical Assistance Agreement
USAID	US Agency for International Development
WWF-NL	World Wildlife Fund – Netherlands
WWF – PPO	World Wildlife Fund – Peru Programme Office