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EVALUATION

AMAZONIA VERDE PROJECT EVALUATION

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ABSTRACT

The purpose of this evaluation is to identify the strengths and challenges of Amazonia Verde Project to optimize its performance and contribution to the conservation and protection of the Amazon. Amazonia Verde includes six activities: FOREST, Pro-Bosques, PREVENT, Amazon Business Alliance, Forst Alliance and Sustainable Management of Forest Concessions. The evaluation used a mixed-methods approach, combining quantitative and qualitative data from primary (40 in-depth interviews) and secondary sources. Findings show that Project activities have contributed to strengthening the management capacities of public institutions and of local forest-related groups, such as Indigenous communities. Key achievements include legal changes to prosecute environmental crimes, data tools for decision making, capacity building for public servers, new market mechanisms for timber products and increased budgets for regional forestry authorities. Amazonia Verde activities responded to the urgent needs of Indigenous communities by making environmental crimes visible and supporting the creation of specialized units; and of the private sector by providing training, technology support, technical assistance, and market access to help them scale up and ensure sustainability. The evaluation recommends further strengthening forest governance, which is still weak at the subnational level, and improving coordination between national, regional, and local actors including Indigenous communities. A specific recommendation relates to the revision of the timber-base forestry model due to limitations in sustainability and profitability.

RESUMEN

El propósito de esta evaluación es identificar las fortalezas y los retos del proyecto Amazonia Verde para optimizar su desempeño y su contribución a la conservación y protección de la Amazonia. Amazonia Verde incluye seis actividades: *FOREST*, *Pro-Bosques*, *PREVENT*, *Amazon Business Alliance*, *Forst Alliance* y *Sustainable Management of Forest Concessions*. La evaluación utilizó un enfoque de métodos mixtos, combinando datos cuantitativos y cualitativos de fuentes primarias (40 entrevistas en profundidad) y secundarias. Los resultados muestran que las actividades del proyecto han contribuido a reforzar la capacidad de gestión de las instituciones públicas y de los grupos locales relacionados con los bosques, como las comunidades indígenas. Entre los principales logros se encuentran los cambios legales para perseguir los delitos medioambientales, las herramientas de datos para la toma de decisiones, la capacitación de los servidores públicos, los nuevos mecanismos de mercado para los productos madereros y el aumento de los presupuestos para las autoridades forestales regionales. Las actividades de Amazonia Verde respondieron a las necesidades urgentes de las comunidades indígenas haciendo visibles los delitos medioambientales y apoyando la creación de unidades especializadas; y también del sector privado proporcionándoles formación, apoyo tecnológico, asistencia técnica y acceso a los mercados para ayudarles a aumentar su escala y garantizar la sostenibilidad. La evaluación recomienda seguir reforzando la gobernanza forestal, que sigue siendo débil a nivel subnacional, así como mejorar la coordinación entre los actores nacionales, regionales y locales, incluidas las comunidades indígenas. Una recomendación específica se refiere a la revisión del modelo forestal basado en la madera debido a sus limitaciones en cuanto a sostenibilidad y rentabilidad.

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ACRONYMS AND ABBREVIATIONS

ACICOB	Association of Indigenous Communities for the Conservation of Forests
AIDSESP	Interethnic Association for the Development of the Peruvian Rainforest
ARFFS	Regional Forestry and Wildlife Authorities
CANDAM	High Level Commission for the Prevention and Reduction of Environmental Crimes
CDCS	Country Development Cooperation Strategy
CITE	Centers for Productive Innovation and Technology Transfer
UNFCCC	United Nations Framework Convention on Climate Change
CONAP	Confederation of Amazon Nationalities of Peru
DAI GLOBAL	Development Alternatives Incorporated
FECONALICM	Border Federation of the Communities of the Imiría and Chauya Masisea Lakes
FEMA	Specialized Environmental Prosecutor's Office
GHG	Greenhouse gas
GORE	Regional Government
ITP	Technological Institute of Production
IPCC	Intergovernmental Panel on Climate Change
MEF	Ministry of Economy and Finance
MEL	Monitoring, Evaluation and Learning
MIDAGRI	Ministry of Agricultural Development and Irrigation
MINAM	Ministry of Environment
NDC	Nationally Determined Contributions
OEFA	Environmental Assessment and Control Agency
OSINFOR	Forestry and Wildlife Resources Oversight Agency
PRODUCE	Ministry of Production
PIM	Modified initial budget.
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SERFOR	National Forest and Wildlife Service
SNIFFS	National Forest and Wildlife Information System
SNCVFFS	National System of Forest and Wildlife Control and Oversight
UNIDA	Environmental Crimes Functional Unit
USAID	U.S. Agency for International Development
VCU	Verified Carbon Units

EXECUTIVE SUMMARY

PURPOSE AND OBJECTIVES

The purpose of this evaluation is to identify the strengths and challenges of the Amazonia Verde project so that USAID and its partners can learn from evidence and make informed decisions to optimize performance and maximize impact on Amazon conservation and protection.

The objectives of the evaluation are to:

- a. Identify the contributions of Amazonia Verde's Activities to the project purpose, with a focus on strengthening forest sector governance.
- b. Evaluate the relevance of the Amazonia Verde project design in relation to the current context.
- c. Evaluate the management and implementation of Activities toward the project's purpose and expected results.
- d. Identify areas for improvement and make specific recommendations to strengthen the project in terms of design, implementation, and results.

PROJECT BACKGROUND

USAID/Peru's Amazonia Verde project aims to conserve biodiversity and ecosystem services in the Peruvian Amazon and support Peru's international commitments to reduce greenhouse gas emissions. The project focuses on strengthening forest sector governance, increasing legal timber production, improving forest sector capacity, and promoting sustainable economic activities. It targets four regions of the Amazon: Loreto, San Martín, Ucayali, and Madre de Dios, and Lima for national coordination.

The project involves multiple activities and implementers, as listed below:

Activity Name	Implementing partner	Period of implementation
FOREST	United States Forest Service	2017-2022
Pro-Bosques	Tetra Tech ARD	2018-2023
PREVENT	Development Alternatives, Inc (DAI)	2019-2024
Amazon Business Alliance	Conservation International Foundation	2020-2025
Forest Alliance	<i>Asociación para la Investigación y el Desarrollo Integral (AIDER)</i>	2019-2024
Sustainable Management of Forest Concessions	Green Gold Forestry Peru	2021-2024

The project design considered a spatial classification of priority biodiversity areas and threats to the Peruvian Amazon and proposed a comprehensive approach to combat deforestation and promote sustainable forest management in Peru, balancing environmental protection with economic development for indigenous communities and the broader region. The national and international context of natural resources and climate change, including international regulations such as the European Union's measures to combat deforestation, USAID's Climate Strategy, and the Forestry Annex of the U.S.-Peru Trade Promotion Agreement, guided the project's objectives and actions. However, political instability and the COVID-19 pandemic challenged project implementation as the government withdrew from monitoring

and surveillance in the Amazon rainforest, exacerbating illegal activities. Peru experienced the highest rate of deforestation in the last 20 years, as well as increased threats to indigenous peoples' lands.

EVALUATION METHODS AND LIMITATIONS

The evaluation used a participatory approach, including desk reviews and input from current and former USAID officials involved in the Amazonia Verde project. The team used a purposive sampling approach with a target of 25 interviews but achieved 40 interviews with 61 participants. Interviewees included public and private sector stakeholders, representatives of indigenous peoples' organizations, USAID, and implementing partners.

A mixed-methods approach combined quantitative and qualitative data from primary and secondary sources. The team reviewed policy documents, activity reports, and geo-referenced data. They conducted semi-structured interviews, ensuring confidentiality and anonymity.

Data collection was limited by the difficulty of obtaining current contact information and the unavailability of national indigenous leaders who couldn't be interviewed.

FINDINGS

RESULTS AND CONTRIBUTIONS

What is the contribution of Amazonia Verde's Activities to a sustainable environment and natural resource management to expand the economy and social benefits?

Amazonia Verde's activities directly contributed to strengthening management capacities of public institutions (SERFOR, OSINFOR, FEMA, regional governments). The project also contributed to local groups directly linked to forest resources, especially indigenous communities. Thanks in part to these contributions (e.g. life plans, forest monitoring committees), local groups were able to focus on proper forest management.

One example was the improvement of OSINFOR Forestry Backpage, a training and communications tool used by local forest managers to train indigenous population. Other, the organization of the repository of the Prosecutors Training School to have cases information on environmental matters.

What are the main results obtained by the activities? (intentional or not) on environmental aspects and natural resource management, governance, public and private investment, and citizen influence on managerial decision-making and increased accountability.

Amazonia Verde's activities have produced results including: (a) legal changes that have helped strengthen the prosecution of environmental crimes; (b) the design and development of data systematization tools for decision making, such as the Control Module of the National Forestry and Wildlife Information System; (c) the development of guidelines for public procurement of legally sourced timber; (d) capacity building processes that enable public officials to make better decisions.

The most notable contribution to private sector engagement was the creation of market mechanisms through public procurement including 16 timber products in the virtual catalog of *Peru Compras*; and support for the development of guidelines on the public procurement of timber products for school furniture (Pro-Bosques).

Another key contribution was the management of public financial resources, including increased budgets. This has been important for the budget management of the Regional Forestry and Wildlife Authorities (ARFFS). The key to this achievement lies in the Forestry Executive Board with the Ministry of Economy and Finance, which was supported by Amazonia Verde's Activities.

What have been the Project's contributions to gender equality and women's empowerment?

The Forest Alliance, Pro-Bosques, PREVENT and Sustainable Management of Forest Concessions activities contributed to the economic empowerment of indigenous women. This was done through access to credit and technical assistance, as well as some advancements in their management and decision-making in their communal areas. However, cultural norms change at a slower pace and hinders indigenous women's participation in leading productive activities.

What have been the main challenges and obstacles affecting the results?

External and internal factors have contributed to challenges and obstacles that have affected the implementation of the Amazonia Verde project and its results. External factors include political instability and the resulting high turnover of officials, as well as the COVID-19 health crisis. As the authorities were less active in the field during the pandemic, the regions experienced a rebound in various types of illegal activities.

RELEVANCE

To what extent does the design of Amazonia Verde project meet the objectives and needs of the Development Goal 3 beneficiaries? (indigenous communities, farmers, public institutions, and organizations)

Amazonia Verde focuses on the Peruvian Amazon. The design of Amazonia Verde was aligned with: (a) the priorities of national and regional public forestry institutions seeking to assert their role of authority and stewardship to combat pressures on forest resources and indigenous peoples; (b) a context of aggression and environmental crimes affecting indigenous peoples' rights to their lands and forests; and (c) the urgency of attracting and expanding markets and making Amazonian forestry and non-forestry projects profitable.

The design of Amazonia Verde remains useful, but achieving all that was proposed was ambitious in terms of addressing the problems of indigenous communities and organized aggression against forest resources. Progress has been made in meeting the urgent needs of indigenous communities by making environmental crimes visible and supporting the creation of specialized units, such as the creation of the Community Forest Management Unit in SERFOR.

The design of Amazonia Verde to meet the needs of the private sector and indigenous community enterprises remains relevant. The needs of investors and enterprises have been met with extensive training, technology support, technical assistance, and market access, and are on their way to scaling up and ensuring sustainability.

To what extent does the design of Amazonia Verde project address current environmental, social, and political context problems? Does it consider the project-related risks and limitations, taking the context into consideration?

Amazonia Verde's design addresses current environmental priorities, social and political context issues, both in terms of timber harvesting, legality and profitability, and multiple use of forest, non-timber and ecosystem services. Climate change mitigation was included as an objective of Amazonia Verde and considered in each activity. However, climate change adaptation was not an objective of Amazonia Verde and therefore was not included in the design. Environmental and social safeguards were also not fully considered in the design.¹

MANAGEMENT / IMPLEMENTATION

What was the coordination between the Activities like? To what extent did it contribute to the purpose of the Project? What were the specific challenges?

Coordination between activities was weak, sporadic, and focused on specific situations and actors. Each Activity focused on achieving its own objectives and proposed results independently, contributing to the overall objective of strengthening forest sector governance. The main challenge was to carry out the implementation with a territorial and holistic view of biodiversity conservation and ecosystem services, as proposed by Amazonia Verde, without a clear guide for this purpose.

How effective has Amazonia Verde been involving the private sector?

Amazonia Verde's activities focus on timber and non-timber forests for private sector engagement. For example, Pro-Bosques' main activities have included strengthening the traceability of the timber forest sector to ensure the legality of commercial timber. In contrast, Sustainable Management Forest Concession, Forest Alliance, and Amazon Business Alliance focus on non-timber forests. They promote ventures at the indigenous community level and the sale of carbon markets at the communal association and forest concession levels, which are still in an early stage.

How effective has Amazonia Verde been in engaging global actors, partner countries and local leaders to mitigate the climate crisis and support equitable adaptation to its impacts?

USAID supported the Government of Peru in meeting national and international environmental commitments that would reduce, sequester, or prevent greenhouse gas emissions in Peru. In doing so, it indirectly contributed to the country's engagement with global actors and partner countries.²

¹ It is worth noting that all USAID funded activities do undergo an initial environmental examination to identify any potential adverse impacts and appropriate mitigation measures accordingly, and Activities must regularly report on the implementation of these environmental safeguards. USAID's Indigenous Peoples Policy and Social Safeguards Screening were developed after Amazon Verde and are being included in current projects and activities.

² USAID also directly supports Peru's engagement with global actors and partner countries through initiatives such as the Joint Declaration of Intent, bringing together Norway, Germany, the United Kingdom, USAID, and Peru's Ministry of Environment to support Peru's efforts to achieve international climate mitigation commitments. Additionally, PREVENT and ProBosques were co-funded by Norway, and the Amazon Business Alliance was co-funded by Canada, each bringing together Peruvian Government institutions with partner countries. Co-funding doesn't automatically mean active collaboration however. These relationships would need to be further explored to determine the nature of the collaboration. Alianza Forestal, Sustainable Management for Forest Concessions, ProBosques, and Amazon Business Alliance incorporated investment by international

With respect to local leaders, Indigenous People's Organizations at the national and regional levels, Indigenous communities, and civil society organizations were consulted in different in the design and implementation of Amazonia Verde and associated Activities. This collaboration did not extend to the areas of mitigating the climate crisis or adapting to its impacts, (the latter was not an explicit objective of the Project). Indirectly, however, they have become aware of the role of the Amazon forests in the fight against climate change and the need to work for their conservation and sustainable management.

To what extent are the results sustainable?

Although Amazonia Verde's activities have shown that timber concessions are in a difficult situation in terms of sustainability and profitability under Peru's current timber forest management model, they have been able to develop actions and tasks that have strengthened government institutions to improve their capacity to manage forest resources, especially timber. In many cases, the impact of these actions led to significant changes in the management tools of government agencies, making them sustainable over time.

RECOMMENDATIONS

FOR USAID

1. To date, the main results of Amazonia Verde have focused on strengthening Peruvian forest governance, which is still weak at the subnational level. It is important to maintain this approach in future activities by implementing coordination mechanisms at local, regional and national levels. These mechanisms should be aligned with formal "coordination spaces" and accepted by communities and regional authorities (for example: Forestry Surveillance Boards).
2. Coordination should be included as a priority in future Activity work plans. For example, all information produced by the Activities could be included in a common, easily accessible repository. Shared information will reduce duplication and improve the efficiency of the Activities.
3. Unstable and volatile environmental and social conditions require specially trained people to manage them. Therefore, future Amazonia Verde Activities must continue to build an enabling environment to strengthen national and regional forest authorities in the future.
4. Future activities may aim to review the Peruvian forestry model, based on forest studies that show that the current model has limitations in terms of sustainability and profitability, so it should go through a review process involving SERFOR.
5. Emphasize the gender perspective in both the design and implementation of activities, specifying goals and indicators of change to be achieved and establishing appropriate strategies, including budget and personnel.

FOR THE GOVERNMENT

6. Improve the transparency of forest information systems, open data and make them publicly available.
7. Continued support towards the necessary mechanisms and instruments required for the development of the carbon market and ecosystem services.

businesses and foundations and helped to build partnerships between Peruvian led enterprises and international businesses or investors to promote sustainable economic development and climate change mitigation.

EVALUATION PURPOSE AND QUESTIONS

PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of this evaluation is to identify strengths and challenges of the Amazonia Verde project which will enable USAID and partners to learn from evidence and make informed decisions to optimize performance and maximize their impact on the protection and conservation of the Amazon. The evaluation objectives are presented in the box at right.

Evaluation objectives

- a) Identify the contributions of Amazonia Verde's activities to the project purpose, with a focus on strengthening forest sector governance.
- b) Evaluate the relevance of the Amazonia Verde project design in relation to the current context.
- c) Evaluate the management and implementation of activities toward the project's purpose and expected results.
- d) Identify areas for improvement and make specific recommendations to strengthen the project in terms of design, implementation, and results.

EVALUATION QUESTIONS

USAID/Peru provided evaluation questions in the initial evaluation SOW. The questions were adjusted in collaboration with USAID during the design phase and approved in the workplan. The evaluation objectives and corresponding questions that guided this evaluation are presented in **Table I**.

Table I. Evaluation Objectives and Corresponding Questions

Objectives	Evaluation Questions
a) Identify the contributions of Amazonia Verde's activities to the project purpose, with a focus on strengthening forest sector governance.	<ol style="list-style-type: none"> 1. What is the contribution of Amazonia Verde's Activities to a sustainable environment and natural resource management to expand the economy and social benefits? 2. What are the main results obtained by the activities? (intentional or not) on environmental aspects and natural resource management, governance, public and private investment, and citizen influence on managerial decision-making and increased accountability? 3. What contributions has the Project made in terms of gender equality and women's empowerment? 4. What are the main challenges and obstacles that affected the achievement of results?
b) Evaluate the relevance of the Amazonia Verde project design in relation to the current context.	<ol style="list-style-type: none"> 5. To what extent does the design of the Amazonia Verde project meet the objectives and needs of the Development Goal 3 beneficiaries? (indigenous communities, farmers, public institutions, and organizations) 6. To what extent does the design of the Amazonia Verde project address current environmental, social, and political context problems? Does it consider the project-related risks and limitations, taking the context into consideration?

Objectives	Evaluation Questions
c) Evaluate the management and implementation of activities toward the project's purpose and expected results.	7. What was the coordination between the Activities like? To what extent did it contribute to the purpose of the Project? What were the specific challenges? 8. How effective has Amazonia Verde been in involving the private sector? 9. How effective has Amazonia Verde been in engaging global actors, partner countries and local leaders to mitigate the climate crisis and support equitable adaptation to its impacts? 10. To what extent are the results sustainable?
d) Identify areas for improvement and make specific recommendations to strengthen the project in terms of design, implementation, and results.	

PROJECT BACKGROUND

Due to its rich diversity of ecosystems, species, genetic resources, and culture, Peru is considered one of the ten "megadiverse" countries in the world. The Peruvian Amazon region comprises over 64 million acres of tropical rainforest, which makes Peru the fourth-largest tropical rainforest remaining in the world, with over 10% of the forest area in the Amazon basin. This rainforest is home to timber species with some of the highest commercial values in the world, many of which are also important from biological and ecological points of view. These timber species are threatened by illegal felling and unsustainable exploitation of forests and other natural resources. The value of the environmental services provided by this forest (such as natural climate and disease control, soil nutrient replenishment and crop pollination, carbon sequestration, and key benefits for tourism and recreation) is substantial. These forests are a major carbon sink, storing nearly 7 billion metric tons of carbon, and a carbon source, with at least 60% of Peru's emissions coming from land use conversion. (USAID, 2017).

Peru has seen considerable progress in mitigating environmental issues. Examples include the National Strategy for Climate Change, with 11 priorities to reduce emissions; the signing of the Paris Agreement as part of the United Nations Framework Convention on Climate Change; the commitment to reducing greenhouse gas (GHG) emissions by 40%; and the support of sustainable growth by developing low-emission strategies. In addition, the Free Trade Agreement between the USA and Peru (particularly, the Forest Annex) supports Peru in the fight against illegal felling and trade of timber and wildlife and in the promotion of sustainable management of forest resources. However significant issues remain. For example, in addition to the deforestation caused by illegal felling and timber trafficking, Peru faces the threat of environmental crimes that directly affect the territories of indigenous peoples, as well as the lives of environmental defenders. There is no consensus regarding the number of deaths of environmental defenders. For example, according to the Institute of Democracy and Human Rights, 19 members of indigenous communities (including leaders) were murdered between 2018 and June 2022 due to their efforts to defend their territories from illegal or illicit activities (IDEHPUCP, 2022). The National Human Rights Coordinator of Peru mentions that 15 environmental defenders were murdered between 2020 and 2023 (MONGABAY, December 2023), while the Inter-Ethnic Association for the Development of the Peruvian Jungle affirms that in the last 10 years 33 defenders were murdered (INFOBAE of May 9).

The U.S. Agency for International Development, USAID/Peru, has developed a new nationwide framework for results in biodiversity and climate change in the Peruvian Amazon. The framework serves to develop the national commitments (Nationally Determined Contributions - NDCs, climate strategy, Free Trade Agreement), while contributing to the results of the vision and goals of South America's Amazon Region. The Amazonia Verde project fits within this overarching framework. The purpose of the Amazonia Verde project is to preserve the biodiversity and ecosystem services in key areas of four Peruvian Amazon regions (Loreto, San Martín, Ucayali, and Madre de Dios) and to contribute to Peru's international commitment to reducing GHG emissions by addressing the threats of illegal felling, illegal small-scale gold mining, and the change in land use. The purpose and objectives of the Project are presented below in Chart 1.

Chart 1. Amazonia Verde project objectives



Source. Project Appraisal Document. Page 6

The final evaluation of the Amazonia Verde project focuses on the **Strengthening Forest Sector Governance** objective in the geographical context of the four Amazon regions (Madre de Dios, Ucayali, Loreto, San Martín) and Lima (where national authorities are headquartered). It also includes cross-cutting results on rights and resources of indigenous peoples.

The outcomes, sub-objectives and outputs of Objective 2 are shown in **Table 2:**

Table 2: Objective 2 Outcomes, Sub-objectives and Outputs

Objective 2	Outcomes
Strengthen forest sector governance	<ul style="list-style-type: none"> Amount of legal timber for international and domestic use has increased. Forest sector institutional capacity increased

Sub-objectives

- Sub Objective 2.1: Successful implementation and compliance of forestry regulations and norms
- Sub Objective 2.2: Strengthen Ability to detect and respond to Environmental Crimes
- Sub Objective 2.3: Economic benefits and private sector engagement in forest activities promoted.

The action lines of the Outputs (Attachment 7. Plan MELS Page 24-25) are:

- Logging Unit Management System Implemented (Forest Regents) Forest Management Systems Implemented.
- Environmental Prosecution Policy
- Effective Information Management System for FEMA
- Investigation and prosecution coordination body
- MEF funding for improving MEP System
- Government response to environmental crimes
- Sustainable non-logging economic activities in communities
- Sustainable logging practices in concessions
- Sustainable logging practices in communities

Amazonia Verde has six implementers. Implementer names, period of performance, budget, and intervention context are presented in **Table 3**.

Table 3. Amazonia Verde implementers

ACTIVITY NAME	START AND END DATES	BUDGET	INTERVENTION CONTEXT
FOREST IP: United States Forest Service	September 28, 2017 - September 27, 2022	USD 16,935,000	Lima, Loreto, Madre de Dios, and Ucayali
Pro-Bosques IP: Tetra Tech ARD	September 25, 2018 - September 24, 2023	USAID: USD 23,000,000 NORAD Fund: USD 2,000,000	Lima, Loreto, Madre de Dios, and Ucayali
PREVENT IP: Development Alternatives, Inc (DAI)	September 27, 2019 - September 16, 2024	USD 24,684,000	Lima, Loreto, Madre de Dios, and Ucayali

ACTIVITY NAME	START AND END DATES	BUDGET	INTERVENTION CONTEXT
Amazon Business Alliance IP: Conservation International Foundation	September 1, 2020 - August 31, 2025	USAID: USD 10,000,000 Leverage: USD 10,000,000	Huánuco, Madre de Dios, San Martín, and Ucayali
Forest Alliance IP: Asociación para la Investigación y el Desarrollo Integral (AIDER)	March 6, 2019 - March 5, 2024	USAID: USD 3,549,591 Leverage: USD 3,548,139 (from Mirova - Althelia)	Ucayali
Sustainable Management of Forest Concessions IP: Green Gold Forestry Peru	March 22, 2021 - March 21, 2024	USAID: USD 3,700,000 Leverage: USD 1,398,523	Tascha Curaray and Napo River, Maynas, Loreto

Source: Activities' Fact Sheets

While the Nanay Putumayo (Loreto), San Martín (border with Amazonas), and Madre de Dios-Quincemil areas are home to significant landscapes with biodiversity and carbon sinks, they also record high deforestation rates. As such, they are areas of interest for sustainable financing for USAID and regional governments that have political will to consider low-emission development.

Out of the six Amazonia Verde Activities described above, three (Pro-Bosques, Forest and PREVENT) coexist in Loreto, Madre de Dios, Ucayali y Lima. Also, it is important to note that the Ucayali region had more Activities - five Activities. Meanwhile, Loreto and Madre de Dios regions had four Activities each one. ABA is the only Activity in San Martin and Huánuco regions, as seen in **Table 4**.

Table 4. Amazonia Verde implementation areas.

ACTIVITY NAME	HUÁNUCO	LORETO	MADRE DE DIOS	SAN MARTÍN	UCAYALI	LIMA
FOREST		X	X		X	X
Pro-Bosques		X	X		X	X
PREVENT		X	X		X	X
Amazon Business Alliance	X		X	X	X	
Forest Alliance					X	
Sustainable Management of Forest Concessions		X				
Total	1	4	4	1	5	3

CONTEXT

This section presents some key information on the wider context in which the Project was designed and implemented. This section was informed by a review of key documents and the primary data collection effort that the evaluation team undertook. While the context in 2017-2022 created a complex and difficult environment for the implementation of Amazonia Verde, it was encouraging in some other respects.

International. Several notable international factors framed the overall context in which the Project was implemented.

- The European Union decision on legal measures to promote environmental policies, considering the Glasgow Climate Change Conference (COP26). The most ambitious legal measure was the regulation against deforestation, which came about because of the loss of 178 million hectares of forest worldwide--three times the surface of France--between 1990 and 2020. This measure is intended to block products that have an impact on the deforestation and degradation processes--such as coffee, timber, palm oil, soya, and beef--from entering the European market. (SPDA, 2023)
- The healthcare emergency due to the COVID-19 pandemic, particularly in indigenous peoples', who experienced significant difficulties in preventing the spread of the disease. In addition, the proliferation of external threats such as mining, oil, agricultural, and forestry companies, farmers, cattle farmers, illicit groups, and land speculators increased notably (Walker, 2020); (Ellis, 2017), thus exacerbating the vulnerability of forests in indigenous peoples' territories (CEPAL, 2020).

United States Context. Notable political context regarding natural resources and climate change in the United States includes:

- U.S. Plan to Conserve Global Forests (2021): This plan highlights the importance of forests as critical ecosystems and carbon sinks, with the aim of promoting forest conservation. It recognizes the New York Declaration on Forests to end the loss of natural forests by 2030 and to significantly increase the rate of global restoration of landscapes and degraded forest lands as part of the commitments of the United Nations Framework Convention on Climate Change. The objectives of this Plan are aimed at promoting the conservation of forests and ecosystems, the restoration of forest landscapes, and private sector financing and action to preserve carbon sinks; developing long-term capacities to improve planning, sustainable land use and governance by deploying technical assistance and tools that improve execution capacity, transparency, and oversight; and increasing governments' ambition to achieve solid climate goals.
- USAID's Climate Strategy 2022-2030, published in April 2022, which modified the 2012-2018 Strategy for Climate Change and Development. The new strategy adopts an unprecedented "whole-of-Agency" approach. The Climate Strategy is aimed at a single global goal: to advance equitable and ambitious actions to confront the climate crisis. Addressing climate change is a top priority for USAID as part of the U.S. government's renewed and strengthened commitments to build climate resilience and help limit global warming to 1.5 degrees Celsius as stipulated in the Paris Agreement (USAID, Climate Strategy 2022-2030, 2022).
- Alignment with the Biodiversity, Climate Change, Country Cooperation Strategy, and the U.S.-Peru Trade Promotion Agreement.

USAID Peru Country Development Cooperation Strategy. Amazonia Verde was designed considering the Country Development Cooperation Strategy (CDCS) for Peru 2020-2025. Development

Goal 3 (DG3) is “Peru strengthens sustainable environment and natural resource management to expand economic and social benefits”. The aim of DG3 is to develop Peru's technical and managerial capacity, as well as the commitment of the country's government, private sector, and civil society to counter environmental crimes, address the overexploitation of Peru's natural resources, develop climate adaptation, and comply with the country's ambitious objectives to mitigate climate change. For this reason, USAID will help Peru strengthen its government capacities in the environmental sector to manage the country's natural resources and climate action as a foundation for sustainable growth and development.

Forestry Annex of the U.S.-Peru Trade Promotion Agreement. The commitments from the Forestry Annex of the U.S.-Peru Trade Promotion Agreement signed on April 12, 2006 (Supreme Decree No. 009-2009-MINCETUR) are relevant for Amazonia Verde. Chapter 18 on the Environment (Annex 18.3.4 on Governance in the Forestry Sector) details the country's commitment to anti-corruption actions, measures related to Centers for Technological Innovation (CITEs), supervision and control, participation of managed entities, and institutional strengthening to counter illegal logging and trade of forest products.

Peru's commitments in the Free Trade Agreement in relation to the Forestry Annex led to the concern about the best way to help Peru meet those commitments, which were summarized in some of the elements included in the results framework.

Context in Peru. At a national level, Peru's volatile political environment, and the presence of COVID-19 led to a substantial increase in the rate of national deforestation, due to the state's withdrawal from control and surveillance tasks in the Amazon rainforests. This led to a greater presence of territorial challenges and illegal activities in the Amazon, mainly in logging activities, resulting in levels of deforestation not seen in the last 20 years, as well as greater threats to the lands of indigenous peoples.

Peru has laws and regulations which are worthy of note: the Framework Act on Climate Change No. 30754 (2018) and its Regulations, Supreme Decree No. 003-2022 declaring the Climate Emergency to be of national interest (MINAM, 2022), the National Climate Change Strategy by 2050 and regional strategies, and the implementation of the Forest and Wildlife Act No. 29763 (2011) and its Regulations. These laws and regulations complement international commitments and obligations such as the United Nations Framework Convention on Climate Change, the up-to-date Nationally Determined Contributions of Peru by 2030, the Joint Declaration of Intent (Norway, Germany, and the United Kingdom), among others, as well as the IPCC Guidelines for national greenhouse gas inventories.

Supreme Decree No. 003-2022 on the Climate Emergency includes measures such as the strengthening of forest governance and deforestation control to reduce deforestation to 30% by 2030; the promotion of coordination from the national to the regional level-through the SNCVFFS-including satellite monitoring of the impact on forestry assets; an estimation of the rate of illegal logging and timber trade in Peru-in coordination with the Agency for the Supervision of Forest Resources and Wildlife, the National Forest and Wildlife Service, and regional governments-aligned to the National Multisectoral Strategy for the Fight against Illegal Logging 2021-2025 approved by Supreme Decree No. 013-2021-MIDAGRI (MIDAGRI, 2021).

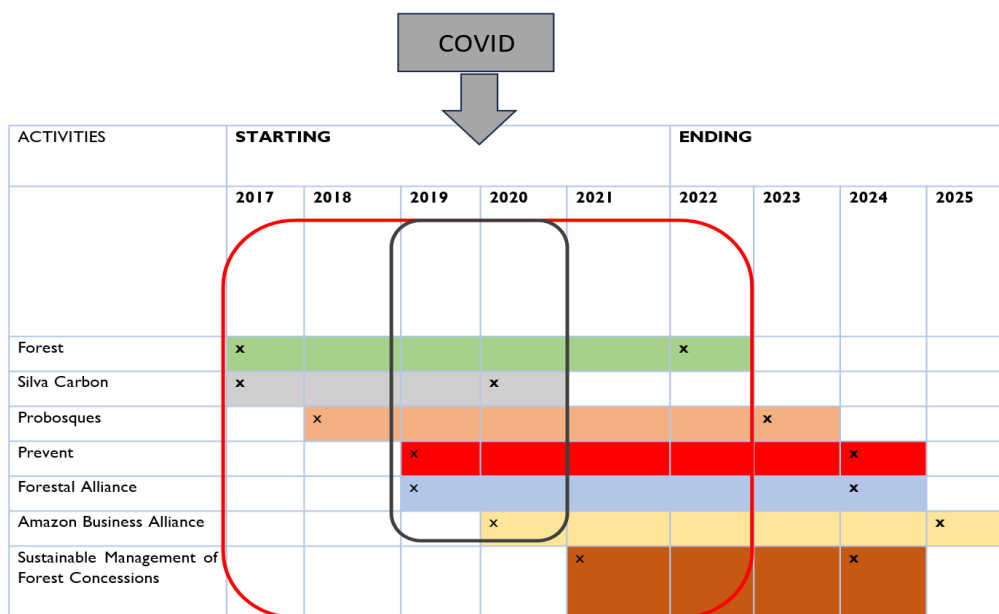
According to the *Project Appraisal Document*, the design process of Amazonia Verde used an innovative and spatially explicit exercise to classify the priority biodiversity areas and threats to Peruvian Amazon. The design incorporated scientific data and threat maps prepared by USAID GeoCenter and

USAID/Peru's Environment and Sustainable Growth office. Multiple actors with an interest in the design process were also involved: personnel from USAID, the mission, and Washington D.C., including the Forestry and Biodiversity Office, the Global Climate Change Office and the Land Tenure and Resource Management Office from the Bureau for Economic Growth, Education and Environment, as well as the Office for Latin America and the Caribbean and USAID's GeoCenter, who collaborated in the design process.

The Amazonia Verde Project was approved in 2017, but Activities were initiated progressively. *FOREST* began in 2017. *Pro-Bosques* began in 2018, *PREVENT* and *Forest Alliance* began in 2019, followed by *Amazon Business Alliance* in 2020. The last Activity to be added was *Sustainable Management of Forest Concessions*.

As Chart 2 shows, the initial Activities under Amazonia Verde were *FOREST* and *Pro-Bosques*. *Silva Carbon*, a smaller research-oriented activity, also became part of Amazonia Verde. In the chart, the Amazonia Verde project period is shown within a red frame, with Activity periods of performance highlighted in rows.

Chart 2. Start and end years of Amazonia Verde Activities



Amazonia Verde implementing partners work under different types of award mechanisms which, due to their characteristics, involve different levels of interaction between USAID and the awardee, reporting, as well as flexibility of implementation. These specific mechanisms are described below:

- Contracts.** In the case of contracts, as these correspond to the purchase of technical assistance services, goods, products, or other services from a responsible party to implement a project as directed by the agency, the precision of the commitments undertaken has a high level of detail. Additionally, USAID usually has more control over the partner to obtain results through frequent technical direction, limiting the flexibility of decisions to be made. This is the case of the contracts signed with PREVENT and Pro-Bosques.

- **Grants/Agreements.** Grants or agreements provide funds to a responsible grantee to carry out a program and involve little direct involvement by USAID. This is the case of the Interagency Agreement with the US Forest Service.
- **Collaborative Agreements.** Collaborative agreements provide funds to an organization but have a more substantial involvement with the partner during the life of the program in certain areas. This is the case of Amazon Business Alliance, Forest Alliance, and Sustainable Management of Forest Concessions.

EVALUATION METHODS AND LIMITATIONS

The evaluation team used participatory processes during the design phase, including a desk review and incorporating inputs of current and former USAID officials involved in the Amazonia Verde project design and implementation.

KEY STAKEHOLDERS FOR DATA COLLECTION

The evaluation team identified key stakeholders to participate in data collection based on their involvement in each of the six Activities included in Amazonia Verde. Key actors were categorized according to actor type and representing organization:

- **Public actors:** Public government institutions in charge of forestry regulation and management nationwide such as SERFOR, OSINFOR, the Ministries of Agriculture and Agricultural Development (MIDAGRI), Environment (MINAM), Economy and Finance (MEF), Production (PRODUCE), and Culture. At the regional level, the Regional Government authorities. In addition, the network of Centers for Productive Innovation and Technology Transfer (CITE) specialized in timber and non-timber forest products from the Technological Institute for Production (ITP), CITE Maynas, CITE Pucallpa, and CITE, Madre de Dios.
- **Private actors:** Timber and non-timber companies (forest concessions with timber and non-timber purposes, forest product ventures).
- **Indigenous Peoples:** Categorized according to indigenous federations and communities, indigenous women, and environmental defenders.
- **USAID and Implementers:** Officials from USAID, Tetra Tech ARD, US Forest Service International Programs Office, DAI Global, AIDER, Conservation International, and Green Gold Forestry.

SAMPLING

To gather the perspectives of those with knowledge and engagement with the Project, the team used a purposive approach to define the sample. The evaluation workplan noted a goal of 25 interviews from a total 38 stakeholders identified for possible data collection. However, the team was able to conduct 40 interviews with 61 interviewees. The following sampling criteria guided data collection participant selection:

- Include all implementers; stakeholders at different levels (national, subnational, and Amazonian regional) and roles.
- Ensure representation across the three regions in Amazon and Lima.

- Include a significant area of Peruvian Amazon forests, the project's forest concessions and indigenous peoples, and women leaders.
- Prioritized interviews with stakeholders who could best represent the various perspectives on the Project.

METHODOLOGY

To develop the final evaluation of the Amazonia Verde Program, a mixed quantitative and qualitative methodology was used. Data was collected from primary and secondary information sources, which allowed for the integration of quantitative information from Activity reports and other documents relevant to the evaluation. Stakeholder data was collected in the field through qualitative research techniques (individual and group interviews).

DOCUMENTARY REVIEW:

- Documents that describe USAID policies on biodiversity, climate change, gender policy, indigenous peoples' rights, and strategic documents belonging to Amazonia Verde, Free Trade Agreement, including the Forestry Annex 18.3.4 on Governance in the Forestry Sector.
- Activity documents, including contracts, quarterly and annual reports, and pause and reflect reports (Annex C).
- Sources and publications related to key variables (deforestation, environmental defenders), that were collected from the Public Budget for the Ministry of Economy and Finance, as well as information from platforms and georeferenced databases such as Geo Bosques (national and regional levels) and Earth Map (local level).

INTERVIEWS: The evaluation team conducted semi-structured individual and group interviews, designed for each stakeholder type. Each participant was administered an informed consent statement, which described the data collection effort included a commitment to confidentiality and anonymity and made clear that participation in data collection was entirely optional. This ensured that participants had the space and confidence to provide their opinions openly. Interviews were recorded and transcribed, and interview data were analyzed for thematic content relevant to the evaluation questions, while considering the views of the various stakeholders.

The interview forms consisted of four sections: 1. Governance, 2. Forestry Concessions, CUSAF and Community Forests, 3. Governance and nature of Amazonia Verde Project, and 4. Theory of Change; addressing questions that provide answers to the evaluation questions (Annex B). The interviewees were coded to preserve anonymity, and these codes are used in this report to identify the quotes that support some findings.

The fieldwork included individual or group interviews, as appropriate, with stakeholders from the 4 regions or intervention areas. Interviews were conducted in the city of Lima with national entities, in face-to-face and/or virtual mode, depending on the interviewees' preferences and availability.

The evaluation team conducted a total of 40 interviews: 31 individual and 9 group interviews. In total, 61 people were interviewed, (**Table 5**).

Table 5. Interviews by stakeholder type

STAKEHOLDER TYPE	No. INTERVIEWS			Sex Disaggregation		
	Individual	Group	Total	Females	Males	Total
National Public	2	3	5	9	2	11
Regional Public	8	1	9	1	9	10
Indigenous Peoples	4	2	6	8	8	16
Private Sector	7	0	7	3	4	7
Implementer	6	3	9	7	6	13
USAID	4	0	4	0	4	4
TOTAL	31	9	40	28	33	61

Prepared by: Evaluation Team

Of the 40 interviews by type of actor, 9 were regional government, 9 implementers, 7 from private sector, 6 from indigenous people and 5 from national government. Likewise, out of the 61 interviewees, 54,1% were male and 45,9% were female.

Chart 3. Type of actor interviewed

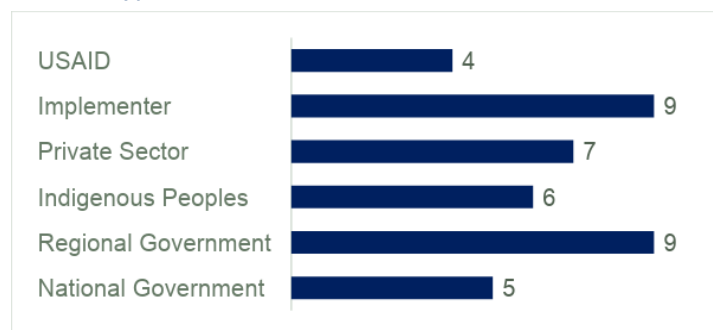
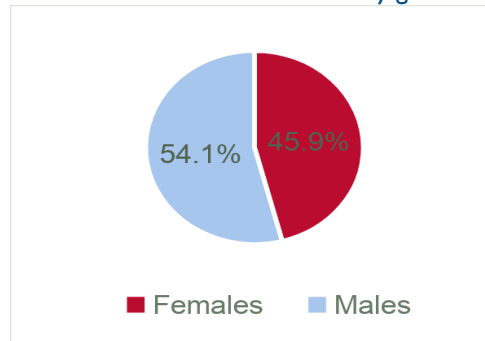


Chart 4. Interviewees distribution by gender



Out of the total number of interviews, 31 were individual (twelve face-to-face and nineteen virtual) and nine were group interviews (four face-to-face and five virtual).

The team carried out a geospatial analysis of 33 of communities in the intervention area to observe the effects of the activities on deforestation, but the results obtained were not conclusive.

STRENGTHS AND LIMITATIONS

Availability of documents. The team found that critical documents needed to respond to the evaluation questions were extensively available. The document review provided detailed information on the operation and management of the project, particularly regarding forest sector governance, the theory of change, and the nature of carbon forest businesses, as well as bio- and eco-businesses supported by indigenous populations.

Rich interviews. The team found that all data collection participants were eager to provide their perspectives, leading to an extensive interview effort carried out in Lima and three regions: Madre de Dios, Ucayali, and Loreto, and detail-rich interviews. The team was able to capture the perspectives of Activity implementers, the regional authorities, and the indigenous communities from the Cacataibo, Ese'Eja, and Kiwchuas peoples that were collected where they were located.

The evaluation process faced various limitations:

- Absence of up-to-date contact details for some Activities, meaning that additional time was needed to verify names and location details of new authorities and stakeholders.
- Limited availability of indigenous organizations' national leaders despite repeated requests for interviews. For this reason, the team had to cancel some planned interviews. The team completed four individual interviews (2 were face to face) and two group face to face interviews.
- Delays in confirming meeting dates with national forestry authorities due to their lack of familiarity with the Amazonia Verde project. The interviewees did not have complete information about Amazonia Verde; they were only familiar with one or two of its Activities.
- Difficulty in connecting with Madre de Dios regional authorities due to the presence of illegal activities in the political spaces.

FINDINGS

RESULTS AND CONTRIBUTIONS

Evaluation question

What is the contribution of Amazonia Verde's Activities to a sustainable environment and natural resource management to expand the economy and social benefits?

Summary of findings

Amazonia Verde's Activities directly contributed to the strengthening of management, focusing on capacity building for public institutions (SERFOR, OSINFOR, FEMA, regional governments). The project also contributed to local groups directly linked to forest resources, especially indigenous communities. Thanks in part to these contributions (e.g. life plans, forest monitoring committees), local groups were able to focus on proper forest management.

Finding 1. Amazonia Verde strengthened institutional capacities for forest management (mainly in public institutions such as SERFOR, OSINFOR, Regional Governments and Specialized Environmental Prosecutor's Offices - FEMA) to design and develop strategic instruments and studies within the framework of the new Forestry Law and its regulations.

A fundamental pillar for the achievement of Amazonia Verde Objective 2: "Strengthen Forest sector governance" is the capacity building of institutional actors involved in forest management. Thus, the activities of Amazonia Verde focused on the education and training of public servants. Significant improvements were made to existing management instruments, such as OSINFOR's Forestry Backpack. The evaluation uncovered notable evidence of achievements and positive reactions from trainees.

"We trained 1,000 public servants and future justice operators in environmental crimes. Technological solutions were developed for the integration and exchange of information between government agencies and follow-up on environmental crimes and forest monitoring and management". PREVENT report.

Public servants from forestry institutions, as well as public prosecutors noted that their capacity to perform their functions have been strengthened, and that their engagement in the project helped them acquire a sound foundation in forestry matters. Indeed, the repository of the Prosecutors' Training School of the Attorney General's Office was reconstructed as a base for the use of information in the training of prosecutors specialized in environmental matters.

(...) the school repository was not the most user-friendly tool we could have. And so, thanks to PREVENT we have improved the repository of the [prosecutor training] school." (GOP informant)

The training of forest regents and the support to the training and recognition process of forest custodians in native communities are especially notable. The National Forest and Wildlife Service

(SERFOR) and the National Forest and Wildlife Supervisory Agency (OSINFOR), as well as the direct users of the forest, especially native communities, have been key actors in this effort.

Forest Backpack is a training and social communication tool used by forest managers to train Indigenous communities to calculate the volume of trees and increase their knowledge of forest management practices and laws. Amazonia Verde Activities supported the development of new modules for the Forest Backpack, such as "Forest Fires" to be used by the National Service of Natural Protected Areas (SERNANP), "Negotiation and Agreements with Third Parties and Forestry Businesses" and "Application of the Book of Operations of Concessions and Permits" to strengthen capacities in native communities, "Obligations of Qualifying Concession and Permit Holders" and "Environmental Crimes" for the prevention of illegal activities aimed at regional authorities and native communities. Interviewees noted that the Forest Backpack tool was improved because of the contributions of Forest, PREVENT, and Pro-Bosques. Created as a training tool and mainly aimed at native communities, it has been enhanced over time as an educational tool adaptable to different audiences and topics.

The documents reviewed and interviews revealed that Amazonia Verde made several other important contributions with respect to strengthening institutional capacity for forest management.

- The reformulation of the Control Module of the National Forest and Wildlife Information System (SNIFFS), specifically for the timber forest component. It is a management tool necessary for authorities and forest and wildlife units. However, it is not yet in total operation geographically or thematically, because it has only been implemented in Loreto region on timber issues.
- The creation and training of surveillance committees of the native communities, and their relationship with the Specialized Environmental Prosecutor's Office (FEMA).
- The Geographic-Satellite Information System for monitoring forests, as well as its use by officials of FEMA at a regional level (FEMA Ucayali).
- The life plans of many indigenous communities were prepared following the guidelines of the Ministry of Culture, which are a source of indigenous pride (12 in Pro-Bosques, 8 in Sustainable Management of Forest Concessions and 7 in Alianza Forestal).
- The improvement in quantity and quality of the services provide by CITE Forestal Maynas (Loreto), CITE Forestal Pucallpa (Ucayali), CITE Productivo Madre de Dios, and CITE Madera Lima. This has allowed users to improve their competitiveness in the fields of production, capacity development, access to markets and financing, with an emphasis on timber in Loreto and Ucayali, and on chestnuts in Madre de Dios.

Evaluation question

What are the main results obtained by the activities? (intentional or not) on environmental aspects and natural resource management, governance, public and private investment, and citizen influence on managerial decision-making and increased accountability.

Summary of findings

Amazonia Verde's activities have produced results including: (a) legal changes that have helped strengthen the prosecution of environmental crimes; (b) the design and development of data systematization tools for decision making, such as the Control Module of the National Forestry and Wildlife Information System; (c) the development of guidelines for public procurement of legally sourced timber; (d) capacity building processes that enable public officials to make better decisions.

Finding 2. The results obtained by the activities (sustainable forest management, and forest governance) provide enabling conditions for strategic processes in the Peruvian forestry institutional and governance.

Under Objective 2 “Strengthening Forest Sector Governance”, the Amazonia Verde Activities generated results to ensure strategic processes in the Peruvian forestry institutional and governance, summarized under the following intermediate results:

Sub-objective 2.1. Successful implementation and enforcement of forestry regulations and norms

Amazonia Verde Activities contributed to create the following enabling conditions: obtain public funding for the Control Module of the National Forestry and Wildlife Information System (MC-SNIFFS), which has an active timber forest module; draft three technical standards for the production of solid wood samples in Peru (Pro-Bosques), through the Technical Subcommittee for the Standardization of Forest Products of the National Quality Institute; the addition of new timber forest species for furniture production in the CITES (Pro-Bosques); the repowering of the Forest Backpack (FOREST); and obtaining additional public budget for the Regional Governments (FOREST and Pro-Bosques).

Sub-objective 2.2. Effective detection, compliance, enforcement, and prosecution of environmental crimes

Amazonia Verde Activities contributed to develop and implement a regulatory framework on environmental crimes at the national and subnational levels. The most notable results were the amendment, by law, of articles 308-B, 308-D and 309 of the Criminal Code, with the objective of strengthening the prosecution of crimes against natural resources and allowing the application of tools to address organized crime in wildlife cases. Another result was the creation of the High-Level Commission for the Prevention and Reduction of Environmental Crimes (CANDAM) by Supreme Decree No. 011-2021-MINAM. On the other hand, the Environmental Crimes Unit - UNIDA was

created by MINAM, which has improvement opportunities, through work with the Environmental Prosecutor's Offices (PREVENT).

Sub-objective 2.3. Economic benefits and private sector engagement in forest activities promoted.

The most notable contribution is the creation of market mechanisms through public procurement including 16 timber products in the virtual catalog of *Peru Compras*; and support for the development of guidelines on the public procurement of timber products for school furniture (Pro-Bosques).

Fewer contributions with important opportunities for improvement can be found in: the design of the Capitalization Model for Forestry Business Operations in Loreto, for the regional forestry authority and the CITE Forestal, in coordination with OSINFOR and SERFOR (FOREST and Pro-Bosques); contact with organizations for carbon footprint offsetting through the purchase of carbon credits from forestry projects and corporate social and environmental responsibility Forest Alliance and Sustainable Management Of Forest Concessions); and the access to public financing for small forest producers through AGRO PERU, AGROBANCO, PROCOMPITE, Qaliwarma. The promotion of bio- and eco-businesses has the potential to generate a greater scaling up of these mechanisms (FOREST and Pro-Bosques).

Table 6 summarizes the results of Amazonia Verde Activities, those that generated enabling conditions to strengthen forest governance, and those with the higher level of consolidation. There is as significant progress in those results highlighted in green, while those highlighted in yellow are in progress.

Table 6. Results for Amazonia Verde Activities

Output 1. Successful implementation and enforcement of forestry regulations and norms	Output 2. Effective detection, compliance, enforcement, and prosecution of environmental crimes	Output 3. Economic benefits and private sector engagement in forest activities promoted.
I. Generation of Enabling Conditions		
Development in control module or platform of Peruvian forestry information system (MC-SNIFFS) (Pro-Bosques).	Development of regulatory framework on environmental crimes, implemented at national and subnational levels (PREVENT).	Design of Capitalization Model for Forestry Business Operations in Loreto, for regional forestry authority and the CITE Forestal, in coordination with OSINFOR and SERFOR (FOREST and Pro-Bosques).
Technical assistance to secure public funding for MC-SNIFFS (Pro-Bosques).		Contacting organizations for carbon footprint offsetting through purchase of carbon credits from forestry projects and Corporate Social and Environmental Responsibility (Forest Alliance and Sustainable Management of Forest Concessions)

Output 1. Successful implementation and enforcement of forestry regulations and norms	Output 2. Effective detection, compliance, enforcement, and prosecution of environmental crimes	Output 3. Economic benefits and private sector engagement in forest activities promoted.
II. Results with higher consolidation level		
Development of three technical standards for production of solid wood samples in Peru, through the Technical Subcommittee for Standardization of Forest Products of the National Quality Institute. Addition of new timber species for furniture production at CITE (Pro-Bosques).	Articles 308-B, 308-D and 309 of the Penal Code were modified by law. The objective of this norm is to strengthen the criminal prosecution of crimes against natural resources. It allows the application of tools to address organized crime in cases involving wildlife (PREVENT).	Development of market mechanisms through public procurement via Perú Compras; inclusion of 16 wood products in virtual catalog and support for development of guidelines on public procurement of wood products for public school furniture (Pro-Bosques).
Forest Backpack upgrade (FOREST)	Establishment of High-Level Commission for the Prevention and Reduction of Environmental Crimes (CANDAM) by Supreme Decree No. 011-2021-MINAM (PREVENT).	Granting small forest producers' access to public financing: AGROPERU, AGROBANCO, PROCOMPITE, Qali Warma (banana and Brazil nut flour) (FOREST and Pro-Bosques)
Additional public budget for regional governments (FOREST and Pro-Bosques).	Establishment of Environmental Crimes Functional Unit (UNIDA) by MINAM (PREVENT)	Promotion of bio and eco-businesses (Amazon Business Alliance and Sustainable Management of Forest Concessions)

Prepared by Evaluation Team using Activities' annual reports.
Color key: light green (significant progress), yellow (work in progress)

Finding 3. Amazonia Verde Activities developed instruments, processes and activities for improved multi-scalar and multi-actor forest governance.

The development of strategic forest governance instruments and processes covers the national level and the four regions within the scope of Amazonia Verde. The main instruments and processes are described below:

- Development of interoperability with the National Forest and Wildlife Supervisory Agency (OSINFOR) and the regions with the Regional Spatial Data Infrastructure.
- Installed capacity in the CITE Forestal network in the Amazon: Technical assistance to the CITE Forestal Network (CITE Forestal Maynas, CITE Forestal Pucallpa, and CITE Productiva Madre de Dios) through the preparation of technical studies, strengthening the infrastructure of technical assistance services, and the strengthening and training of new capacities. Substantial progress in CITE Madera.

Adjustments in the structure of the regional governments, including changing the level of the forestry directorates to management offices, brought multiple benefits for the regions of Loreto, Ucayali, and Madre de Dios. As per public regulations, the management offices have greater independence in budget generation and execution, greater autonomy in decision-making, and greater visibility of the sector within the Regional Government, all of which allows for the management of larger budgets.

"In a coordinated effort with MEF and SERFOR, the Ucayali and Madre de Dios regions were able to create their respective regional forest and wildlife management offices, following Loreto's example. They also developed a process map and a job profile manual. They created, within their organizational structure, the Community Forestry Management Functional Unit, the Forestry and Wildlife Information Management Functional Unit, and the decentralized offices (ODE) for the generation, administration and use of the information generated by forestry activities, as well as improving the attention to indigenous communities regarding the management of forest resources in their territories" (FOREST document).

The evaluation team found that the following instruments and processes are still in progress at a community or local scale (**Table 7**):

Table 7. Instruments and activities for Amazonia Verde

Instruments and activities in progress	Descripción
Early warnings and operational monitoring of deforestation (Forest Alliance)	In a small number of native communities in each region: Ucayali, Loreto, Madre de Dios. Forest Alliance in Ucayali implemented an operational early warning and deforestation monitoring mechanism in the seven communities operating in an integrated manner (field monitoring and remote monitoring).
Advances in market positioning for different products and ecosystem services (Pro-Bosques, Forest Alliance Sustainable Management of Forest Concessions)	<p>Timber products: Inclusion of new timber products in national catalogs for “public procurement” (PRODUCE program)</p> <p>Non-Timber products: Nature-based business plans for coffee from the Administration Contractor from Reserva Comunal El Sira (ECOSIRA), and aguaje in the Sierra del Divisor National Park (PNSD). SAF and the signing of partnerships with Better Gold Initiative (now Responsible Gold Swiss Initiative), Hermes, Bosques Amazónicos (BAM).</p> <p>Ecosystem services: VCU certification processes carried out with the VERRA organization and linked to private companies (Petrotal) for the sale of carbon credits.</p>
Support for small forest producers to obtain legal access to local forests (Forest Alliance and Pro-Bosques)	- Signing of memorandums of understanding with local governments, in coordination with regional forest authorities and SERFOR to promote legal access to the forest for small forest producers.

-
- Technical support to local governments to advance the establishment of local forests for small producers to harvest non-timber forest products.
 - Technical support for the establishment of local forest management units within the local government structure; and in the development of official guidelines for small forest producers to carry out forest management and collect exploitation fees.
 - Strengthen capacities to officials from the Community Forest Management Technical Units (UTMFC) in Ucayali to help indigenous communities in forest management and legal timber production.
-

Prepared by Evaluation Team using Activities' annual reports.

Finding 4. Amazonia Verde contributed to key results regarding the management of public financial resources, including increased budgets. This has been important for the budget management of the Regional Forestry and Wildlife Authorities (ARFFS). The key to this achievement lies in the Forestry Executive Board with the Ministry of Economy and Finance, which was supported by Amazonia Verde's Activities.

In the last ten years, Peru has undergone several changes in the regulations governing the management of forest and wildlife resources. Several of these legal norms were decisive in the transfer of budgets from the Ministry of Economy and Finance (MEF) to the regional governments with forestry responsibilities. Thus, since the creation of SERFOR as the national forestry authority, there have been two national budget programs to support regional forest and wildlife resource management expenditures:

- 0084: EFFICIENT MANAGEMENT OF FOREST AND WILDLIFE RESOURCES: This program was operational from 2013 to 2014 and was mainly assigned to regional governments that had already been assigned forestry functions. In this case, the budgets allocated did not exceed 2 million soles/year per regional authority.
- 0130: COMPETITIVENESS AND SUSTAINABLE USE OF FOREST AND WILDLIFE RESOURCES: This program has been operational since 2015 and came about through approval of the Forestry Management Regulations³. Initially, the budget allocations approved by MEF (Modified Initial Budget, PIM) were based on each regional forestry authority's historical spending on forestry issues, increasing by up to 5 million soles/year per regional authority⁴.

It is important to note that the budget allocated by Budget Program 0130 is used in the regional forestry authorities' recurrent expenditure operations. In this budget program, it is necessary to differentiate the capacities of the regional governments to request budgets with sound and verifiable technical support -

³ Supreme Decree No. 010-2009-AG.

⁴ Except for Madre de Dios, which received more than 10 million soles in 2017.

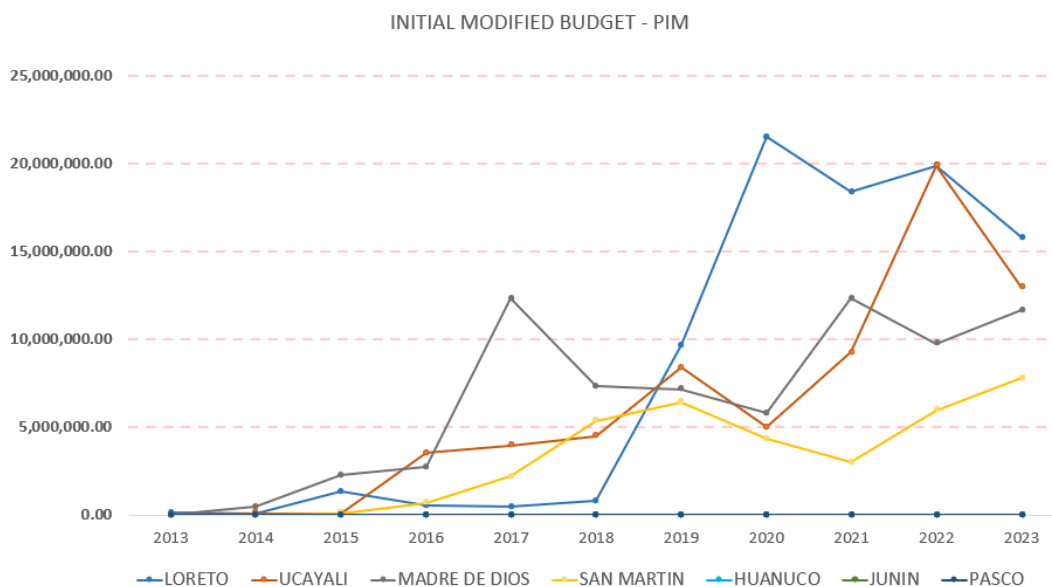
known as the Initial Opening Budget (PIA) - from the budgets approved by MEF to be transferred throughout the year - known as Initial Modified Budget (PIM). Also, it is key to distinguish the capacities to request budget from MEF from the capacities required to spend the allocated budget during the year (Budget Execution⁵). It was only in 2019 that the regional governments achieved significant increases in their approved budgets (PIM) for regional forest management operations.

Forest and Pro-Bosques activities provided technical assistance to the regional forestry authorities of Loreto, Ucayali, and Madre de Dios to improve their capacities and enable them to submit technical information to the MEF to support regional budgets increase. In 2019 and 2021, Loreto, Ucayali, and Madre de Dios received more than S/ 25 million from MEF. In 2020, this was not possible due to the pandemic and the change of government in Peru.

The increased budget was used for priority activities related to the functions inherent to forestry management, such as: granting access rights to forest and wildlife resources; prevention, control, and monitoring of activities that threaten forest and wildlife resources; the generation, administration and dissemination of forestry and wildlife information; community forestry management. (Source: FOREST documents, contribution 3, page 14).

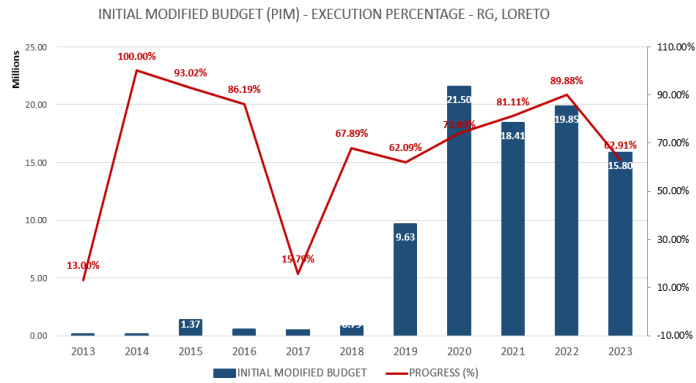
Graph 1 below shows the budget improvements for forest management operations in six amazonian regions, mostly since 2018. Graphs 2 to 5 show the budget increase and the governments expenditure capacities in four regions.

Graph 1. Initial Modified Budget (PIM) 2013-2023

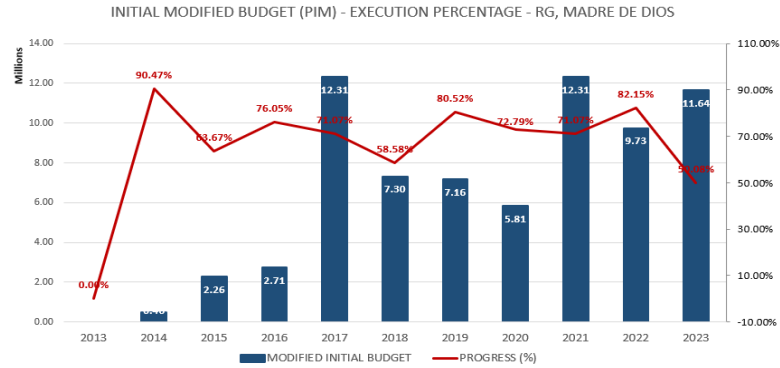


⁵ Consulta Amigable portal (monthly)
Budget Execution Query <https://apps5.mineco.gob.pe/transparencia/mensual/default.aspx?y=2023&ap=ActProy>

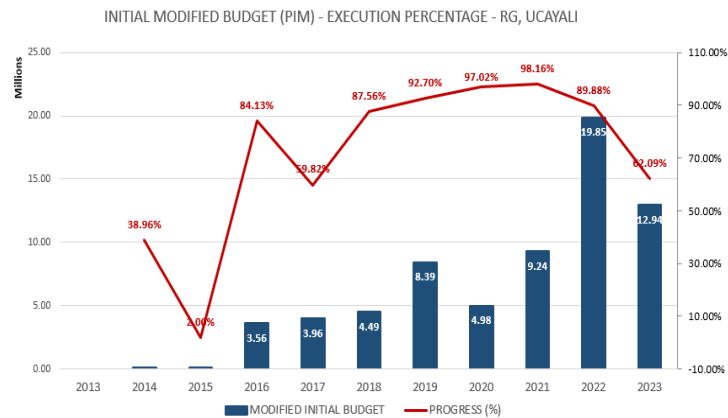
Graph 2. PIM expenditure capacity, RG Loreto



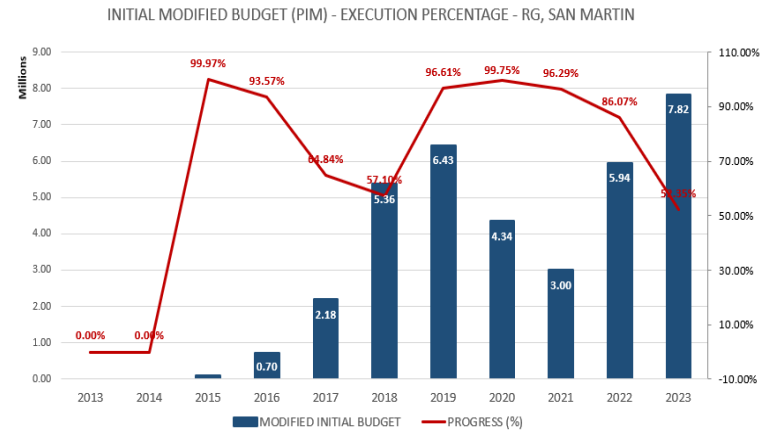
Graph 3. PIM expenditure capacity Reg.Gov. Madre de Dios



Graph 4. PIM execution percentage, Reg. Gov. Ucayali



Graph 5. PIM execution percentage Reg. Gov. San Martín



The Forestry Executive Board formed by the MEF and the regional forest authorities was supported by Amazonia Verde. Forest documents refers that this Board has played a strategic and decisive role in the improvement of the sector, enhancing permanent communication and coordination with the regional governments. Since 2019, regional forestry managers have achieved greater prominence with their view from the forest, thus providing realism and pragmatism to what was being discussed at the Board in Lima.

"The MEF's Forestry Executive Board is given an open hand; all the additional budgetary demand that has been achieved for the regional governments is thanks to the work done with the MEF". (Implementing partner informant)

Evaluation question

What have been the Project's contributions to gender equality and women's empowerment?

Overview of findings

The Forest Alliance, Pro-Bosques, Prevent and Sustainable Management of Forest Concessions activities contributed to the economic empowerment of indigenous women. This has been achieved through improved access to credit, technical assistance, and some advancements in their management and decision-making within communal areas. Nevertheless, cultural norms within indigenous communities are changing at a slower pace and women continue to be responsible for reproductive and care activities in their homes and communities, while male chauvinism hinders indigenous women's participation in leading productive activities.

Findings 5. Forest Alliance, Pro-Bosques, PREVENT and Sustainable Management of Forest Concessions Activities contributed to indigenous women's empowerment through their gender strategy focused on access to credit and technical assistance to enterprises.

Four Amazonia Verde's Activities (Forest Alliance, PREVENT, Pro-Bosques and Sustainable Management of Forest Concessions) developed strategic documents with guidelines to ensure implementation through a gender equality lens (**Table 8**). These documents were published two or three years after the Amazonia Verde Project began and are aligned with the following policies: "Action Plan on Gender and Climate Change in Peru" (PAGCC), as well as with the National Gender Equality Policy (MIMP, 2019), whose priority objectives 3 and 5 emphasize women's access to and participation in decision-making spaces and the exercise of women's economic and social rights. While it is notable that these four Amazonia Verde' activities have developed gender strategy documents to guide their actions, the gender strategies are still being implemented. Forest and Amazon Business Alliance did not develop a gender plan.

Table 8. Gender strategy documents for Amazonia Verde Activities

DOCUMENTS	ACTIVITIES
"Gender and Social Inclusion Action Plan," August 2019	Forest Alliance
"Gender Action Plan (GAP)", June 2022	Sustainable Management of Forest Concessions
"Gender and Social Inclusion Plan," December 2019	PREVENT
"Gender and Social Inclusion Strategy," June 2019	Pro-Bosques

Source: Activities' annual reports

Pro-Bosques reported significant access to credit by women producers, specifically for financing provided by AGROPERÚ. The enterprises that have had access to credit have been mostly related to Brazil nut production and handicrafts. According to Pro-Bosques documentation, by March 2022, 45% of producers with access to financing in Madres de Dios were women. By obtaining such credits, these women's husbands become more aware of their participation in economic activities, and it is no longer assumed that their sole role is to contribute to reproductive and community maintenance activities, such as feeding and caring for the community (Pro-Bosques document review). These results were supported by interviews during data collection for this evaluation.

"Women do not necessarily want to leave the community, but they do want to increase their income. For example, through handicrafts, which they can make while their children are in school". (Implementing partner informant)

"In terms of loans, almost 50% of loans have been granted to women...". (Regional Government Informant)

"When a woman assumes more responsibilities, there is something about self-esteem, which ends up driving gender empowerment (...) We have worked with and sponsored the association of women producers of both handicrafts and Brazil nut". (Implementing partner informant)

However, even though some activities of Amazonia Verde have contributed to increase the visibility of indigenous women in communal economies and strengthen their enterprises, social and cultural norms preserve traditional gender roles. Sustainable Management of Forest Concessions found in its social baseline that women from the communities they work with, tend to dedicate more time to unpaid work and tasks than men, especially with regards to childbearing and domestic work.

"Economically, it has not benefited women. Well, this is because at the end of the day the income is for all the work, for example, it is the men who carry out transactions". (Regional Government Informant)

"...the fact that the technical teams are in the communities makes it easier (...) for the ladies to participate with their young children..." (Implementing partner informant)

"(the ladies) go with their children. (...) Getting them there has been an achievement, but it has been more of a job around installed capacity than the Project around convening women." (Private sector informant)

Findings 6. Indigenous women have continued to advance in the decision-making and leadership process despite the persistence of the sexist culture in their communities and organizations.

Activities by Forest, Forest Alliance and Pro-Bosques have provided technical assistance to enterprises led by women or where women are involved, thus contributing to increasing the visibility of women in the communities' local economies. Similarly, PREVENT provided technical support for the establishment of the first women miner network in Madre de Dios ("Mujeres de Oro") and the promotion of best practices (safeguards) in formal, responsible, and sustainable artisanal and small-scale mining, with social inclusion, gender focus, and clean technologies.

“Support has been provided, strengthening productive capacities for harvesting and post-harvest management of medicinal plants, as well as strengthening business management. Women have been provided with tools for the sale and distribution of the finished products”. (Private sector informant)

“... you can see an empowerment process. The fact that women are able to (financially) contribute something to their homes gives them a better position in their homes and that is the comment of their partners (...) At the beginning, the partners were against it because they wondered, "Do they pay you?" Now there is more support from the men because they see an economic contribution”. (Private sector informant)

Amazonia Verde's training activities (**Table 9**) have contributed to increase the visibility of women's management capacity related to community territory surveillance actions for forest conservation. Also, these activities have contributed to the development of businesses based on forest resources.

Table 9. Women trained in natural resource management.

WOMEN TRAINED IN NATURAL RESOURCE MANAGEMENT	ACTIVITY
Bosques de las Nuwas Association: 70 women trained in sustainable management and marketing of medicinal plants	Amazon Business Alliance
Forestry Management Specialization Course (CERF) 32 participants: 6 women and 26 men Forestry backpack as tool for training trainers in community forest management program 42 participants: 17 women and 25 men	Forest
Individuals trained in sustainable natural resource management and/or biodiversity conservation through assistance from the U.S. government. 13 women and 67 men	Sustainable Management of Forest Concessions
People trained in sustainable landscapes through assistance from U.S. government. 581 women and 750 men	PREVENT

Source: Activities' annual reports

The training provided by Amazonia Verde's activities has offered some opportunities for women to broaden their knowledge about productive work and further their networks, contributing to their empowerment by giving them the opportunity to use their time and skills on their own training.

"In Pro-Bosques and PREVENT trainings, most participants are women". (Private sector informant)

"Socialize all the women who did not believe we could do it. We were invisible and now we are empowered. Now, thanks to technical and psychological support, we can work and dream as women. Before, there were more men on the board of directors, with just 30% of the members being women (...)" (Indigenous Peoples informant)

"The benefit has been to get to know ourselves a little better as partners, to know our rights as women because we have received training (...) At the beginning, their husbands did not let them participate, even though they were full concessionaires. They did not let them. However, as we gradually progressed during this short time that we have had the experience of coming out here, we have had our trainings". (Indigenous Peoples informant)

The norm that mandates the inclusion of a gender perspective in regional public investment projects, approved by Executive Resolution No. 236-2022-GRSM is another contribution to the improvement of women's management and decision-making capacity. It was supported by Amazon Business Alliance, together with the Regional Government of San Martín, the Ministry of Women and Vulnerable Populations (MIMP) and the women-led association "Bosque de las Nuwas".

Amazonia Verde activities are taking place within the cultural norms of Indigenous communities, and despite the efforts to increase women's economic participation through increased knowledge and skills, changing cultural norms is a slower process. The following testimonies confirm that it has been a challenge for Amazonia Verde's Activities to achieve sustainable participation of indigenous women in decision-making and leadership positions in their communities. There is also a gender gap in productive activities, which hinders the training's contribution to women's empowerment and gender equality.

"We as women can lead in the community, but they say that they are sexist, because a woman is a woman and has to stay at home. (...) They limit it to women being president (...)" (Indigenous Peoples informant)

Benefits for women (from the Amazonia Verde activity), directly for women, no. Only at the community level, yes. (Indigenous Peoples informant)

Evaluation question

What have been the main challenges and obstacles affecting the results?

Overview of findings

External and internal factors have contributed to challenges and obstacles that have affected the implementation of the Amazonia Verde project and its results. External factors include political instability and the resulting high turnover of officials, as well as the COVID-19 health crisis. As the authorities were less active in the field during the pandemic, the regions experienced a rebound in various types of illegal activities.

Findings 7. Amazonia Verde Activities faced contextual challenges, including political instability and change, and the COVID 19 pandemic that affected the implementation of the planned activities.

The magnitude of the political crisis that Peru has experienced since the new president took office in July 2016 is unprecedented: six presidents in seven years and a high turnover of ministers and officials from different institutions involved in the management and conservation of the forests in the country. Because of this situation, successive changes occurred in the sectors linked to the work of Amazonia Verde Activities: Environment, Culture and Agricultural Development. Consequently, the Activities faced multiple changes in the priorities of the national authorities, delaying the activities to be implemented due to the lack of decision-making capacity.

In the technical organizations specialized in forestry issues, leadership changes were frequent during the period. In the case of OSINFOR, between 2018 and 2023 there were three institutional heads. Since 2019, the selection process for the leadership has been by public call, which allows stability in management and predictability for the actors that interact with the institution, in addition to establishing leadership in the forestry sector (resulting precisely from the stability of the leader institutional).

SERFOR had seven institutional heads between 2018 and 2023. Stability issues in the leadership of SERFOR, the national forestry authority, have had a negative impact on the strength, credibility and trust of forest management in general.

... "political change: I don't know how many SERFOR coordinators or executives we have had. It is not only the number but also the profile of those coordinators. Sometimes it was simply a person assigned by the Vice-Minister to watch over the institution so that it would not fall apart; the same in the regions themselves. There are cases of accusations, corruption. We have had governors, managers who have escaped, been imprisoned, or have been undomiciled (for tax purposes) ... There is no single solution, except to be there: being there and being seen and generating trust." (Implementing partner informant)

At regional levels, the high turnover of officials and the departure of regional governors due to judicial complaints has been like turnover at the national level. This is the case of the Regional Governor of Madre de Dios and the Governor of Ucayali.

Sanitary restrictions and confinement due to COVID 19 affected the Activities' field operations and strategy, reducing onsite technical assistance and training. COVID-19 represented a significant delay, especially in terms of activities with indigenous communities, because in 2020 the confinement extended for almost 9 months in the departments of the Peruvian jungle. In the case of Pro-Bosques "the work will not achieve the impact expected at the beginning of the activity" (Intermediate Evaluation). On the other hand, due to the regional focus on COVID, illegal activities increased in the Amazon.

“Communities’ situation was affected by pandemic because lack of Government control started and illegal crops in the communities’ areas increased (...). The reports sometimes contradict data from official sources, but those who are living there daily, know perfectly well that something is happening that did not happen three years ago.” (Implementing partner informant)

Nevertheless, Activities reacted and adapted their work, such as Forest Alliance in Ucayali with the elaboration and implementation of a Covid-19 Biosecurity Protocol for the Project, training, and technical assistance to communities in open field and reduced groups. Incorporation of trainings with combined methodologies (virtual and physical) in communities and in offices, strengthened the role of promoter liaisons in each community. Circumstances also led to output adaptations and delays: SUNARP registration of communities' land titles target date moved to FY2023, Forest plantations annual target was delayed from FY2021 to FY2022 and due dates for MBC promoters and visits to the “knowledge route of MBC” moved to FY2023. All in all, Peruvian political turbulence and the Covid-19 crisis affected expected outputs, to the extent that some of them had to be rescheduled.

RELEVANCE

Evaluation question

To what extent does the design of Amazonia Verde project meet the objectives and needs of the Development Goal 3 beneficiaries? (indigenous communities, farmers, public institutions, and organizations)

Summary of findings

Amazonia Verde focuses on the Peruvian Amazon. The design of Amazonia Verde was aligned with: (a) the priorities of national and regional public forestry institutions seeking to assert their role of authority and stewardship to combat pressures on forest resources and indigenous peoples; (b) a context of aggression and environmental crimes affecting indigenous peoples' rights to their lands and forests; and (c) the urgency of attracting and expanding markets and making Amazonian forestry and non-forestry projects profitable.

The evidence of this finding refers to the strategic stakeholders involved in the Amazonia Verde Project, which is linked to Development Goal 3:

- National and Regional Forestry Authorities, SERFOR, OSINFOR, ARAS, PRODUCE.

- Indigenous Communities - Environmental Defenders.
- Private investors.

Findings 8. The design of the Amazonia Verde project was aligned with main forestry issues faced by national and regional public institutions, with respect to the threats of illegal activities and the implementation of the new law and its regulations.

For years before the start of Amazonia Verde, USAID was committed to the forestry regulatory framework and its continuous adjustments, which marked a complex period, such as the process of First Prior Consultation to Indigenous Peoples. This was approved by the Fourth Forestry and Wildlife Act No. 29763, with over 2,000 representatives from indigenous communities after serious conflicts with indigenous peoples (El Baguazo). In 2014-2015 SERFOR had already started functioning and approved four Regulations for the Forestry and Wildlife Act. It was urgent to operationalize the new style of forest management proposed by the new regulations in the field with local stakeholders. These challenging issues are taken into consideration by Amazonia Verde, recognizing the political, institutional, and administrative weaknesses of MINAM and SERFOR.

The forestry service and the UE environmental agency helped in the process of consultation for new legislation. There were lots of workshops in various regions. The whole country had a very sensitive social environment and the struggles within AIDSESEP were fierce. CONAP, Indigenous Trade Chamber and another Awajun organization in the north. AIDSESEP tried to boycott these processes by expelling or dismissing their representatives. Among the indigenous peoples, there were people who showed great commitment. (USAID Informant)

“The Forestry Service didn't have a strong institution. We decided to work on that. The key agency was the Forestry and Wildlife Service. The design was very quick, and it was meant to support the institutional design from the technical assistance. They weren't conditions or requirements, but technical reports. Once the Law and its regulations are approved, there are several technical documents, procedures, guidelines of a lower level than regulations which are approved by the executive directors and are necessary. Assistance is provided by Forest at the beginning. The contribution for institutional development is given to SERFOR in terms of organization, structures, manuals” (USAID Informant)

The implementation of new forest regulations poses significant challenges for SERFOR and regional governments, necessitating the establishment of effective norms, procedures, and resources to enforce the Forestry Law. Enhanced transparency and accountability are crucial for supporting these regulations, yet there remains a lack of standardized procedures, particularly in overseeing forest titleholders. In that regard, the introduction of forest regents⁶ serves as a key control point, albeit facing pressure for quick integration without sufficient funding. To most stakeholders, inter-institutional coordination is deemed essential for sustainable forest sector governance.

The Project aims to bolster technical capacity within forest institutions (SERFOR, OSINFOR, and ARAs) and promote a unified approach to governance. It focuses on supporting the elaboration of a shared

⁶ The forest regent elaborates, subscribes, and implements the management plans of concessions and other enabling titles that make possible a sustainable use of the forest and its resources. Contributes to the forest surveillance.

strategy for improving forest management, developing critical technical norms and guidelines, and supporting the full implementation of forest regents in at least two Amazonian regions. Furthermore, efforts are underway to develop comprehensive information and management systems, such as the Timber Tracking System (MC-SNIFFS), and secure increased funding to strengthen forest sector governance.

The project worked to showcase efforts for timber traceability and promotion of standards, such as inventories of permanent production forests (BPP by its acronym in Spanish). While progress had been achieved -985,340 hectares in Ucayali and 78,885 hectares in San Martín-, this has not been enough when compared to the forest extensions. It was also necessary to improve the presence and quality of timber products in the market, and to diversify these products. Working with CITE Maderas on technical procedures for forestry laboratories was a priority.

The design of the project, given the context faced by forestry authorities, addressed key points that have remained on the institutional agendas even though conditions have been adverse.

Findings 9. **The design of the Amazonia Verde project was aligned with pressing issues faced by indigenous communities and organization aggression towards forest resources in their territory and community leaders' own lives.**

The design of the Project focused on the effective detection, compliance, enforcement, and prosecution of environmental crimes, as well as several lines of action necessary to enable the State to strengthen itself in the face of this issue. These included the presence of an effective environmental prosecution policy within the Public Prosecutor's Office, an effective Information Management System for FEMA, and research and coordination procedures put in place. With these actions, the government will have established an effective structure between the criminal justice system and stakeholders in the administrative system and civil society.

In recent years, environmental defenders have been increasingly unprotected, which has led to several of them losing their lives. The project sought to support forest-dependent indigenous communities by increasing their technical capacity and access to livelihoods, thus increasing their opportunities to protect their forests from illegal loggers, coca growers and illegal gold miners. The project also sought to protect their rights to land, resources, and their lives.

Recently, Peru has taken significant steps to enhance environmental enforcement through agencies like OEFA, ARA, and OSINFOR, alongside the establishment of a Specialized Prosecution Office for Environmental Offences (FEMA) and eight Preparatory Investigation Courts. Despite these efforts, critical gaps persist in environmental justice and enforcement, particularly concerning deforestation, illegal logging, and small-scale mining. Limited resources, corruption, and institutional coordination challenges hamper effective enforcement and prosecution of environmental crimes. As a result, there is a pressing need to clarify institutional roles, define environmental crimes, and reinforce existing internal protocols.

USAID's involvement aims to address these issues by working with national and regional authorities to deter illegal environmental activities, enhance technical and scientific support to help administer justice and law enforcement, and empower forest communities in monitoring and reporting. The actions designed by Amazonia Verde were complex, such as the creation of UNIDA as a functional unit – attached to the Vice-Ministry of Environmental Management of the Ministry of Environment. Such

creation is not sound, given that it was not incorporated into the institutional structure and therefore its sustainability over time is not certain.

The project worked on the visibility of environmental crimes within the Peruvian regulatory framework, from the preparation of studies for the classification of wildlife trafficking crime to the promotion of the national framework for environmental crimes, including the preparation of the “Technical Proposal to address environmental crimes in the Peruvian Amazon”, the implementation of the National Information System on Environmental Crimes (SNIDIA), and the implementation of the “forest crimes” theme in OSINFOR’s Forestry Backpack (with which progress was made in the training of indigenous communities).

The design of Amazonia Verde remains useful, but achieving all that was proposed was ambitious in terms of addressing the problems of indigenous communities and organized aggression against forest resources. Progress has been made in meeting the urgent needs of indigenous communities by making environmental crimes visible and supporting the creation of specialized units, such as the creation of the Community Forest Management Unit in SERFOR. However, the sustainability of the proposed actions has been hampered by challenges in the administration of environmental justice.

Furthermore, the design of the project, in view of the situation of the indigenous communities and organizations, addressed key points that are still relevant even in an adverse context.

Findings 10. The design of the Amazonia Verde project was aligned with the need to incorporate private sector to support forestry activities and reward producers of both timber concessions and small-scale enterprises.

The Amazonia Verde project aimed to mobilize investments from the private sector to finance REDD+ mechanisms, regional conservation funds, bio-businesses and to continue with the association of timber producers to increase legal timber. The Amazonia Verde PAD recognizes the economic potential of Peru’s forestry sector, the Ministry of Production (PRODUCE) emphasizes its role in supporting the country’s economic growth, aligned with the National Forest Policy and National Forest and Climate Change Strategy. Furthermore, USAID views private sector engagement as crucial for driving systemic change and leveraging development assistance. Recent reports from the OECD highlight the economic benefits of sustainable forestry practices, which encourage legal compliance and creates jobs in the formal market. Additionally, preserving the Amazon has significant ecological benefits, including carbon sequestration and mitigating carbon emissions from deforestation.

USAID’s strategy involves strengthening investments in legal forest enterprises, promoting sustainable and inclusive forest management, and fostering initiatives for legality and profitability of legal wood supply. Collaboration with SERFOR and regional governments aims to reduce pressure on forests through efficient timber resource management, including practices beyond sustainable logging such as non-timber forest products. The strategy included partnering with timber producers to increase legal wood sources and with the private and financial sector to increase access to credit, while also creating domestic and international demand for sustainable timber supply.

Inclusion of gender issues was a priority in Amazonia Verde PAD, with efforts focused on empowering women entrepreneurs in natural resource-based value chains to accelerate conservation goals and ensure sustainability post-project.

The design of Amazonia Verde to meet the needs of the private sector and indigenous community enterprises remains relevant. The needs of investors and enterprises have been met with extensive training, technology support, technical assistance and market access, and are on their way to scaling up and ensuring sustainability.

Evaluation question

To what extent does the design of Amazonia Verde project address current environmental, social, and political context problems? Does it consider the project-related risks and limitations, taking the context into consideration?

Summary of findings

Amazonia Verde's design addresses current environmental priorities, social and political context issues, both in terms of timber harvesting, legality and profitability, and multiple use of forest, non-timber and ecosystem services. However, environmental aspects were limited; climate change adaptation and mitigation, and environmental and social safeguards were not fully specified in the design.

Findings 11. The design of the Amazonia Verde Project addressed current environmental issues and the legality and profitability of timber business. Progress was made on a set of important standards, tools, and instruments in the value chain of timber products, but the scope of environmental issues represents a major challenge.

Amazonia Verde proposes a comprehensive vision of forest management through the conservation of biodiversity and the production of ecosystem services. However, it mainly focuses on forest sector timber businesses, and to a lesser extent on non-timber products and ecosystem services. Clearly, the fact that the forest zoning issue is still pending goes beyond the project itself.

“We basically work with concessions and permits, which are those that must be managed and therefore supervised by OSINFOR. But everything that is outside the Project is not considered... But it is necessary.” (Implementing partner informant)

The focus on improving timber forest management is one of the fundamental pillars of the Project proposal. It addresses aspects related to forest concessions (with participation from the private sector), community management (with presence of native communities), and local forests (providing opportunities for local communities). The strategy was providing support to strengthen management, supervision and control functions at the institutional level as well as the regulatory framework. This is later reflected in the forest governance approach.

The Activities also intervened in other aspects related to non-timber uses, agroforestry and ecosystem services. This is evidenced in the implementation of various activities with local and native communities, as is the case of Amazon Business Alliance and Forest Alliance (both cooperative agreements), and ecosystem services such as forest carbon.

“The main thing is the timber traceability system, the entry point. There have been baseline studies; we have gone to all the ODES that issue the forest handover guides, 2000 guides, in 2019, about the year 2017... It’s all about volumes, species, concessions and permits” (USAID Informant)

The environmental issues in this Project arise due to the presence of illegal activities that generate almost permanent deforestation. The Forestry Authorities have intervened, as in the case of OSINFOR, which implemented fines to native communities in order to cut off a timber laundering route. These measures, including restrictions in the operational capacity of the Specialized Environmental Prosecutor’s Offices (FEMA) to operate in the field and ensure the traceability of the timber, have been successful. Nevertheless, low profitability of forest timber concessions remains a challenge that exceeds the scope of the project.

But the environmental problem is much broader. Even though support is being given to measures to mitigate and adapt to the impacts of climate change through non-timber enterprises oriented to the carbon market and other markets, there are still pending issues to be resolved in terms of regulation by public institutions, social and environmental safeguards, and changes in institutional structures, as in the case of UNIDA in the Ministry of the Environment.

Findings 12. The project design considered context risks and limitations, such as the increase in violence against indigenous leaders and defenders, the excessive turnover of forestry public servants at the national and regional levels, and the political will of state institutions to consolidate the creation of UNIDA, sustain budgets and greater participation of indigenous organizations. However, these issues exceeded the operational capacity of the project.

The risks and limitations regarding the vulnerability of environmental defenders and the reduced response of the Environmental Prosecutor’s Offices to sanction and reverse the levels of violence were difficult to assess. Additionally, the effects of excessive turnover in public institutions senior management, such as SERFOR and the regional governments, which might have delayed the operational plans of the implementers, were not directly observable. The context demands sustained levels of response to violence against defenders, as well as establishing more clear institutional responses, but both go beyond the project scope and depend on the decisions of the Peruvian Government.

The extent of the political crisis in Peru since the change of presidential command in July 2016, and increased around 2018, could not have been predicted. Six presidents in 7 years, countless ministers in each of the 18 ministerial portfolios, high turnover of officials at the top of various authorities linked to forest management and conservation at the national level and its impacts at the regional levels. These political fluctuations generated various degrees of conflict and violence, impacting the implementation of operations, mainly those that had to be carried out in the field, affecting both satellite and on-site monitoring and control, and contributing to a significant increase in deforestation.

This was compounded by the government’s limitations in dealing with the effects of the global pandemic on indigenous communities. However, as informants reported, the communities reacted on their own. Furthermore, risks were mitigated by adapting work styles from face-to-face to virtual. Among the adaptations were the digitalization and automation of information from national and regional forestry authorities and, in the case of indigenous peoples, their territorial self-enclosure and the use of digital media to communicate during the pandemic period.

MANAGEMENT / IMPLEMENTATION

Evaluation question

What was the coordination between the Activities like? To what extent did it contribute to the purpose of the Project? What were the specific challenges?

Summary of findings

Coordination between activities was weak, sporadic, and focused on specific situations and actors. Each Activity focused on achieving its own objectives and proposed results independently, contributing to the overall objective of strengthening forest sector governance. The main challenge was to carry out the implementation with a territorial and holistic view of biodiversity conservation and ecosystem services, as proposed by Amazonia Verde, without a clear guide for this purpose.

Findings 13. In regions with multiple implementors, the coordination between activities with national and regional forest authorities showed overlaps in their actions, which some regional authorities perceiving a “double effort” to get the same results.

Amazonia Verde proposed a joint strategic intervention through various activities funded by USAID to obtain solid results through complementary interventions. The various activities interacted in different cases with the same actors, so complementary interventions needed to be coordinated in a way that made efficient use of human and financial resources, preventing the proposed activities from duplicating, or competing.

Regional authorities informed about the lack of coordination, or the need foster synergies about the different Amazonia Verde activities.

“Each Activity was presented separately. They come here and present their line of work. Based on that, management prioritizes actions where we want to focus. And that’s how we work generally... there were some overlaps or cases of double effort between Forest and Pro-Bosques in some issues, such as the management tool and instruments”. (Regional Government informant)

There wasn’t an incentive for coordination between Activities, although some of them interacted in the same regional spaces, with the same authorities and focusing on similar, almost overlapping issues. The

need of each Activity to meet the objectives and intermediate results stated on their contracts with USAID, as well as the different levels of flexibility due to the type of award, generated competition rather than synergies in some cases, according to interview respondents.

The Activities always sought to singularly achieve their objectives, reporting their achievements as an Activity and not necessarily within the framework of the Amazonia Verde project. Activities also coordinated with national and regional authorities individually and not as an Amazonia Verde project. As an effect, the beneficiaries were often unaware of Amazonia Verde, although they identified each Activity and its achievements.

Evaluation question

How effective has Amazonia Verde been involving the private sector?

Summary of findings

Amazonia Verde's activities focus on timber and non-timber forests for private sector engagement. For example, Pro-Bosques' main activities have included strengthening the traceability of the timber forest sector to ensure the legality of commercial timber. In contrast, Sustainable Management Forest Concession, Forest Alliance, and Amazon Business Alliance focus on non-timber forests. They promote ventures at the indigenous community level and the sale of carbon markets at the communal association and forest concession levels, which are still in an early stage.

Findings 14. Amazonia Verde's Activities kept a priority focus on timber forestry. They have contributed to improve some value chain timber products to strengthen the traceability of timber legality improving international and national market access.

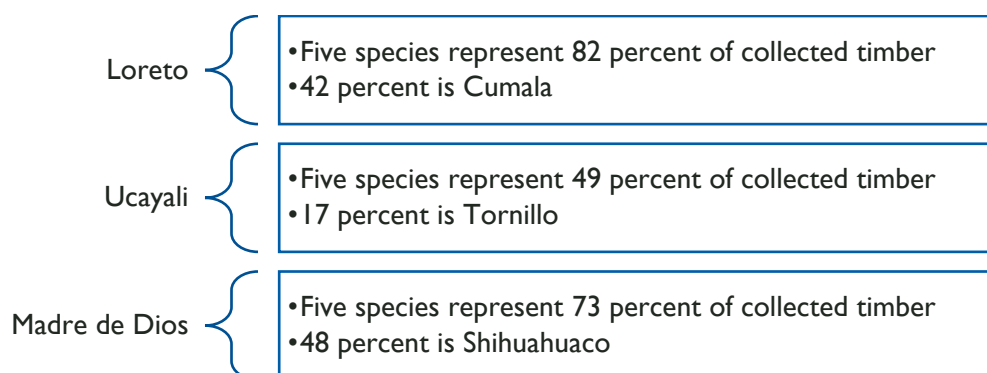
Amazonia Verde is mainly focused on promoting the timber forestry sector. Peru's current model for the timber forestry sector has shown low competitiveness and productivity. Only 30% of timber concessions are still active and more than 60% of the commercially valuable timber remains in the forest due to high extraction costs and uncompensated market prices (SERFOR, 2022). In 2019, an evaluation of the timber forest concession model was carried out, compiling legal, technical, and economic-financial analyses, as well as regulatory proposals for strengthening the model (Kometter, 2019). Among the results and conclusions, the report noted that: "Based on the analysis, it can be stated that in most timber forest concessions, forest management is not sustainable, mainly because the Cutting Cycle and Minimum Cutting Diameter (MCD), linked to the Cutting Intensity (CI%) applied, do not ensure sustainable exploitation".

"This study concluded that the rotation cycles were too short, and the working periods were also too short. In the end, they concluded that we were, or we could be either sustainable or profitable, but not both at the same time...". EAI_1.1.2.

“Only 4.1 million hectares for timber concessions are active (31%), of a total of 13.3 million hectares available. Forest concessions face challenges to remain profitable; taking timber from areas further away from ports or roads is not profitable”. (Forest documentary review).

It is notable that the current problem with the timber forest management model in Peru is the reduced variety of species that can be exploited in a sustainable manner, which are mainly extracted from three Amazon regions: Loreto, Ucayali, and Madre de Dios (Chart 5).

Chart 5. Indicators of low productivity and sustainability of the timber forest management model in Peru



Source: SERFOR, USAID, US Forest Service. 2022. Timber Forest concessions. Comprehensive evaluation of the timber concession model and proposals for its strengthening.

In this context, Pro-Bosques has contributed to produce the baseline and analysis of the supply chain of Legal Timber sourced in Loreto, Madre de Dios, Ucayali, San Martin, among other regions, showing the volumes and flows of the effective supply of timber, as well as estimating their levels of risk and illegality. For this purpose, they use the statistics of the timber production of 2017 and the OSINFOR’s monitoring of 2018 and 2019.

Component 2 of the Pro-Bosques Activity looks for a more profitable and competitive private sector. To address this, it has worked with the forestry concessions (5 in Loreto and 5 in Ucayali) promoting activities focused on traceability to support the legal origin of timber products to connect with the timber market and to contribute to improve their profitability. **Table 10** shows the concessions agreements and hectares involved.

Table 10. Forest concessions in Loreto and Ucayali – Pro-Bosques

No.	REGION	CONCESSION AGREEMENT	AREA (ha)
1	Ucayali	25-PUC/C-J-063-03	30,135
2	Ucayali	25-UCA-PUC/CON-MAD 2018-15	12,452
3	Ucayali	25-PUC/C-J-054-02	13,114
4	Ucayali	25-UCA-PUC/CON-MAD-2018-08	11,748
5	Ucayali	25-PUC/C-J-011-03	7,476
6	Loreto	16-CON/C-J-135-04	20,360
7	Loreto	16-LOR-REQ/C-J-199-04	23,256
8	Loreto	16-LOR-REQ/CON-MAD-2017-020	13,557

No.	REGION	CONCESSION AGREEMENT	AREA (ha)
		I6-LOR-REQ/CON-MAD-2017-019	18,704
9	Loreto	I6-CON/C-J-182-04	12,107
		I6-CON/C-J-183-04	7,370
10	Loreto	I6-LOR-REQ/CON-MAD-2017-026	13,981
		I6-LOR-REQ/CON-MAD-2017-027	15,096
		I6-LOR-REQ/CON-MAD-2017-028	7,491
		I6-REQ/C-D-012-14	19,820
Total ha			226,668

Source. Pro-Bosques Document Review

Another Pro-Bosques contribution was to strengthen CITE Network, as principal provider of technical assistance forest sector by ITP (CITE Madera, CITE Forestal Maynas, CITE Forestal Pucallpa y CITE Productivo Madre de Dios) to improve CITE quality services; access to public funding for small scale forest producers and development market mechanisms through public purchasing (technical assistance to develop “Perú Compras” virtual catalog).

FOREST Activity contributed with Peru’s forest sector to have a new approved list of forest timber products. The Forest Products Guide and Catalog helps government supervisors to confirm the legality of Peruvian wood by providing the tools to properly identify the types of wood (e.g. natural, round wood, manufactured articles, wood-based panels, sawn lumber). The list was developed in collaboration with SERFOR, the National Tax Administration (SUNAT), customs, the Association of Exporters (ADEX), regional governments, logging companies, and other forest users, facilitated by FOREST.

Findings 15. Strengthening of the multiple use of forest approach has been observed at: large venture level, communities’ level, and entrepreneurship level, albeit at a different pace.

Three Amazonia Verde’s Activities supported a variety of private sector ventures of different business lines, scales and markets focus on non-timber products which seek to leverage, provide technical and financial assistance and “credits” for the sustainability of existing economic activities in the communities.

At large venture level

Sustainable Management of Forest Concession has an extensive Forest Concessions area (459,299 Ha), 87.6% of the area is designated for carbon and 12.4% for sustainable forest management. Its strategy approach is related with managing forest for conservation and protection in GGF Concessions and developing sustainable community-based enterprises. This includes the reduction of 529 tons of CO₂ equivalent to 254,000 hectares, which can be sold through the voluntary carbon market of Nature Based Solutions (NBSs) with strong support in the control and surveillance of the native communities in that area. The sale transaction requires the verification of carbon units through a certified verifier, in this case VERRA, and the approval of the reference level of emissions from deforestation by MINAM.

“... Green Gold today is one of the largest concessions in Peru”. “Instead of cutting down trees, we can obtain consistent profits and generate sustainable benefits for the company and for the surrounding communities. Today we have 459,000 hectares of forest, 86% of which are areas that are going to be or are already dedicated to conservation and 12% are areas that we still have for exploitation, especially non-timber forest”. (Implementing partner informant)

Likewise, this financial mechanism will contribute to improve the livelihood of the Indigenous communities they work with. In this regard, part of the activity’s strategy is to collaborate with the communities surrounding the concession in order to establish a strategy of social and environmental safeguards.

“First, you have to have a social license, second, we share the same geographic space and therefore we are subject to the same threats”. (Implementing partner informant)

At communities’ level:

Since 2019, Forest Alliance has utilized a Community Forest Management model in Ucayali to promote a REDD+ initiative in communities belonging to the Association of Indigenous Communities for the Conservation of Forests in Ucayali (ACICOB), who have a carbon benefit sharing agreement with Althelia – Mirova. As a result of this project, 727 ha of deforestation have been avoided, which is equivalent to 263,196 tCO₂-e of net emission reductions generated by the REDD+ Project for the June 2019-July 2020 period.

The Forest Alliance agreement between communities and Althelia Mirova mentions the sale of Verified Carbon Units (VCU). The financial resources generated were destined to the communities for investments in community works and support for family market baskets. However, the evaluation team did not identify sufficient evidence (in the documentary review or in field work) to verify the transfer of these benefits.

“The fact that USAID started working with the private sector. Would you imagine them working with a private company so that it doesn’t cut down the whole forest but, rather, that it captures carbon bonds and sells them? They’re doing that in Iquitos, in Loreto... This has great potential in the sense that it could be replicated, as we have 70 billion hectares here. Private”. (USAID Informant)

Activities are related to companies such as Mirova Althelia, interested in purchasing carbon credits, and to regional and Lima-based companies interested in promoting the sale of timber products.

At the entrepreneurship level:

Amazonia Verde promotes various economic activities from non-timber forest products, such as shiringa latex, textile handicrafts, and agroforestry (coffee and cacao production), as well as commercial forestry plantations, which receive leverage and training in business management.

Amazonia Verde has contributed to organizational strengthening, gaining access to the sale of timber and non-timber products at points of sale in the Ucayali region (Pruébalo, Open Plaza, Pucallpa airport) and Lima (las Polleras de Agus at Jockey Plaza and Larcomar).

Regarding shiringa latex products, a commercial agreement has been made between Puerto Nuevo's shiringa partners, the company Nii Biri and the company TiTI Brand (a company dedicated to the sale of eco-sustainable pet products) to produce pet toys.

Regarding the sustainable use of timber, the native communities of La Roya and Callería in Ucayali established commercial agreements with Nii Biri for the purchase of the total volume of timber produced by the communities at certified timber prices. As part of their commitment, the communities must demonstrate compliance with the Environmental Management Statement (EMS) and comply with the Forest Stewardship Council (FSC) standard. By 2022, 35,900 board feet of lumber was marketed.

Agroforestry includes cacao production committees in native communities (five in the Ucayali region). As of 2022, 187 hectares of forest plantations were installed in seven native communities.

In Loreto, Amazonia Verde promotes ventures which focus on alternative economic activities for forest products with high market demand such as *aguaje* produced by communities, which has led to a partnership with the company FRUTAMA S.A.C. to sale aguaje.

In San Martin, Amazonia Verde promotes leverage with private partners, aimed at various ventures with business lines of Sacha Inchi oil and herbal teas, for the technological improvement of their production processes.

“...implement a plant to transform this raw material that has a price of 1 to a price of 5 or 6, which is this oil (aguaje), where Green Gold Forestry is located... (...) because they will provide technical assistance to many communities outside the concession area and that's how they ensure that their business model, linked to carbon credits, is sustainable over time, and also helps communities to generate more income, because they give them technical assistance to extract their aguaje”. (Implementing partner informant)

All initiatives have various levels of private sector involvement. Forest Alliance has a major implementation of mechanisms that involve the relationship with about fifty private organizations, (Table II). However, it should be noted that this is a bridge activity (i.e. it has continued with pre-existing experiences).

Table II. Mechanisms and private stakeholders – Forest Alliance

MECHANISMS	PRIVATE STAKEHOLDERS
REDD+ and other forest carbon projects	Shell, Mirova Natural Capital, Bosques Amazónicos, Revalue Nature, Ecosphere +, other investment funds and investment promotion programs: Carbon Growth Fund, Carbon Streaming.
Investment in sustainable lines of business	Amazonas Trading, Las Polleras de Agus, Ruta Alfa, Procesadora tropical (Inka Crops)
Offsetting carbon footprint through the purchase of carbon credits from forestry projects	Yanbal, COFIDE, A2G, Libélula, RPP, Diners Club, Cálidda, Textil del Valle.

Source: Activity Document Review.

Evaluation question

How effective has Amazonia Verde been in engaging global actors, partner countries and local leaders to mitigate the climate crisis and support equitable adaptation to its impacts?

Summary of findings

USAID supported the Government of Peru in meeting national and international environmental commitments that would reduce, sequester, or prevent greenhouse gas emissions in Peru. In doing so, it indirectly contributed to the country's engagement with global actors and partner countries.

The situation of local leaders is similar, as the project did not consider their involvement in mitigating the climate crisis or adapting to its impacts. Indirectly, however, they have become aware of the role of the Amazon forests in the fight against climate change and the need to work for their conservation and sustainable management.

Findings 16. The Amazonia Verde project considered the participation of the global actors, partner countries and global companies as part of its Activities, contributing to the Government of Peru's global engagement.

The Amazonia Verde project supported the Peruvian government in meeting its national and international environmental commitments to reduce, sequester and prevent the emission of greenhouse gases (GHGs). To this end, USAID identified the opportunities for synergies with the Government of Peru to raise public funds to complement those of the project, but also identified the portfolios and opportunities of other countries related to climate.⁷

Amazonia Verde project mentions “ESG will collaborate closely with donors to ensure that, during implementation, USAID can coordinate and work with them on climate change and biodiversity issues to avoid duplicating efforts and enhance outcomes” (PAD, pag 13).

An example of Amazonia Verde's contribution is related to Peru's commitments under the United Nations Framework Convention on Climate Change (UNFCCC). As part of the COP21 in Paris, Peru presented a proposal for reference levels of forest emissions from deforestation, which was approved by the Convention in 2016 and was in force until 2020. It was therefore incumbent upon the Peruvian government to update the information that would allow the country to comply with international commitments related to the measurement, reporting and verification (MRV) of greenhouse gas (GHG)

⁷ PREVENIR and Pro-Bosques were co-financed by Norway, and the Amazon Business Alliance was co-financed by Canada, each bringing together Peruvian government institutions with partner countries. Alianza Forestal, Manejo Sustentable de Concesiones Forestales, Pro-Bosques and Amazon Business Alliance incorporated investments from international companies and foundations and helped create partnerships between Peruvian-led companies and international companies or investors to promote sustainable economic development and climate change mitigation.

emissions and removals in general and forestry in particular, considering that land use change is the largest source of GHG emissions in Peru. It is along these lines that, in 2021, Peru submitted a new proposal for reference levels to the United Nations Framework Convention on Climate Change (UNFCCC), which was prepared with the support of Silva Carbon for the mapping and carbon accounting of the Peruvian Amazon. The document is currently under review. (See: [Submissions / REDD+ \(unfccc.int\)](#))

“... we coordinated with the people from Silva Carbon, (...) for governance, you need the normative part of the legislation, but you also need tools and one of those tools in terms of reducing deforestation is the reference level”. (GOP Informant)

Another example is that of the Memorandum of Understanding (MOU), originally signed in 2014 between the Peruvian Government, the German Government, and the Norwegian Government and joined by USAID as an addendum objective observer in 2021. Some Amazonia Verde Activities were considered by USAID as aligned with the objectives of this Joint Declaration of Intent, which sought to include actions to reduce deforestation and forest degradation by incorporating financial support from the Norwegian Agency for Development Cooperation (NORAD).

The Joint Declaration of Intent (JIU) is a long-term initiative that seeks to stop authorizations for the conversion of forest areas to agricultural use by strengthening institutional capacities and transparency mechanisms. Likewise, it is important to evaluate and address the impacts of deforestation and degradation of the Peruvian Amazon forests through public policy recommendations and instruments that allow the implementation of the Forestry Law. Regarding the latter, there are still several guidelines pending to be issued by SERFOR, some strategic control posts have yet to be established and interconnected, as well as the completion of the SNIFFS Control Module in terms of integral operability.

Peru acknowledges the recently signed Memorandum of Understanding between the U.S. Agency for International Development and the Ministry of the Environment (MINAM), Ministry of Agrarian Development and Irrigation (MIDAGRI), Presidency of the Council of Ministers (PCM) and Ministry of Economy and Finance (MEF), highlighting the USD 47.5 million Forest Program which aims to combat illegality, strengthen forest governance, engage with the private sector, and promote market inclusion, all of which aims to align with JIU efforts and address climate objectives. (Addendum No. 1, DCI, 2014).

“The control module will help a lot, but there is a lack of technical resources dedicated to planning, to have a clearer framework, because we do not have a national plan that can tell us: this way we are going well; this is the road map. I believe that USAID and other cooperations could help a lot to have, but rather than having, to use, two or three things that are the axis...”. "USAID can think or say: I give you the green light to look for resources with the Norwegians, the Swiss, the Canadians, with whoever (...) there must be a more operative coordination between the cooperations”. (Implementing partner informant)

Thus, in the case of the Forest Alliance, financing for Community Forest Management in Ucayali made the following progress:

- Contract signing between AIDER and the international energy company Shell: new ally for financing the replication of the MBC proposal in 23 new native communities, through a REDD+ initiative.
- Successful crowdfunding campaign in alliance with the German non-government organization Bluoverda, which managed to raise approximately US\$9,000, with which an additional US\$23,000 has been leveraged from the German Government to support the development of crafts in the Sinchi Roca native community.

- Term sheet of new agreement with Mirova Natural Capital to continue financing the implementation of the MBC proposal in the seven native communities that started the Forest Alliance, through the new impact funds that it has under its administration.
- Negotiations started with Ecosphere+ to renew the alliance as a commercial partner of the seven native communities for the sale of carbon credits in the voluntary market.
- Memorandum of Understanding with the company Revalue Nature to evaluate MBC financing opportunities through REDD+ in native communities of Atalaya.
- Activities to replicate the agroforestry experience of the Forest Alliance, within the framework of the MBC proposal, in four new native communities of Ucayali and Madre de Dios, in alliance with the UK PACT of the United Kingdom. Events to exchange experiences between the seven communities of Forest Alliance and new communities.

Findings 17. The regional and local level of indigenous organizations have received support from Amazonia Verde in various actions, forest control and surveillance, capacity development and specific undertakings, making it necessary to clarify the connection of said aid in the fight against the climate crisis.

The presence of regional governments and national Peruvian indigenous organizations in international climate change forums, such as the Interethnic Association for the Development of the Peruvian Rainforest (AIDSESEP), the Confederation of Amazonian Nationalities of Peru (CONAP) or the National Association of Administration Contract Executors (ANECAP), has allowed channeling the voice of subnational authorities and the indigenous voice in these decision-making platforms. It does not mean, however, that this is a subject that is widely disseminated or known by local authorities, whether political or communal authorities.

The activities of the Amazonia Verde project did not consider a specific strategy with local leaders on climate change, but did consider local work in control, monitoring and surveillance actions, and the promotion of productive activities that keep the forest standing in initiatives related to carbon markets. These activities may generate small economic benefits and impact a group of families in the communities, and positively impact mitigation efforts of a climate crisis that is already affecting us. Some local leaders are interested in understanding how these actions contribute to the fight against the climate crisis.

(...) “when they said that we were in a climate crisis, then the truth is that there is a lot of mobilization of resources where they were not before; there are other types of resources that are ready to cover the costs that nobody wanted to cover before, such as control and surveillance. If you listen to the proposals of the regional indigenous movement from COICA, AIDSESEP, they claim that the State has to pay for the communal control and surveillance, that is to say, pay the custodians. However, until that happens, the alternative is that the voluntary carbon market is paying for it (...). but this is not just about patrolling and taking care of the forest. There needs to be a parallel sustainable economic development in the communities, so that they can be prepared for everything and eventually cover their costs in this system of benefit distribution (...) and the physical-legal sanitation. We're talking about general territorial safety; it is also an overhead. This is also something we have wanted to do, but it is not easy (...).” EAI_1.1.5

Evaluation question

To what extent are the results sustainable?

Overview of findings

Although Amazonia Verde's activities have shown that timber concessions are in a difficult situation in terms of sustainability and profitability under Peru's current timber forest management model, they have been able to develop actions and tasks that have strengthened government institutions to improve their capacity to manage forest resources, especially timber. In many cases, the impact of these actions led to significant changes in the management tools of government agencies, making them sustainable over time.

Findings 18. Amazonia Verde's activities achieved concrete and sustainable results in terms of institutionality, capacities, instruments, access to markets, and benefits for stakeholders. Many of these results were later internalized in public institutions. The implementation and replication of these practices by government entities (operational coordination among forestry authorities, repository at school of the Attorney General's Office, public procurement of legally sourced timber) improves the chances of sustainability of results.

Amazonia Verde's activities generated concrete results that were subsequently integrated into the processes and institutional organization of the authorities and organizations with which they interacted. This has created the conditions for sustainable effects over time. Some examples on how the sustainability generated from Amazonia Verde's activities can be seen in the tools, processes, and institutional structures related to forest governance and management are shown below:

Operational coordination among national and regional forestry authorities and other institutions related to the sector has been strengthened over the last four years.

MEF's Forestry Executive Board has succeeded in strengthening coordination among SERFOR, OSINFOR, MEF, regional governments, and the private sector. In recent years, the participation of the regional authorities has become permanent and strategic, which has contributed to a prioritized agenda with a territorial approach.

School of the Public Prosecutor's Office Repository. As part of its tasks, PREVENT has produced a considerable number of studies, reports, and working documents to strengthen the capacities of public institutions, namely of the Specialized Environmental Prosecutor's Office (FEMA). All this technical and legal documentation has become part of the repository of the School of the Public Ministry "Dr. Gonzalo Ortiz de Zevallos Roeder." The repository has grown based on the various training processes of the prosecutors.

"Regarding what we are seeing with the Public Prosecutor's Office, everything related to the transfer of the [training] resources developed by the [PREVENT] project is going to the school of the Public Prosecutor's

Office. In their repository, they are going to include all the materials, the studies that PREVENT has carried out (...) we found a situation in which the school's repository [school of the Public Prosecutor's Office] was not the most user-friendly tool we could have. So, thanks to PREVENT the school repository". (GOP informant)

For the International Cooperation Office of the Public Prosecutor's Office, the work done to strengthen the school's repository was a non-planned result of the PREVENT project.

"...all positive collateral effects. That is right, it was that as a result of this [PREVENT Activity] the material was so useful and that we wanted to make it available to the prosecutors. That... we came across this need...". (GOB Informant)

Public procurement of goods made from legal wood - Regional Government of Loreto

Furniture purchase by public agencies represents an important expense for regional governments. Thus, the Regional Government of Loreto, with support from PREVENT and, succeeded in making it mandatory in the procedures of the regional government to purchase wooden furniture from legal origin. This was done through Regional Ordinance No. 008-2019-GRL-CR. The Regional Government of Loreto "declares the promotion of economic activities in the forestry and wildlife sector in the Loreto Region to be of regional need and interest," with the aim of promoting the sustainable use of forest and wildlife resources, and that the forestry sector should have forests that are managed and conserved to generate economic, environmental, and social benefits; through responsible businesses that trade products of legal origin and with added value and quality, supported by a responsible and environmentally conscious population (Regional Government of Loreto, 2020).

The regional regulation establishes that the Regional Management of Forestry and Wildlife Development -acting as the regional forestry authority - of the Regional Government of Loreto is one of the mechanisms to monitor the procurement and acquisition of timber and other forestry products by establishing complementary regulations that organize the basic criteria to be considered for the evaluation of the technical dossiers, to guarantee the legal origin of the timber.

"With Pro-Bosques we have worked on a regional ordinance that requires the organic units of the Regional Government of Loreto to purchase timber goods (for example, school furniture) using timber that can be traced. We have made regulations for these public purchases." (Regional Government Informant)

".. and I would like to mention here the issue of public procurement and forestry financing. Public procurement has been anchored in the CITES and regional governments. In the executing nuclei, and in the micro and small enterprises (MYPES)". (Implementing partner informant)

Findings 19. Amazonia Verde's activities significantly improved the tools that partner institutions use for capacity building and technical assistance such as the Forest Backpack, SERFOR EDUCA, international internships, and the involvement of academia and other key stakeholders.

Amazonia Verde's activities included actions aimed at capacity building of national forestry authorities, such as SERFOR and OSINFOR, as well as of regional forestry authorities. These actions are shown in the periodic reports of Amazonia Verde's activities. However, the evidence revealed that two tasks

generated permanent positive modifications in the training instruments of the related institutions. These are the SERFOR EDUCA⁸ platform and the improvements of OSINFOR's Forest Backpack⁹:

SERFOR EDUCA Platform

With FOREST's support, SERFOR was able to strengthen the virtual platform SERFOR EDUCA, providing synchronous and asynchronous access to virtual training tools for officials of the Regional Forestry and Wildlife Authorities (ARFFS), as well as for users of forest resources.

Acknowledgement of USAID and US Forestry Services (Forest) on SERFOR EDUCA portal:

“We have improved SERFOR EDUCA. I think it was the FOREST team, wasn't it?”. (Regional Government informant)

“Academia was linked to capacity building and research to get them to know a little more about what the sector needs”. (University informant)

“So, what happened? They [FOREST] came with the idea of sponsoring theses... A post doc is a project evaluated by a university. It is not necessarily about having a master's and doctoral school, no. So, it is a school of functionality, so what happens...?” (University informant).

OSINFOR Forest Backpack Platform

OSINFOR's Forest Backpack is an initiative aimed at strengthening capacities to improve forest management¹⁰. *Ciudadanos al Dia* recognized this tool at the national level as a 2021 Good Public Management Practice¹¹. This positive impact continued to be recognized even after the end of Forest's activity, achieving subsequent international recognition, as confirmed on the news portal of the institution itself¹².

"The Forest Backpack, a cross-cultural learning tool created by the National Forest and Wildlife Supervisory Agency (OSINFOR), as a tool contributing to the sustainable management of forest resources, has stood out in the Quality Sustainability Award Competition 2023, where it came to compete as a finalist with projects from across the world."

OSINFOR's Forest Backpack has introduced new topics. It went from two to seven topics designed to guide community members on how to apply for a forest resource use permit, how to plan the use of their forest, how to negotiate with potential partners, and how to conduct monitoring. Three Amazonia Verde activities: Pro-Bosques, PREVENT, and Forest supported and enhanced the work of this OSINFOR initiative.

⁸ SERFOR EDUCA: <https://aulav.serfor.gob.pe/moodle/>

⁹ OSINFOR Forest Backpack: <https://www.osinfor.gob.pe/mochila-forestal-del-osinfor-importante-herramienta-para-el-desarrollo-de-forestal/>

¹⁰ <https://www.osinfor.gob.pe/mochila-forestal-del-osinfor-importante-herramienta-para-el-desarrollo-de-forestal/>

¹¹ <https://www.actualidadambiental.pe/mochila-forestal-es-reconocida-como-buena-practica-en-gestion-publica-2021/>

¹² <https://www.gob.pe/institucion/osinfor/noticias/885389-la-mochila-forestal-es-reconocida-en-concurso-internacional-por-su-aporte-a-la-sostenibilidad-forestal-y-de-fauna-silvestre>

“...the Forest Backpack approach has had a positive impact in terms of governance, especially in work with Forest, Pro-Bosques, and PREVENT”. (GOP informant)

Findings 20. Amazonia Verde's activities show adaptability to adjust to the global context of emerging markets resulting from climate factors, promoting studies and the search for alternative business models in the current context.

Amazonia Verde's activities have been promoting sustainable mechanisms and businesses that meet international standards:

At the ecosystem service level of carbon sequestration, Sustainable Management of Forest Concessions and Forest Alliance promoted the voluntary carbon market, which requires a series of prerequisites for the sale of VCUs. The main ones are the verification of carbon units under international standards by accredited companies, such as VERRA, which validates the certification of the Verified Carbon Standard (VCS) and The Climate, Community and Biodiversity Standard (CCB). The latter addresses the protection of endangered species, an increase in the resilience of ecosystems to climate change, and benefits to local communities, which results in a premium market price (carbon projects - Ecosphere+).

On the other hand, in timber forest products Amazonia Verde promotes the sale of timber with Forest Stewardship Council (FSC) certification, which sets the standard for responsible forest management.

"This project has a key component with the private sector with the co-financing of the REDD+ mechanism, and we have an agreement with a company in the private sector. The coordination level is even international because many of the agreements and the methodological framework that makes this voluntary carbon market system work have to do with what happens abroad. In fact, one of the things that have been challenging is that we have been able to have this bridge between actors, who are usually not close to the communities, or private sector actors that we can see. There is some level of distrust or poor understanding." (Implementing partner informant)

Finding 21. Amazonia Verde's activities have supported the generation of tools for the empowerment of Indigenous peoples, such as Life Plans and the Indigenous Empowerment Index and its important the creation of SERFOR's Community Forestry Management Unit. With this, the Indigenous organizations have a valid partner to address the indigenous forestry agenda.

Pro-Bosques, Forest Alliance, and Sustainable Management of Forest Concessions have supported the efforts of the Interethnic Association for the Development of the Peruvian Rainforest (AIDSEEP) in the forestry sector. Pro-Bosques, in coordination with representative organizations, has provided technical assistance to sixteen native communities in Loreto and Ucayali for the formulation of their respective Life Plans. AIDER has directly worked with Cacataibo peoples in the native communities of Calleria, Flor de Ucayali, Pueblo Nuevo, Curiaca, Roya, Sinchi Roca, and Puerto Nuevo.

In total, Pro-Bosques, Sustainable Management of Forest Concessions, and Forest Alliance supported the native communities in the formulation of Life Plans, developing 26 Life Plans (**Table 12**). Note that the

communities themselves see the Life Plans as valuable management tools, which are used as a "portfolio" of project ideas and activities within the community's territory and allow them to have priorities that can be addressed by local and regional authorities, including international cooperation agencies.

“(The Life Plan) is good for us because here we are projecting into the future. What we don't have and want to have ten years from now; what we lack and are looking for in my community”. (Indigenous Peoples informant)

Table 12. Number of community Life Plans based on Amazonia Verde's activities.

LIFE PLANS PREPARED BY REGION	FOREST	PRO-BOSQUES	PREVENT	SUSTAINABLE MANAGEMENT FOREST CONCESSIONS	FOREST ALLIANCE	AMAZON BUSINESS ALLIANCE
Loreto	--	12	--	8		--
Ucayali	--	4	--	--	2	--
Madre de Dios	--	--	--	--	--	--
San Martin	--	--	--	--	--	--
Huánuco	--	--	--	--	--	--
Pasco	--	--	--	--	--	--
Junín	--	--	--	--	--	--

Source: document review of Amazonia Verde's activities

“... thanks to USAID, PRO-BOSQUES has worked with FECONALICM. It was one of the first allies to work with the federation (...) We have georeferenced the four communities. We have a life plan, and surveillance controls are in place; there are certified and trained forest custodians”. (Indigenous Peoples informant)

The Indigenous Empowerment Index captures the baseline of native communities on resource management capacity, security, and sustainability in terms of economic potential. The index considers three dimensions: i) community territory security, ii) community management, and iii) community forest management; but with specific weights: community territory security (40%), followed by community management (35%), and community forest management (25%). This index was measured in 15 indigenous communities in two years, 2019 and 2022. The average percent's increase was 53.1%.

Table 13. Indigenous Empowerment Index

N°	INDIGENOUS COMMUNITIES	INDEX		VARIATION
		2019	2022	
1	Nueva Esperanza del Río Tapiche	14	43	207.1
2	Frontera- Río Blanco	52	45	-13.5
3	España- Río Blanco	45	59	31.1
4	Curinga del Río Blanco	26	55	111.5
5	Lobo Santa Rocino	39	54	38.5
6	Nuevo Capanahua	47	37	-21.3
7	Palmera del Tapiche	30	45	50.0
8	Barrio Bajo Santa Elena	20	50	150.0
9	Wicungo	31	52	67.7
10	Monte Alegre	32	44	37.5

N°	INDIGENOUS COMMUNITIES	INDEX		VARIATION
		2019	2022	
11	Nuestra Señora de Fátima	30	41	36.7
12	Bellavista	31	55	77.4
13	Junín Pablo	23	46	100.0
14	Nuevo Loreto	31	53	74.2
15	Buenos Aires	31	51	65.5
	Average	32	49	53.1

At the beginning of Amazonia Verde's activities, several native communities had been fined by OSINFOR for not complying with timber harvesting regulations within the community. In many cases, these non-compliances resulted from the communities' lack of knowledge of the application of the Forestry and Wildlife Law and its regulations. For this reason, Forest is working with OSINFOR and the Regional Government of Loreto in the application of the compensation program, improving the native communities' understanding of the legal forestry standards and preventing infringements from happening again in the future.

“We have made an alliance with Forest and the U.S. Forest Service. They have helped us to support, for example, 40 communities out of the 200 communities fined by OSINFOR to help them access compensation mechanisms for fines. For example, the entire Napo River, like Cuenca, which had the largest number of fined communities. We have assisted all the fined communities, so now they have access to use their forest, either timber or products other than wood”. (Indigenous Peoples informant)

Pro-Bosques provided technical assistance and support to the Interethnic Association for the Development of the Peruvian Rainforest (AIDSESEP) and the Confederation of Amazonian Nationalities of Peru (CONAP) to implement the Indigenous Forestry Agenda. The purpose of this agenda was to promote improvements in community forest management in the Amazon. The implementation will ensure more inclusive participation of communities in the management of community forests.

Evidence of progress on this regard was seen at SERFOR, where the Community Forest Management Functional Unit was created (General Management Resolution 048-2022.MIDAGRI-SERFOR-GG) to promote the participation of indigenous communities in forestry and wildlife institutions, as well as to articulate capacity building actions in forestry and wildlife management in native communities.

However, SERFOR's Community Forest Management Functional Unit has only a one-year term, which does not guarantee its sustainability.

SERFOR has seen the importance of sustainable community management, community forestry management and, with our support, we have greatly supported AIDSESEP and CONAP so that they can precisely learn about what is happening in forest management.... When they realized the magnitude of this, AIDSESEP and CONAP themselves promoted this Indigenous Forestry Agenda (...) They have also signed agreements with SERFOR and this has to do with SERFOR's response, which has created the Community Forest Management Functional Unit, promising that this will become a general directorate for forestry (...) This has not remained on paper; they are actively involved, providing resources and doing things that go beyond the project itself. (Implementing partner informant)

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Conclusion 1

The main results of Amazonia Verde have been focused on strengthening of capabilities of forestry authorities at national and regional level (including the environmental prosecutor) to improve sustainable use of forests and enforcement of forestry laws. Thus, the most important actions were: (a) new tools and information resulting from data systematization for decision making, such as the Control Module of the National Forestry and Wildlife Information System, requirement for timber traceability and legally wood; (b) regulatory improvements that have strengthened the intervention mechanisms for environmental crimes; (c) new guidelines for public procurement of legally sourced timber; (d) better technical capabilities to source public funds to use in ordinary costs for forestry issues, and (e) generation of new technical and regulatory instruments, strengthening public officials' capacities for better decision making (Findings 1,2,3,4,14,18).

Conclusion 2

Some Activities of Amazonia Verde contributed to women empowerment through technical assistance, credit access and improved decision making in their local communities (Findings 5,6).

Conclusion 3

Due to Covid-19 and political Peruvian turbulence, some Activities had to change their strategic approach, especially those involving field work, and therefore faced delays in their goals and products (Finding 7).

Conclusion 4

The design of Amazonia Verde was relevant with regards to: (a) supporting the role of national and regional forestry authorities to implement forestry regulations approved since 2015. Therefore, the battle against illegal forest activities was reinforced; (b) developing institutional capabilities to react to a context of aggressions and environmental crimes that affects the rights of indigenous peoples over their lands and forests and their leaders' own lives (defenders), incorporating the participation of the women; and (c) strengthening Amazon entrepreneur's capabilities to get better access to national and international markets for timber and non-timber products (Findings 8, 9, 10, 11, 12).

Conclusion 5

Coordination among Activities was limited even when they had common goals and implementation areas. A better relationship between different Activities and authorities would have contributed towards greater efficiency in the execution of various actions (Finding 13).

Conclusion 6

Amazonia Verde's Activities involved some private sector actors: companies, local entrepreneurs, and local communities. However, linkages with non-timber entrepreneurs were still on an early stage (Findings 14,15).

Conclusion 7

Amazonia Verde supported the Government of Peru in the fulfillment of its national and international environmental commitments to reduce, sequester, or prevent the emission of greenhouse gases, which indirectly involved allied countries. Local leaders, Indigenous communities, and civil society organizations were consulted at different points regarding the design and implementation of Amazonia Verde and associated Activities. However, this collaboration did not extend to climate change mitigation or the adaptation to its impacts, which was not an explicit objective of the Project. However, indirectly, ADP has recognized the role of the Amazon in the fight against climate change and the need to work for its conservation and sustainable management. (Findings 15, 16 y 17).

Conclusion 8

Amazonia Verde's Activities contributed to native communities by (i) supporting them in preparing their "Life Plans" (key management instruments for community development that Regional Governments take into consideration); (ii) strengthening community capacities to avoid future infringement of the forestry and wildlife law (and ensuing fines); and (iii) supporting the creation of SERFOR's Community Forestry Management Unit (Findings 19 y 21).

RECOMMENDATIONS

FOR USAID

1. To date, the main results of Amazonia Verde have focused on strengthening Peruvian forest governance, which is still weak at the subnational level. It is important to maintain this approach in future activities by implementing coordination mechanisms at local, regional and national levels. These mechanisms should be aligned with formal "coordination spaces" and accepted by communities and regional authorities (for example: Forestry Surveillance Boards).
2. Coordination should be included as a priority in future Activity work plans. For example, all information produced by the Activities could be included in a common repository that is easily accessible. Shared information will reduce duplication and improve the efficiency of the Activities.
3. Unstable and volatile environmental and social conditions require specially trained people to manage them. Therefore, future Amazonia Verde Activities must continue to build an enabling environment to strengthen national and regional forest authorities in the future.
4. Future activities may aim to review the Peruvian forestry model, based on forest studies that show that the current model has limitations in terms of sustainability and profitability, so it should go through a review process involving SERFOR.
5. Emphasize the gender perspective in both the design and implementation of activities, specifying goals and indicators of change to be achieved and establishing appropriate strategies, including budget and personnel.

FOR THE GOVERNMENT

6. Improve the transparency of forest information systems, open data and make them publicly available.
7. Continued support towards the necessary mechanisms and instruments required for the development of the carbon market and ecosystem services.

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ANNEXES

ANNEX A: EVALUATION TEAM

This section can be used to present a brief overview of the evaluation team members, including their qualifications, experience, and role in the team.

AMALIA CUBA, TEAM LEADER

She holds a master's degree in economics and is a PhD candidate in Political Science and Government, with extensive experience evaluating projects related to natural resources and the Amazon. She also has experience in public management at the level of environmental and territorial policies and projects in the Amazon region in Peru, Ecuador, Colombia, and Brazil, and in the Leticia Pact for the Amazon. At the methodological level, she is familiar with logic models and the theory of change, as well as with results chains and the management of quantitative and qualitative data, design of information collection tools, and analysis and drafting of evaluation reports.

DANIEL VALLE, SPECIALIST IN FOREST MANAGEMENT

He holds a master's degree in Forest Resources Conservation and is a PhD candidate in environmental sciences, with over 20 years of experience in biodiversity management, forest resources, and protected areas, and experience in forest and Amazon ecosystem management projects. He also has experience in public management, as well as in managing international cooperation projects executed by non-government organizations. Much of Daniel Valle's work has included hands-on work with peasant communities and indigenous peoples.

LUCÍA RUÍZ, SPECIALIST IN ENVIRONMENTAL GOVERNANCE

She is a lawyer, with a master's degree in government and public management in Latin America (UPF Barcelona School of Management) and completed studies in Business Administration (CENTRUM) and Conservation Biology (Cayetano Heredia University). She has 30 years of professional experience in public and private institutions, in the design and implementation of public policies and environmental management instruments, natural resources, protected areas, and environmental finance. She has specific experience in the evaluation of projects financed by international cooperation.

IRENE CRISTÓBAL, RESEARCH ASSISTANT

She holds a degree in Anthropology from the Pontifical Catholic University of Peru (PUCP) and a degree in Social Communication from the National University of San Marcos (UNMSM); a master's degree in social policy, specializing in Social Project Management, and a PhD in Social Sciences, specializing in Anthropology, from the National University of San Marcos. Counselor in sexual and reproductive health through INPPARES. She came in second in the VI National Award for Research in Adolescent and Youth Health "María Miranda Lozano" in 2010. She has extensive work experience in qualitative and quantitative participatory methodologies, as well as leading implementation and coordination of qualitative fieldwork for the evaluation of social projects in sexual and reproductive health, interculturality, gender, and education, in urban and rural populations with adults, adolescents, and children in Peru's coast, highland and jungle region. She has worked with government sectors and national and international non-government organizations.

MARÍA ROSA UGAZ, RESEARCH ASSISTANT

She holds a degree in Economics from the National Agrarian University La Molina (UNALM, Peru) and a master's degree in economics, development and climate change from the Tropical Agricultural Research and Higher Education Center (CATIE, Costa Rica). She has more than 10 years of professional experience focusing on socioeconomic studies, economic valuation, sustainable finance, and climate finance applied in technical studies involving populations of the Peruvian coast, highlands, and jungle. She is also skilled in quantitative and qualitative data analysis, organization, and teamwork at inter-institutional level.

ANNEX B: DATA COLLECTION TOOLS

SEMI-STRUCTURED INTERVIEW GUIDE - ACTORS: NATIONAL, REGIONAL, AND IMPLEMENTING AUTHORITIES

Interviewer	
Date	
Place	
Institution/organization	
Position/role	
Gender	
Age	

Introduction

Good morning / afternoon. My name is (INTERVIEWER NAME), researcher at EVALUA SRL, the organization in charge of conducting the final evaluation of the AMAZONIA VERDE Project.

This project is administered by USAID, which has provided us with your contact information in order to be able to conduct this interview.

Thank you for agreeing to participate. Before we begin, I would like to remind you that the information you provide in this opportunity will be treated with the highest standards of reserve and confidentiality, respecting the privacy of your personal data. This information will be used exclusively for the purposes of the evaluation.

The answers we will collect from the different actors involved in the AMAZONIA VERDE Project will be presented only in aggregate form, thus guaranteeing the anonymity of all interviewees.

In that sense, I would like to request your authorization to record the spoken content of this interview in order to register your answers as accurately as possible.

The objective is to evaluate the performance of the AMAZONIA VERDE Project, identify lessons learned from the five years of the project, and analyze future scenarios and project recommendations.

The goal is to provide evidence for decision making and recommendations for future project planning and implementation. This evaluation will also inform the design and implementation of current and future USAID projects involving the Amazon biome and its key stakeholders.

In this sense, in your role as stakeholder of the AMAZONIA VERDE Project, it is very important to know your opinion.

The interview will take about 90 minutes. The information you provide will be used only for the purpose of the evaluation and your answers will be kept strictly confidential, protecting your privacy.

Section I: Forest Governance

a. Implementation and compliance with forestry regulations, instruments and standards

1. What is the project's contribution to the forest management system? What progress can you see from 2017 onwards in the management systems?
2. To what extent will an improved monitoring and supervision system for timber activities within the forestry sector contribute to strengthening the management system of the timber units?
3. What kind of sustainability does the project bring to the integrated forest management system? Can the experience be replicated and scaled up in other regions of the Amazon?

b. Detection, compliance, enforcement and effective prosecution related to environmental crimes.

1. What is the result of the effective environmental prosecution policy within the Public Prosecutor's Office as of the project's closing date?
2. Since the start of the project, what have been its most important contributions to the appropriation of the information management system by FEMA?
3. What results have been achieved since the coordination of UNIDA for the effective prosecution of environmental crimes?
4. What has been the level of compliance for the achievement of MEF funding for improving the MEP system at the government level?
5. To what extent will an effective information management system for FEMA lead to improved government responses to environmental crimes?

c. Promotion of economic benefits and private sector participation in forestry activities

1. To what extent will an appropriate management system of forest use units lead to sustainable forest use practices in the concessions (concession holders)?
2. What is the economic situation of forest concessions?

d. Capacity building (management, monitoring, rights, climate change, communications)

1. What has capacity building consisted of (management, advocacy, monitoring, rights, climate change, communications), and what results has it yielded?
2. Who participated in capacity building activities and how often did they take place?
3. What issues do you think were most important for the activities you carry out?

e. Indigenous Peoples

1. Has it also contributed to promote the replacement of leaders within the indigenous organizations and does this include intergenerational changes?
2. What results have been achieved through UNIDA's coordination for the effective prosecution of environmental crimes?

3. What are the most important contributions achieved in favor of forest governance since the fulfillment of this intermediate result?

f. Gender

1. Has capacity building included a gender equality approach, participation of women and youth, and/or the thematic axes in the components or intermediate results of the Amazonia Verde Project?)
2. Have strategies been designed to promote women's participation, taking into account the obstacles they face, e.g., less access to education, time dedicated to family care activities, etc.?
3. Has the development of the enterprises influenced the situation of indigenous women in economic and decision-making terms? In what way? Who is benefiting?

Section 2: Forest Concessions, CUSAF and Community Forests

g. Economic aspects

1. In your opinion, what are the main changes the project has brought about for the selected enterprises and/or concessions?
2. Since receiving support from the Amazonia Verde Project, do you consider that the supported enterprises have been able to access new local, national, regional, or global markets? What strategies have been implemented to achieve this?
3. Do you think that the project's goals for the enterprises and/or concessions are being achieved? What are the main difficulties or facilitating aspects?
4. In your opinion, do the enterprises and/or concessions generate more profits since they have been part of the Amazonia Verde Project?
5. What role do the enterprises play in the strengthening or development of the indigenous economy in the community where they are developed? Specifically, how do they contribute to the community's food security?

Section 3: Governance and nature of Amazonia Verde Project

h. Governance structure (governing bodies, functioning and dynamics, members)

1. What is the organizational form the project has for decision making? Do you think that the project's organizational form for decision making facilitates its operation and contributes to the achievement of its objectives?
2. Do you think that the timing and mechanisms for decision making are efficient?
3. Do you think that the project's internal communications work well? What good points and areas for improvement do you see? Can you comment on some specific coordination among the project activities?
4. In what ways have strategic alliances or synergies been established between the Amazonia Verde's activities? Please comment on some coordination and synergies.
5. What have been the most important contributions to forest governance since this intermediate result was reached?

Section 4: Theory of change

i. Opinion regarding the project's objective/usefulness

1. In what way do you think the project is supporting concessionaires to open spaces to recover their position in the markets? And to indigenous peoples?
2. Are you familiar with the project's theory of change? In your opinion, does the theory of change present some room for improvement?
3. What are the challenges the sustainability of community forest management faces, and how does the project contribute to laying the foundations for such sustainability?

SEMI-STRUCTURED INTERVIEW GUIDE - ACTOR: PRIVATE SECTOR

Interviewer	
Date	
Place	
Institution/organization	
Position/role	
Gender	
Age	

Introduction

Good morning / afternoon. My name is (INTERVIEWER NAME), researcher at EVALUA SRL, the organization in charge of the final evaluation of the AMAZONIA VERDE Project.

This project is administered by USAID, which has provided us with your contact information in order to be able to conduct this interview.

Thank you for agreeing to participate. Before we begin, I would like to remind you that the information you provide in this opportunity will be treated with the highest standards of reserve and confidentiality, respecting the privacy of your personal data. This information will be used exclusively for the purposes of the evaluation.

The answers we will collect from the different actors involved in the AMAZONIA VERDE Project will be presented only in aggregate form, thus guaranteeing the anonymity of all interviewees.

In that sense, I would like to request your authorization to record the spoken content of this interview in order to register your answers as accurately as possible.

The objective is to evaluate the performance of the AMAZONIA VERDE Project, identify lessons learned from the five years of the project, and analyze future scenarios and project recommendations.

The goal is to provide evidence for decision making and recommendations for future project planning and implementation. This evaluation will also inform the design and implementation of current and future USAID projects involving the Amazon biome and its key stakeholders.

In this sense, in your role as STAKEHOLDER of the AMAZONIA VERDE Project, it is very important to know your opinion.

The interview will take about 90 minutes. The information you provide will be used only for the purpose of the evaluation and your answers will be kept strictly confidential, protecting your privacy.

Section I: Forest Governance

a. **Implementation and enforcement of forestry regulations, instruments and standards**

1. What progress do you recognize from 2017 onwards in the management activities? How has it affected your activity?
2. To what extent will an improved monitoring and oversight system for timber activities within the forestry sector contribute to strengthening the management system of the timber units? How has the monitoring and oversight system affected your activity?

b. **Detection, compliance, enforcement and effective prosecution related to environmental crimes.**

1. What is the outcome of effective environmental prosecution policy in your activity?
2. To what extent has an effective information management system for FEMA resulted in improved government responses to environmental crimes?

c. **Promote economic benefits and the participation of the private sector in forestry activities.**

1. To what extent will an appropriate forest use unit management system lead to sustainable forest use practices in concessions (their holders)?
2. How has the forest use unit management system promoted and improved your participation in forestry activities?

d. **Capacity building** (management, monitoring, rights, climate change, communications)

1. What has capacity building consisted of (management, advocacy, monitoring, rights, climate change, communications), and what results has it produced?
2. Who participated in capacity building activities and how often did they occur?
3. What issues do you think were most important for the activities you carry out?

e. **Indigenous peoples**

1. Has it also contributed to promoting a change in leadership within indigenous organizations and does this change include intergenerational and gender changes?
2. What results have been achieved through UNIDA's coordination for the effective prosecution of environmental crimes?
3. What have been the most important contributions achieved in favor of forest governance since this intermediate result was reached?

f. **Gender**

1. Have any strategies been designed to promote women's participation, taking into account obstacles they face, e.g., less access to education, caregiving activities?
2. Has the development of the enterprises had an impact on the situation of indigenous women in economic and decision-making terms? In what way? Who is benefiting?

Section 2: Forest Concessions, CUSAF and Community Forests

g. Economic aspects

1. In your opinion, what are the main changes generated by the project for the selected enterprises and/or concessions?
2. Have you been able to access new local, national, regional, or global markets? What strategies were implemented to achieve this?
3. What are the main difficulties or facilitating aspects?
4. In your opinion, have the enterprises and/or concessions generated greater profits since you became part of the Amazonia Verde Project?
5. What role do the enterprises play in strengthening or developing the indigenous economy in the community where they are developed? Specifically, how do they contribute to the community's food security?

Section 3: Governance and nature of Amazonia Verde Project

h. Governance structure (governing bodies, functioning and dynamics, members)

1. How have you been included in the project's governance?

Section 4: Theory of change

i. Opinion on the objective/usefulness of the project

1. In what way do you think the project is supporting concessionaires in opening up spaces to recover their position in the markets? And indigenous peoples?
2. What are the challenges the sustainability of community forest management faces, and how is the project helping to lay the foundations for such sustainability?

SEMI-STRUCTURED INTERVIEW GUIDE - ACTOR: INDIGENOUS PEOPLES, WOMEN'S NETWORKS

Interviewer	
Date	
Place	
Institution/organization	
Position/role	
Gender	
Age	

Introduction

Good morning / afternoon. My name is (INTERVIEWER NAME), researcher at EVALUA SRL, the organization in charge of the final evaluation of the AMAZONIA VERDE Project.

This project is administered by USAID, which has provided us with your contact information in order to be able to conduct this interview.

Thank you for agreeing to participate. Before we begin, I would like to remind you that the information you provide in this opportunity will be treated with the highest standards of reserve and confidentiality, respecting the privacy of your personal data. This information will be used exclusively for the purposes of the evaluation.

The answers we will collect from the different actors involved in the AMAZONIA VERDE Project will be presented only in aggregate form, thus guaranteeing the anonymity of all interviewees.

In that sense, I would like to request your authorization to record the spoken content of this interview in order to register your answers as accurately as possible.

The objective is to evaluate the performance of the AMAZONIA VERDE Project, identify lessons learned from the five years of the project, and analyze future scenarios and project recommendations.

The goal is to provide evidence for decision making and recommendations for future project planning and implementation. This evaluation will also inform the design and implementation of current and future USAID projects involving the Amazon biome and its key stakeholders.

In this sense, in your role as STAKEHOLDER of the AMAZONIA VERDE Project, it is very important to know your opinion.

The interview will take about 90 minutes. The information you provide will be used only for the purpose of the evaluation and your answers will be kept strictly confidential, protecting your privacy

General Aspects

1. Have you heard of the Amazonia Verde Project? What do you know or have heard about the project?
2. What is your personal/professional role regarding the forest or your region's forestry and wildlife resources?
3. Since when and how have you been involved or participating in these activities, or have you heard of the activities by Amazonia Verde - forestry and wildlife projects sponsored by USAID?

Note: Inform the interviewee what the Amazonia Verde Project is about and which projects are part of it.

Section I: Forest Governance

Implementation and enforcement of forestry regulations, instruments and standards

1. According to your personal experience, how do you see forest management in Peru? And in your region?
2. Do you know if forest management in your region is in accordance with the law? In other words, are the forest monitoring and control mechanisms applied in your region? Explain.
3. Which forest monitoring or control mechanisms do you know? For example, forest management?
4. Within the projects or activities of Amazonia Verde, could you comment on the contribution of the project to forest management? What progress do you recognize from 2017 onwards in forest management?
5. Do you think that an improved monitoring and oversight system for timber activities will contribute to strengthening the management system of the timber units? Explain.
6. Do you think that the project's contributions to the forest management system are sustainable over time? Why?
7. Can this experience be replicated and scaled up in other regions of the Amazon?
8. In your opinion, what are the lessons learned from this project/activity that should be continued for a longer period of time, or integrated in future projects?

Detection, compliance, enforcement and effective prosecution related to environmental crimes.

1. In your opinion, what have been the most important contributions of the Amazonia Verde Project/activity related to the adoption of the information management system by judiciary institutions (judges, FEMA, others)?
2. To what extent do you believe that an information management system for judiciary institutions (judges, FEMA, others) will lead to better responses by the national, regional, or local government to environmental crimes? Why?

Promotion of economic benefits and private sector participation in forestry activities

1. What do you know about forest use units, concessions, authorizations, change of use? Explain how this system is applied in your region.
2. Do you believe that an adequate management system for forest use units will lead to sustainable practices? In other words, that they can be kept throughout the foreseen time of the forest cycle, or the concession term.
3. What do you think is the relationship that private companies could have with Amazonia Verde's projects/activities? Do you think that private companies could support/participate in Amazonia Verde's projects/activities?
4. How could private companies benefit from participating or supporting Amazonia Verde's projects/activities? Can you mention some companies and how they have contributed or benefited?

Capacity building (management, monitoring, rights, climate change, communications)

1. Do you think that the Amazonia Verde Project/activity in which you participated succeeded in strengthening the capacities related to management, advocacy, monitoring, rights, climate change, or communications? What measurable results do you think were the legacy of this project/activity?
2. Do you recall any concrete action(s) that have achieved capacity building in management, advocacy, monitoring, rights, climate change, or communications? Explain, if possible, with examples or cases you know of.
3. How did you participate? Do you know those who participated and how often they did so?
4. What issues were most important to you? Do these issues relate to the work you do? How has this benefited you or your family?

Indigenous peoples

1. In your region, have any of the Amazonia Verde projects/activities engaged with indigenous peoples? Can you provide an example?
2. Do you think that the projects/activities of Amazonia Verde have contributed to the strengthening of the capacities of indigenous peoples in terms of their relationship with forests and their usable resources?
3. Do you think that the projects/activities of Amazonia Verde have contributed to a change of leaders within the indigenous organizations, especially those leaders related to the management of forests and their usable resources?
4. Is this change of leaders intergenerational, involving both genders? Explain. In what way is this change positive for environmental management and the sustainable management of forest resources in the Amazon region?

Gender

1. In the projects/activities of Amazonia Verde, have you seen actions designed to promote women's participation, taking into account the obstacles they face, for example, less access to education, time dedicated to family care, etc.?
2. Do you believe that Amazonia Verde's projects/activities are inclusive of women at all levels (national, regional, local)?

3. Do you think that the Amazonia Verde project or activity in which you participated left concrete lessons in relation to the application of a gender approach? What are some examples?
4. Has the development of the enterprises that resulted from the projects or activities of Amazonia Verde influenced the situation of indigenous women in economic and decision-making terms? In what way? Who is benefiting? In what way are these benefits positive for environmental management and for the sustainable management of forest resources in the Amazon region?
5. Do you believe that the benefits generated by Amazonia Verde projects or activities have contributed to a reduction of deforestation or forest overexploitation?
6. Do you think that Amazonia Verde's projects or activities have contributed to improving the quality of life of women in your region? How? In what way? Why? Explain.
7. Has the development of the enterprises had an impact on the economic situation of indigenous women? How? Has it had an impact on decision-making? In what way? Who is benefiting? How has it benefited you or your family? Are these benefits sustainable over time or are they temporary? What can be done to keep them going and make them sustainable? How do these benefits help reduce forest exploitation in the Amazon region?

Section 2: Forest Concessions, CUSAF and Community Forests

b. Economic aspects

1. Based on your personal experience, what are the main positive changes generated by the Amazonia Verde Project or activity for the enterprises developed in forest concessions, community forests, or CUSAF?
2. Since you have been participating in Amazonia Verde projects or activities, do you think that the supported enterprises have been able to access new international, national, or local markets? What strategies have been implemented?
3. Do you think that the goals set by the project are being achieved? What are the main difficulties or facilitating aspects?
4. In your opinion, have the enterprises generated more profits since they have become part of Amazonia Verde's projects or activities?
5. What role do the enterprises generated or strengthened by Amazonia Verde's projects or activities play in the strengthening or development of the indigenous economy in the community where they are developed?

Section 3: Governance and nature of Amazonia Verde Project

c. Governance structure (governing bodies, functioning and dynamics, members)

1. In Amazonia Verde's projects or activities, were mechanisms implemented or reinforced to strengthen governance in sustainable forestry and wildlife management?
2. Do you know the organizational forms the project has for decision making or implementation? Do you think that the project's organizational form for decision making facilitated its functioning?
3. How did Amazonia Verde's projects and activities contribute to environmental management and to sustainable management of forest resources in the Amazon region? Why?

4. Taking into account what you know about the project, do you think that the timing and decision-making mechanisms of the project or its activities were efficient?
5. Do you think that Amazonia Verde's internal communications for the project or activity work well? What strengths and areas for improvement do you see? Can you comment on some specific coordination between project activities?

ANNEX C: INFORMATION SOURCES

AWARD DOCUMENTS REVIEWED

- PRO-BOSQUES Project Contract
- PREVENT Project Contract
- GREEN GROWTH Project Contract
- ABA Project Contract
- FOREST Project Contract
- FOREST ALLIANCE Project Contract

REPORTS

Pro-Bosques Activity

- Mid-Term Final Evaluation, September 2022
- Quarterly Report Q1 FY19 – October-December 2018
- Quarterly Report Q2 FY19 – January-March 2019
- Quarterly Report Q1 FY20 - October-December 2019
- Quarterly Report Q1 FY22 - October-December 2021
- Quarterly Report Q2 FY22 - January-March 2022
- Quarterly Report Q3 FY22 – April-June 2022
- USAID Pro-Bosques MEL Plan - revised for FY21- August 2020

PREVENT Activity

- Quarterly Report Q3 FY20 April-June 2020
- Quarterly Report Q1 FY21 - October-December 2020
- Quarterly Report Q2 FY21 - January-March 2021
- Quarterly Report Q3 FY21 - April-June 2021
- Quarterly Report Q1 FY22 - October-December 2021
- Quarterly Report Q2 FY22 - January-March 2022
- Quarterly Report Q3 FY22 - April-June 2022
- Quarterly Report Q1 FY23 - October-December 2022
- Quarterly Report Q2 FY23 - January-March 2023
- Annual Report – October 2019 - September 2020
- Annual Report – October 2020 - September 2021
- Annual Report – October 2021 - September 2022
- Mid-Term Evaluation Report - July 2023

GREEN GROWTH Activity

- Quarterly Report Q1 FY23 – October 2022 - December 2022
- Quarterly Report Q2 FY23 – January 2023 - March 2023

- Annual Report, March 2021 - September 2021
- Annual Report, October 2021 - September 2022

ABA Activity

- Quarterly Report Q1 FY21 – September-December 2020
- Quarterly Report Q1 FY22 – October-December 2021
- Quarterly Report Q2 FY22 – January-March 2022
- Quarterly Report Q3 FY22 – April-June 2022
- Quarterly Report Q1 FY 23 – October-December 2023
- Quarterly Report Q3 FY23 – April-June 2023
- Annual Report, April-September 2021
- Annual Report, October 2021- September 2022

FOREST Activity

- Quarterly Report Q2 FY18 - April 2018
- Quarterly Report Q3 FY18 - August 2018
- Quarterly Report Q4 FY18 - October 2018
- Quarterly Report Q4 FY19 - October 2019
- Quarterly Report Q4 FY20 - October 2020
- Annual Report, July-September 2022

FOREST ALLIANCE Activity

- Quarterly Report Q1 FY23 – October-December 2022
- Quarterly Report Q2 FY23 – January-March 2023
- Quarterly Report Q3 FY23 – April-June 2023
- Annual Report, April-September 2019

PAUSE AND REFLECT REPORTS

- Pro-Bosques 2022 P_R Workshop Report - July 2022
- PREVENT 2023 P_R Workshop Report - June 2023
- FOREST 2022 P_R Workshop Report - May 2022

FACTSHEETS

- PRO-BOSQUES Factsheet
- PREVENT Factsheet
- GREEN GROWTH Factsheet
- ABA Factsheet
- FOREST Factsheet
- FOREST ALLIANCE Factsheet

PLANS

Pro-Bosques Activity

- PRO-BOSQUES Year 1_Work Plan FINAL_021319 - February 2019
- Pro-Bosques Year 2_Work Plan FINAL_0913196 - August 2019
- Pro-Bosques Year 4_Work Plan FINAL - August 2021

PREVENT Activity

- Gender and Social Inclusion Plan – December 2019
- Monitoring, Evaluation and Learning Plan, December 2019
- Work Plan Fiscal Year 2023, August 2022

GREEN GROWTH Activity

- Monitoring, Evaluation and Learning Plan – March 2022
- Annual Work Plan – March-September 2021
- Annual Work Plan - October 2022 - September 2023
- Gender Plan - June 2023

ABA Activity

- Monitoring, Evaluation and Learning Plan - October 2021
- Work Plan FY 2021 - November 2020
- Work Plan FY 2022 - September 2021
- Work Plan FY 2023 - September 2022

FOREST Activity

- Monitoring, Evaluation and Learning Plan - February 2019
- Work Plan FY 2019 - April 2019
- Work Plan FY 2020 - September 2019
- Work Plan FY 2021 - September 2020

FOREST ALLIANCE Activity

- Gender and Social Inclusion Action Plan - August 2019
- Monitoring, Evaluation and Learning Plan - March 2022
- Work Plan FY 2019 - July 2019
- Work Plan FY 2021 - August 2020
- Work Plan FY 2022 - September 2021
- Work Plan FY 2023 - September 2022

ANALYSIS DOCUMENTS

- Project Appraisal Document (PAD Amazonia Verde) - February 2017
- Monitoring, Evaluation and Learning Plan Amazonia Verde, 2017
- Policy Brief Peru Updates Illegal logging and Roundwood Trade Index - October 2022
- Information gathering and analysis for ABA Activity baseline - October 2022

ANNEX D: THEORY OF CHANGE AND LOGICAL FRAMEWORK

Theory of Change for Amazonia Verde and Objective 2

Amazonia Verde. Theory of Change. High Level

It is assumed that the approach to biodiversity conservation and ecosystem services within the Peruvian Amazon will improve when the government of Peru strengthens its environmental legal framework through **increased capacity to govern and enforce the rule of law**; civil society participation is strong and influences government policy and transparency; there is inclusive participation to ensure that gender issues and vulnerable populations are integrated into decision making; the private sector increasingly includes sustainable practices in extractive industries; science, technology, information are used to improve policies, boost markets, support decision making, and promote sustainability, development, and the value of ecosystem services provided by the land, to reduce threats to Peru's biodiversity and greenhouse gas emissions from land use change.

Amazonia Verde. Theory of Change. Objective 2

It is proposed to guarantee sustainable logging and the practices of local communities and timber concession holders, strengthening the capacities of the forestry sector, developing an effective monitoring, enforcement, and criminal prosecution system for the Peruvian Amazon, and strengthening the capacities of forest groups to obtain economic benefits from standing forests. This requires: (i) transparency and accountability of the sector, use of an effective timber unit management system; and an equally effective monitoring and oversight system for timber units; (ii) organizational capacity of local communities to obtain benefits from standing forest that goes beyond logging; and (iii) a good response to environmental crimes by government agencies, based on their increased and strengthened access to information and monitoring, effective environmental prosecution, up-to-date policy, and better coordination between the different actors behind the legal systems (mainly administrative and criminal aspects) and civil society.

Project Logical Framework for Amazonia Verde

	Results	Indicators	Activities	Actors
<i>Objective 2 Strengthen Forest Governance</i>	Outcome: Amount of legal timber for international and domestic use has increased	Percentage of timber moving through legal channels		
	Outcome: Forest sector institutional capacity increased	Change in SERFOR's Institutional Capacity Index		
<i>Sub Objective 2.1 Successful implementation of and compliance with regulations and standards</i>	By the second year of the project, at least three of the priority regions will have fully implemented the forest management system.	Number of priority regions with fully implemented forest management system.	Pro-Bosques, Forest	SERFOR, Public Prosecutor's Office
		Number of priority regions with fully implemented MCSNIFF		
	By the third year of the project, at least half of the four priority regions will have an integrated and effective forest management system.	Number of priority regions with fully implemented forest inventories	Pro-Bosques, Forest	SERFOR, regional authorities
<i>Sub Objective 2.2 Strengthening skills to detect and respond to environmental crimes</i>	By the second year of the project, the Public Prosecutor's Office has effective environmental prosecution policy in place.	Effective environmental prosecution policy within Public Office (Public Prosecutor's Office)	PREVENT	Public Prosecutor's Office, FEMA
		Presence of fiscal authorities' information management system (FEMA)	PREVENT	Public Prosecutor's Office, FEMA
	By the third year of the project, enforcement and prosecution authorities (FEMA) has effective information on the management system in place.			
	By the third year of the project, the government has an effective coordination system (body) in place linking criminal law and the administrative system, stakeholders, and civil society.	Presence of legal coordination system (body) within the government	PREVENT	Public Prosecutor's Office
	By the end of the project, the MEF has a funding portfolio for improving the MEP system at government level.	Presence of funding to improve MEP System (from MEF)	Pro-Bosques, Forest	MEF

	By the end of the project, the number of unaddressed environmental crimes has been reduced by a percentage.	Number of unaddressed environmental crimes	PREVENT	Public Prosecutor's Office
<i>Sub Objective 2.3 Economic benefits and private sector engagement in forest activities promoted</i>	By the third year, at least some of the communities in the prioritized regions use standing forest for sustainable non-timber forest products (PNFM) economic activities.	Percentage or number of communities in prioritized regions using standing forest for sustainable non-timber forest products (PNFM) economic activities	ABA, Alianza Forestal, and Sustainable Management of Forest Concessions	PRODUCE
	By the end of the project, at least some of the holders of enabling titles within the prioritized regions follow sustainable practices.	Percentage or number of holders of enabling titles within prioritized regions follow sustainable practices.	Pro-Bosques	SERFOR, regional authorities
	By the end of the project, at least some of the communities within the prioritized regions follow timber and non-timber forest product (PNFM) practices.	Percentage or number of communities follow sustainable timber and non-timber forest product (PNFM) practices.	Pro-Bosques and ABA	SERFOR, regional forestry authorities


Source: MELS Plan, page 41

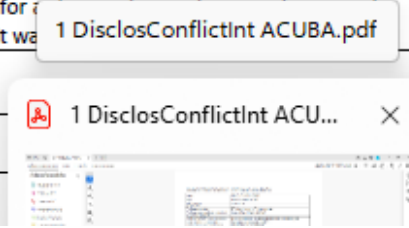
ANNEX E: NON-CONFLICT OF INTEREST STATEMENT

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	AMALIA B CUBA SALERNO
Title	EVALUATION SPECIALIST
Organization	EVALUA SRL
Evaluation Position?	<input type="checkbox"/> X Team Leader <input type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. 72052719D00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project/Contract No.: USAID/Peru Monitoring, Evaluation, and Learning for Sustainability (MELS) / Contract No. 72052719D00001
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No X
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for and to refrain from using the information for any purpose other than that for which it was


Signature	
Date	September 4 th 2023



Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	DANIEL FERNANDO VALLE BASTO
Title	FOREST MANAGEMENT SPECIALIST
Organization	EVALÚA SRL.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. 72052719D00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project/Contract No.: USAID/Peru Monitoring, Evaluation, and Learning for Sustainability (MELS) / Contract No. 72052719D00001
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	


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Signature	
Date	September, 4 th 2023

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	LUCIA DELFINA RUIZ OSTOIC
Title	ENVIRONMENTAL GOVERNANCE SPECIALIST
Organization	EVALUA S.R.L.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	CONTRACT No.72052719D00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project / Contract No.: USAID/Peru Monitoring, Evaluation and Learning for Sustainability (MELS) / Contract No.72052719D00001
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	


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Signature	
Date	NOV. 1, 2023


Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	IRENE FIDELA CRISTÓBAL PONCE
Title	Evaluation Assistant
Organization	EVALUA S.R.L.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. 72052719D00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project/Contract No.: USAID/Peru Monitoring, Evaluation, and Learning for Sustainability (MELS) / Contract No. 72052719D00001
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

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Signature	
Date	September, 4 th 2023

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	María Rosa Ugaz La Rosa
Title	Evaluation Assistant
Organization	EVALUA S.R.L
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. 72052719D00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Project/Contract No.: USAID/Peru Monitoring, Evaluation, and Learning for Sustainability (MELS) / Contract No. 72052719D00001
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
Signature	
Date	September, 4 th 2023

ANNEX F: SCOPE OF WORK

I. INFORMATION ABOUT THE PROJECT EVALUATED

1.1. Identify the evaluation as either an impact or performance evaluation

Performance evaluation

1.2. Identify the specific activity or intervention to be evaluated:

Amazonia Verde Project

This evaluation will focus on the following Amazonia Verde activities: 1) Forest, 2) Pro-Bosques, 3) Prevent, 4) ABA, 5) Alianza Forestal, 6) Green Gold Forestry and 7) SilvaCarbon.

Relation to Peru's CDCS (2020-2025):

The USAID Amazonia Verde Project intends to contribute to achieve the Development Objective 3 (DO3) of the Peru U.S. Mission's Country Development Cooperation Strategy (CDCS), "Peru strengthens sustainable environment and natural resource management to expand economic and social benefits"^{13;14; 15} and its three intermediate results:

- Intermediate result 3.1 (IR 3.1) "National and subnational environmental and natural resource management (ENRM) governance strengthened."
- Intermediate result 3.2 (IR 3.2) "Public and private investment mobilized in environmental and natural resource management."
- Intermediate result 3.3 (IR 3.3) "Citizens' influence on environmental natural resource management decision making and accountability increased."

The CDCS was updated in 2022 to reflect context changes (e.g., COVID), Amazonia Verde continued to contribute to achievement to DO3 in its updated version.

¹³ USAID/Peru developed the Amazonia Verde PAD before the Peru CDCS was approved. That is why the Amazonia Verde PAD states: "The draft CDCS Concept Paper for 2017-2022 is proposing as DO2: Improved Environment Management: Peru sustainably manages its natural resources and enhances national climate change mitigation and adaptation actions." The mentioned DO2, became DO3, as described below.

¹⁴ The Peru CDCS 2020-2025 defines DO3 as follows: "DO3 will strengthen government capacities in the environment sector to manage Peru's vast Amazon and Andean resources, bridging the gap between government and private sector actors to advance sustainable financing and meet environmental management and conservation goals. USAID will improve the GOP's capacity to enforce laws against environmental crimes, in particular illegal logging and mining that fuel transnational criminal organizations, and to dynamize public and private resource mobilization to support sustainable, profitable growth that also protects Peru's natural resources. USAID will support civil society organizations, especially indigenous groups, to improve their participation in planning and decision-making regarding infrastructure and extractive development, while increasing effective oversight to improve accountability of the GOP and other actors."

¹⁵ By Memorandum of July 27, 2020, DO3 was modified from "Peru strengthens sustainable environment and natural resource management to expand economic and social benefits" to "Peru increases climate resilience."

Results Framework Diagram – Peru CDCS 2020 - 2025

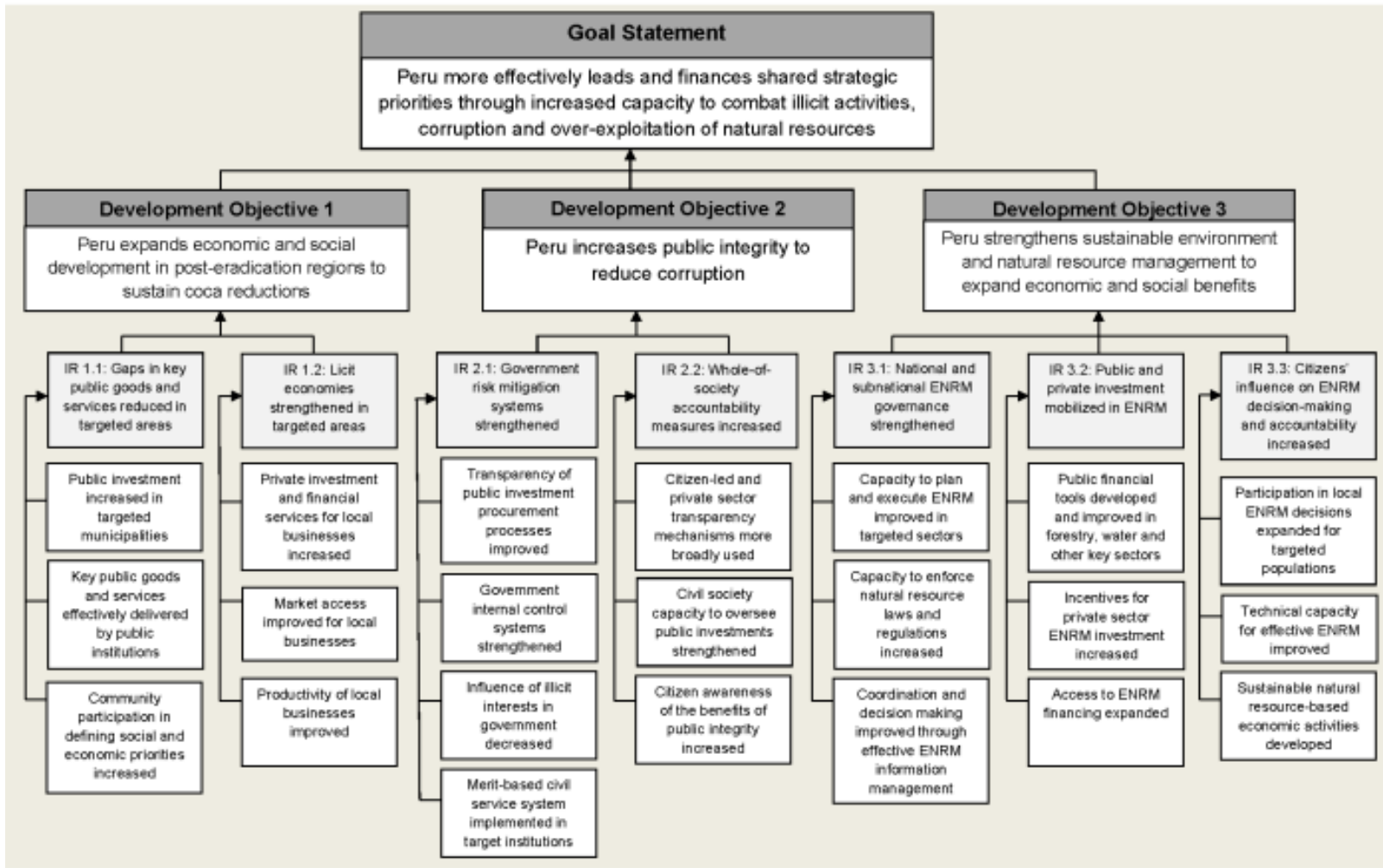


Figure I: Results Framework Diagram Peru CDCD 2020 -2025

Below is general information on the Amazonia Verde project:

- [Project Appraisal Document \(PAD\)](#) was approved in February 2017, and an amendment was signed on November 2018.
- Implementation regions: Loreto, San Martín, Ucayali, and Madre de Dios

2. BACKGROUND INFORMATION

2.1. Provide country and/or sector context

Peru is one of the most biodiverse countries in the world, especially for having more than 70% of its territory covered by forests and possessing almost 10% of the Amazon basin. The Amazonian forests that harbor this biodiversity and provide various ecosystem services to society are under threat due to illegal extraction of natural resources. Peru has made significant progress in addressing environmental issues, developing the National Climate Change Strategy to reduce its emissions and, in 2015, signing the Paris Agreement of the United Nations Framework Convention on Climate Change. In addition, the U.S.-Peru Trade Promotion Agreement is a powerful tool supporting Peru to improve legal trade in timber and wildlife products. Peru has also ratified the Minamata Convention, an international treaty designed to protect human health and the environment from the adverse effects of mercury, a critical issue related to the illegal alluvial gold mining crisis in the Amazon.

2.2. Describe the specific problem or opportunity the intervention was designed to address

According to the PAD, the development hypothesis of the Amazonia Verde project is that biodiversity conservation and ecosystem services within the Peruvian Amazon will be improved when:

- The Government of Peru has strengthened its legal environmental framework by increasing its capacity to govern and enforce the rule of law; civil society engagement is strong and influencing policy and government transparency.
- There is inclusive participation to ensure that gender and vulnerable populations are incorporated into decision-making.
- The private sector increasingly incorporates sustainable practices in extractive industries.
- Science, technology, and information are used to improve policy, drive markets, support decision-making, and promote sustainable development.
- The value of ecosystem services the landscapes provide is understood to reduce the threats to Peru's rich biodiversity and greenhouse gas emissions from land-use change.

2.3. Describe how the intervention addresses the problem

The project aims to increase the area under sustainable management in and around the project's priority areas compared to the baseline data. Also, the overall performance indicator for this project at the purpose level is: "Greenhouse gas (GHG) emissions reduced, sequestered, or avoided through sustainable landscapes activities.

The purpose of the Amazonia Verde project is to conserve biodiversity and ecosystem services in key landscapes in four regions in the Peruvian Amazon (Loreto, San Martin, Ucayali, and Madre de Dios) and contribute to Peru’s international commitment to reduce GHG emissions by addressing the threats of Illegal logging, small-scale illegal gold mining, and land conversion, and strengthening Indigenous People’s rights and resources. Therefore, the project has 3 Sub-Purposes and one Cross-Cutting Purpose; they are:

1. Reduce emissions from land-use change.
2. Strengthen forestry sector governance.
3. Reduce the negative impact of extractive industries.
4. Cross-cutting: Support the sustainable management of Indigenous People’s lands.

Further details of these Sub-Purposes are in the following table.

Biodiversity and Ecosystem Services in selected areas of the Peruvian Amazon conserved		
<u>Sub-Purpose 1</u> Emissions from land use change reduced	<u>Sub-Purpose 2</u> Forest Sector Governance Strengthened	<u>Sub-Purpose 3</u> Negative impact of extractive industries reduced
<u>Output 1.1:</u> Development and implementation of a national Low Emissions Development Strategy (LEDS)	<u>Output 2.1:</u> Successful implementation and enforcement of forestry regulations and norms	<u>Output 3.1:</u> Stop encroachment of gold mining in protected areas and indigenous reserves of Madre de Dios
<u>Output 1.2:</u> Key subnational governments develop and implement LEDS plans	<u>Output 2.2:</u> Effective detection, compliance, enforcement, and prosecution of environmental crimes	<u>Output 3.2:</u> Reduce the use of high impact practices in oil and gas industry
<u>Output 1.3:</u> Institutional and technical capacity for LEDS strengthened	<u>Output 2.3:</u> Economic benefits and private sector engagement in forest activities promoted	
Cross-cutting: Rights and resources of indigenous peoples for sustainable management of forested lands secured		

Summary of Project Description

Figure 2: Amazonia Verde Sub-Purposes

2.4 Amazonia Verde Activities

This evaluation will focus on the activities that contribute to Sub-Purpose 2: Forestry Sector Governance Strengthened, implemented from 2017, which is visualized in the Theory of Change below. It includes the activities designed to contribute to specific results: FOREST (2017-2022), Pro-Bosques (2018-2023), PREVENT (2019-2024), Amazon Business Alliance (2020-2025), Alianza Forestal (2019-2024), and Sustainable Management of Forest Concessions (2021-2024), SilvaCarbon (2017-2020) (Annex 4).

Sub-Purpose 2: Forestry Sector Governance Strengthened
v. 2020-02-07

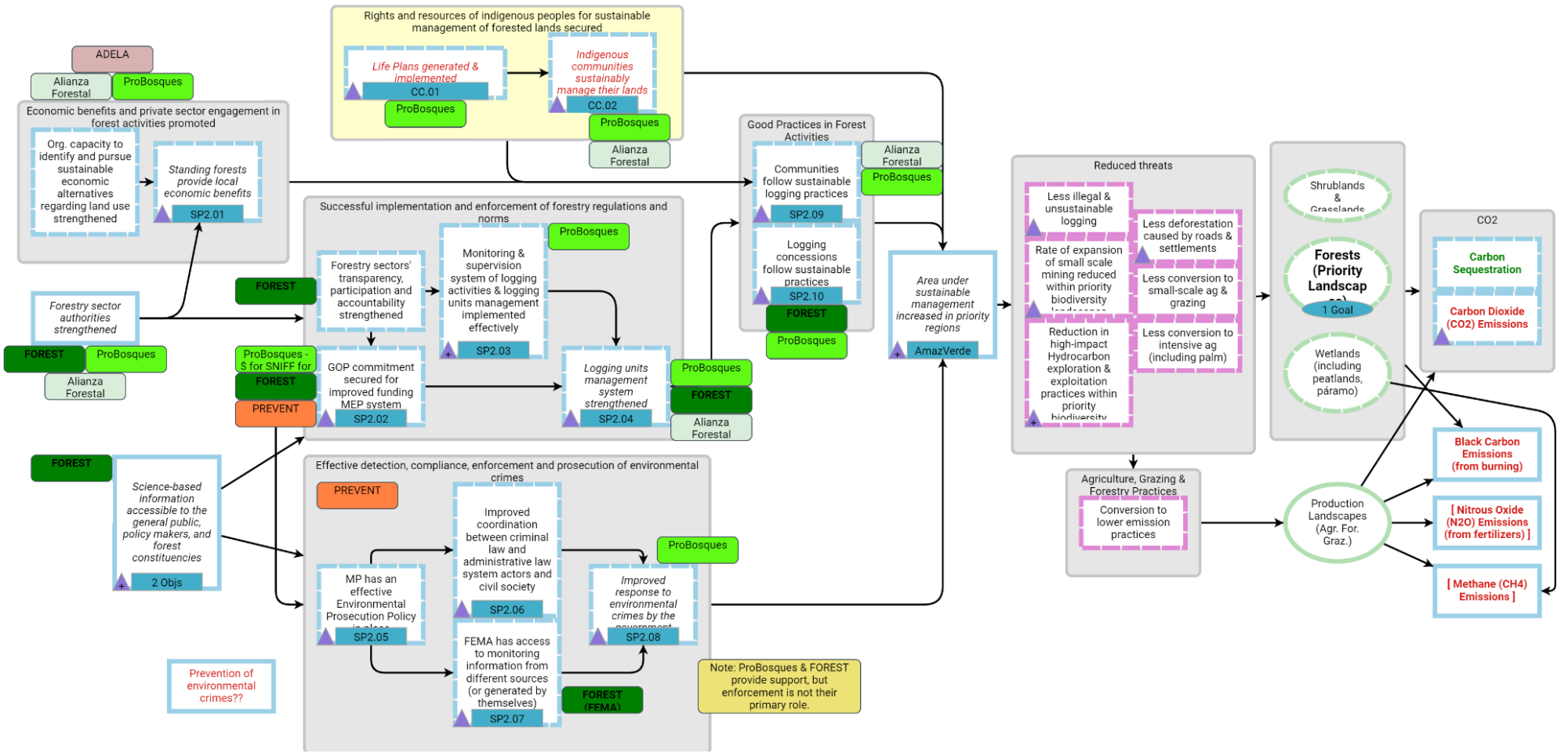


Figure 3: Amazonia Verde Sub-Purpose 2 Results Chain and associated Activities

3. PURPOSE, AUDIENCE, AND USE

3.1. State why the evaluation is being conducted (purpose)

The purpose of this evaluation is to identify the strengths and weaknesses of the project and, finally, provide practical guidance to optimize its performance and maximize its impact on the protection and conservation of the Amazon.

3.2. State who will use the results of the evaluation (audience)

- The primary recipients of the Amazonia Verde Project of end-of-term learning evaluation conclusions are the Peru Mission's USAID/ESG, the USAID Front Office, and the Regional Program Office (RPO).
- Secondary recipients are USAID Peru Mission, USAID's Divisions of Sustainable Landscapes and Biodiversity in Washington, DC, the US Forest Service, and the State Department's Bureau of Oceans and International Environmental and Scientific Affairs, and implementing partners.

3.3. State the anticipated use(s) of the evaluation

The results of the evaluation would be used for:

1. **Accountability:** Evaluation results would provide an objective basis for accountability to stakeholders, including government authorities, USAID and beneficiaries. These results would help demonstrate the extent to which project objectives and commitments have been met, as well as the effective use of resources.
2. **Informed decision making:** Evaluation results would provide key, evidence-based information to support decision making related to project design and implementation.
3. **Organizational learning:** Evaluation results would be used for organizational learning and knowledge generation. Recommendations identified in the evaluation would be used to strengthen organizational capacities and improve future interventions and similar projects.
4. **Reporting and dissemination:** Evaluation results would be used for the production of reports documenting project performance and achievements. These reports could be shared with stakeholders to report on results achieved, impact generated and lessons learned.

4. OBJECTIVES AND EVALUATION QUESTIONS

Objective 1:

Identify the contributions of Amazonia Verde activities to the project purpose, with a focus on strengthening the forest sector governance (Sub-Purpose 2), and the DO3's IRs, and its Sub-IRs:

- Intermediate result 3.1 (IR 3.1) "National and subnational environmental and natural resource management (ENRM) governance strengthened."

- Intermediate result 3.2 (IR 3.2) “Public and private investment mobilized in environmental and natural resource management.”
- Intermediate result 3.3 (IR 3.3) “Citizens’ influence on environmental natural resource management decision making and accountability increased.”

Evaluation questions:

- What is the magnitude and quality of the impact generated by the project?
- What have been the Project contributions to gender equality and women's empowerment?
- What have been the main challenges and obstacles affecting the achievement of results?
- To what extent the results achieved are sustainable?

Objective 2:

Evaluate the relevance and pertinence of the Amazonia Verde project design in relation to the current context.

Evaluation questions:

- To what extent does the Amazonia Verde project design address the current environmental, social and political context?
- Have the risks and constraints associated with the project design been identified and considered in relation to the current environmental, social and political context?
- How effective has Amazonia Verde been in engaging the private sector?
- How can USAID best engage global actors, partner countries, and local leaders to mitigate the climate crisis and support equitable adaptation to its impacts?

Objective 3:

Identify areas for improvement and make specific recommendations to strengthen project design, implementation and outcomes to optimize effectiveness, efficiency and sustainability.

Evaluation questions:

- What aspects of project design could be improved to ensure greater alignment with beneficiaries' needs and objectives?
- What actions or strategies could be implemented to strengthen project implementation and ensure more efficient execution?
- What measures could be taken to improve the long-term sustainability of project results?

5. Data Collection and Analysis Methods

5.1. Data collection

The evaluation is expected to use mixed methods, to collect the lessons learned from the Forest Governance component of the Amazonia Verde Project and provide recommendations. The evaluation team is expected to use both quantitative and qualitative data collection methods:

- Quantitative data collection methods may include surveys and monitoring data from Amazonia Verde’s activities to collect data on progress, outputs, and outcomes.
- Qualitative methods may include:
 - Assessment at the high level, interviewing, document review, focus groups with those who facilitated and participated in coordination activities spearheaded by Amazonia Verde/Forest governance Sub-Purpose, i.e. USAID AOR/CORs.
 - Participatory data collection and sense-making approaches such as “most significant change” workshops and “outcome harvesting.”
 - Identifying specific coordination success stories or struggles, emerging coordination lessons, and evidence across Amazonia Verde/Forest governance component activities
 - Identifying frontline (implementer and beneficiary) key informants (for focus groups or interviews), activity reports, and data that could provide additional insights and perspectives to validate and further explain the success stories, struggles, and lessons.

The evaluation team will conduct an in-depth review of program documents, such as project and activity reports, MEL plans, Pause and Reflect reports, activity level results chains and other relevant documents, to understand the project theory of change for the Forest Governance component, summarize progress, and identify data gaps and limitations to inform the primary research described below. The existing documentation for the evaluation team can be found in Annex 3.

USAID/Peru will provide additional documents as needed, review and provide feedback on products and deliverables (see section 6), and meet regularly with the evaluation team. The implementing partners are envisioned to provide data and documents as needed, make introductions to beneficiaries and other local stakeholders, provide inputs to the evaluation stakeholder analysis and other instruments (e.g., surveys and interview guides), and ideally join the evaluation team on field visits, if needed. The evaluation team will be responsible for leading the process of scheduling all evaluation activities (including coordination with USAID/Peru, the implementing partners, and other relevant stakeholders) and all necessary logistics related to evaluation design and implementation.

The contractor will submit a preliminary evaluation design matrix for review by USAID Peru¹⁶. The specific methods will be determined in consultation with USAID Peru staff and the selected evaluator based on their experience and expertise.

5.2. Data analysis

Contingent on the data collection methods selected, two potential quantitative data analysis methods that the evaluation team may use include:

¹⁶ Evaluation design matrix: <https://usaidlearninglab.org/library/evaluation-design-matrix-templates>

- Analysis of Stakeholder Survey Data: The evaluation team will use descriptive statistics to summarize and analyze responses to the survey questions.
- Analysis of Program Monitoring Data: The evaluation team will aggregate program monitoring data across the different activities that make up "Amazonia Verde" (see section 2.4) and analyze using descriptive statistics to assess program performance and identify trends or patterns relevant to the evaluation objectives and purpose.

The evaluation team will use various qualitative data analysis methods to provide an in-depth understanding of the project's implementation and outcomes. These methods may include thematic analysis, content analysis, and comparative analysis.

The evaluation team will use data visualization tools, such as graphs, charts, and tables, to facilitate the communication of evaluation findings to primary and secondary recipients.

In accordance with [USAID's GAP \(Gender Action Plan\)](#) recommendations, the processes and outputs of this end-of-project evaluation must appropriately reflect gender, equity, and social inclusion considerations, apart from other considerations such as ethnicity, age and/or geographic scope, as appropriate to the subject matter of this SOW. These considerations will be expressed in the work plan through concrete measures, and the level of detail will be agreed upon with USAID Peru staff.

Prospective evaluators are encouraged to propose additional or alternative data collection and analysis methods based on their experience and expertise, provided that these methods align with the evaluation objectives, questions, use, and audience. The proposed methods should also communicate their methodological strengths and limitations to ensure that they can provide reliable and valid data.

6. DELIVERABLES

The products and deliverables for this evaluation will be submitted to xxxx, and are summarized in the following table.

Number	Name	Description	Timeframe
1	Workplan	Timeline including a written design that covers key questions, methods, main features of data collection instruments, and a data analysis plan	
2	Draft report	At a minimum: <ul style="list-style-type: none"> ● Introduction: A description of the purpose, scope, and objectives of the evaluation, as well as the methods and data sources used. ● Background: A brief overview of the project and its context, including the project's goals, objectives, and implementation strategies. ● Methodology: A detailed description of the evaluation methods, including data collection, analysis, and sampling techniques. 	

		<ul style="list-style-type: none"> ● Presentation to USAID of preliminary findings. 	
3	Final report (ensure compliance with ADS 201)	<ul style="list-style-type: none"> ● Abstract: not more than 500 words briefly describing the evaluation questions, intervention evaluated, methods, and key findings. ● An executive summary 2-5 pages in length that summarizes key points (purpose and background, evaluation questions, methods, findings, conclusions). ● Findings: A presentation of the key findings of the evaluation, organized by the evaluation questions or criteria. This section should describe what worked well, what did not, and what could be improved. ● Conclusions: A summary of the overall conclusions of the evaluation, including a discussion of the strengths and weaknesses of the project and its implementation. ● Recommendations: A set of actionable recommendations for the future. ● Lessons Learned: A discussion of the key lessons learned from the evaluation, including best practices, challenges, and opportunities for improvement. ● Annex: The Evaluation SOW; All data collection and analysis tools used—such as questionnaires, checklists, survey instruments, and discussion guides; All sources of information properly identified and listed. Any “statements of differences” regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team in an annex. ● Dissemination materials to easily communicate the results. ● Presentation to USAID of final findings, supported by the dissemination materials. 	

Quantitative data collected by the evaluation must be provided in an electronic file, in an easily readable format, and organized and fully documented for use by those unfamiliar with the project or the evaluation.

The evaluation team will include criteria for evaluation reports from the [ADS 201 Criteria to Ensure the Quality of the Evaluation Report](#).

7. TEAM QUALIFICATIONS AND INDEPENDENCE

7.1. Identify expectations about the methodological and subject matter expertise and composition of the evaluation team, including expectations concerning the involvement of local evaluation team members and evaluation specialists

A) Suggested qualifications of evaluator(s)

The evaluation team should possess the knowledge and experience in:

- Evaluation based on theories of change, use of results chains, and quantitative, qualitative, and mixed-methods evaluation techniques.
- Forest governance and climate resilience with a gender focus.
- Public management of the environment sector in Peru.
- Public and private financing related to nature-based solutions in Peru.
- Communication design and developing graphic pieces for cooperation projects.

It is estimated that these qualifications will be found in a team of consultants composed of a lead evaluation expert, a public and private finance specialist, an environmental sector public management specialist, a natural resources management specialist, a climate resilience specialist, a gender and social inclusion specialist, and a communications specialist. The proposal may contain improvements to this team, which may be in terms of structure, number of members, experience, and/or profession.

Team Leader: Evaluation Specialist

- Professional in economics, public administration, or political science with a Master degree in environment, public administration, law, social science, public policy, or other related fields, with 10 years of experience in the evaluation of projects or programs in Latin America. Preferably in environmental issues and natural resources management in Peru.
- Demonstrated experience with evaluation methodologies based on theories of change, results chains and quantitative and qualitative tools for data collection.
- Fluency in English and Spanish.
- Demonstrated experience with writing evaluation reports.
- Desirable experience with gender and cross-cultural issues (not mandatory)

Specialist in public management of the environment sector

- Professional in environmental studies, public administration, law, social sciences, policy, or related field, with complete postgraduate studies in environment, public administration, law, social science, public policy, or other related fields.

- At least 8 years of demonstrated experience in public management, particularly in the environmental sector and natural resources management.
- Extensive knowledge of the Peruvian Government and the main public, private and non-governmental actors in the forestry sector in Peru.
- Excellent writing skills in Spanish and working knowledge of English.

Forest Governance and Climate Resilience

- Professional in Forestry, public administration, social sciences, climate change, or related field, with complete postgraduate studies in environment and/or public administration.

Evaluation Assistants/ Data Analyst (junior level)

ANNEX. RELEVANT DOCUMENTS

- Annex 1: Amazonia Verde Project Appraisal Document (PAD)
- Annex 2: Peru CDCS
- Annex 3: Amazonia Verde MEL Plan
- Annex 4:

ANNEX 4: Activities that will be part of the Amazonia Verde Evaluation.

1) [FOREST](#)

IMPLEMENTER: United States Forest Service

PROGRAM DURATION: September 28, 2017, to September 27, 2022

USAID FUNDING: \$16,935,000

LOCATION: Lima, Loreto, Madre de Dios, and Ucayali regions

The Forest Oversight and Resource Strengthening (FOREST) activity aimed to promote sustainable forest management by strengthening transparency, accountability, and stakeholder participation.

FOREST focused on strengthening national and regional government institutions in the forest sector in Peru, and the effective implementation of Peru's new forestry framework. The activity provided technical assistance in natural resource management, capacity building for land management agencies, and public administration. In addition, the FOREST program supported Peru in meeting its obligations included in the U.S.-Peru Trade Promotion Agreement (also known as U.S.-Peru Free Trade Agreement). FOREST also worked with national and sub-national forest sector institutions to secure human and financial resources to ensure a competitive, sustainable, legal forest sector. Finally, FOREST worked with national universities and young professionals to develop the future generation of leaders in the forest sector.

2) [Pro-Bosques](#)

IMPLEMENTER: Tetra Tech ARD

PARTNER: Norwegian Agency for Development Cooperation (NORAD)

ACTIVITY DURATION: September 25, 2018 – September 24, 2023

USAID FUNDING: \$23 million

NORAD FUNDING: \$2 million

LOCATION: Lima, Loreto, Madre de Dios, and Ucayali regions

More than half of Peru is covered by Amazon forest, which is important for its people's economic and cultural development. However, estimates indicate that close to 37% of timber from Peru is extracted illegally, generating unfair competition, forest degradation, and social inequalities. USAID Pro-Bosques works to strengthen a sustainable, legal, inclusive, and profitable forestry sector in Peru.

USAID Pro-Bosques has three objectives. First, the activity aims to strengthen the forest sector by adopting tools that allow for agile and more efficient forest management while overseeing and monitoring the legal origin of forest resources. This work is done in alliance with national and regional forest authorities to develop and implement the Control Module of the National Forest and Wildlife Information System (MC-SNIFFS). This digital tool will modernize the management of the forest sector in Peru. Second, USAID Pro-Bosques seeks to generate higher profitability by promoting best practices throughout the timber value chain, from the forest to the market. Working in partnership with the

private sector, Pro-Bosques provides support to forest property owners, concessionaires, local sawmills, and exporters, enabling them to improve their efficiency in the use of forest resources and promote the inclusive participation of vulnerable populations. Finally, USAID Pro-Bosques works in alliance with indigenous organizations by contributing to developing Life Plans for indigenous communities, strengthening community forest management, and enhancing control and oversight practices on their territories and resources. Moreover, inclusive markets are promoted to increase the participation of indigenous women in the forest value chain.

3) [PREVENT](#)

IMPLEMENTER: DAI (Development Alternatives, Inc)

PROGRAM DURATION: September 27, 2019 - September 16, 2024

USAID FUNDING: \$24,684,000 million

LOCATION: Lima, Loreto, Madre de Dios and Ucayali regions

USAID's Prevent activity supports the Government of Peru (GOP) and Peruvian civil society to prevent and reduce environmental crimes through a comprehensive, multi-sectoral approach, including strengthening the justice system, leveraging science and technology, monitoring and protecting flora and fauna, defining economic costs and incentives, and working with miners to bring them into the formal economic sector. Prevent aims to improve the enabling conditions for preventing and combating environmental crimes and reduce and prevent environmental criminal activity within protected areas, their buffer zones, forest lands management units, and indigenous lands. Further, the activity aims to build partnerships to mobilize resources to support the prevention and reduction of environmental crimes.

4) [Amazon Business Alliance](#)

IMPLEMENTER: Conservation International Foundation

DURATION: September 1st, 2020 – August 31, 2025

USAID FUNDING: \$10 million

LEVERAGE: \$10 million

LOCATION: Huanuco, Madre de Dios, San Martin and Ucayali regions

The Amazon Business Alliance is a development platform committed to promoting sustainable economic development in Peru while contributing to Peru's Nationally Determined Contributions and Sustainable Development Goals. The Alliance catalyzes green investments while creating new livelihood opportunities and reducing environmental impacts through:

- Tailored technical support to entrepreneurs and local stakeholders.
- The development of strategic public/private partnerships and blended finance instruments.
- The promotion of increased private sector investment.
- Collaboration with regional and local governments.

- The creation of innovative institutional arrangements, financial mechanisms, and technologies.

5) Alianza Forestal

IMPLEMENTING PARTNER: Asociación para la Investigación y el Desarrollo Integral (AIDER)

LEVERAGING PARTNER: Mirova-Althelia Climate Fund

ALLIANCE DURATION: 6 March 2019 – 5 March 2024

USAID FUNDING: \$3,549,591

LEVERAGE: \$3,568,139 (from Mirova-Althelia)

LOCATION: Ucayali region

Alianza Forestal supports Cacataibo and Shipibo Conibo Indigenous Peoples in the Peruvian Amazon in implementing a holistic approach to communal forest management, empowering indigenous men and women to implement sustainable development and climate change mitigation. The Alliance currently provides technical assistance to seven indigenous communities in the Ucayali region through capacity building, equipment, and social capital strengthening for land and forest management activities, including surveillance and forest control and the development of sustainable economic activities, such as timber and non-timber forest products, agroforestry, forest plantations, and handcrafting. In addition, it strengthens land tenure security and communal governance as key enabling conditions for forest management. It also engages private and public sector stakeholders as partners of the indigenous communities to develop the Communal Forest Management approach, implement sustainable, inclusive businesses, and scale up the initiative to other communities.

6) Sustainable Management of Forest Concessions

IMPLEMENTER: Green Gold Forestry Peru

DURATION: 22 March 2021 to 21 March 2024

USAID FUNDING: \$3,700,000

LEVERAGE: \$1,398,523

LOCATION: Tascha Curaray and Napo river areas in Maynas, Loreto

Green Gold Forestry (GGF) partners with USAID to establish a sustainable management model for forest concessions in Peru's Amazon rainforest by implementing a no-logging regime across more than 200,000 hectares and transitioning its financial model from logging to a sustainable model of multiple revenue streams, including environmental services (selling carbon credits to offset carbon emissions), non-timber forest products, ecotourism, and research. The success of this innovative partnership could serve as a model for other timber companies to transition from a timber-exclusive financial model to a multi-source model based on forest conservation, carbon credits, and non-timber forest products. This partnership also provides a new avenue for long-term sustainability as the international carbon market may provide payments for 20+ years, ensuring sustainability long after the USAID activity has concluded. Through partnerships with local NGOs Centro para el Desarrollo del Indígena Amazónico (CEDIA) and Derecho, Ambiente y Recursos Naturales (DAR), along with the Federación de Comunidades Nativas del

Medio Napo, Curaray y Arabela (FECONAMNCUA), GGF will work with 14 neighboring communities to develop sustainable economic initiatives to benefit the community members.

7) SilvaCarbon

IMPLEMENTER: USFS

IMPLEMENTER: USFS

DURATION: 2017-2020

USAID FUNDING: \$1,294,125

LOCATION: PERU

USAID provides funding to the U.S. government's SilvaCarbon Initiative, implemented by the U.S. Forest Service, to strengthen Peru's monitoring, reporting and verification processes for greenhouse gas emissions, and to measure achievements towards Peru's international climate change commitments. This mechanism assists with data analysis of Peru's National Forest Inventory and helps strengthen Peru's capacity to manage and use geospatial information systems to monitor changes in forests, especially deforestation. USAID also supports Peru's work with the Intergovernmental Panel on Climate Change by improving GOP processes to implement Reducing Emissions from Deforestation and Forest Degradation (REDD+) activities at the sub-national level, that create opportunities for Peru to attract additional investments for forest conservation and sustainable natural resource management and development. The USFS was determined to be the best partner to achieve activity goals, given its existing role providing similar support in other countries via the SilvaCarbon mechanism.