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**GEF – AMAZON SUSTAINABLE LANDSCAPES PROGRAM**

**AMAZON COORDINATION TECHNICAL ASSISTANCE**

**June 10, 2017**

# Detailed Project Description

## Amazon Coordination Technical Assistance (P159233) for the GEF-Amazon Sustainable Landscapes Program

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### List of Acronyms

AATIs	Colombian Indigenous Territorial Authority Associations
ACTO	Amazon Cooperation Treaty Organization
AF	Additional Financing
AFOLU	Agriculture, Forestry and other Land Use
BMZ	German Federal Ministry for Economic Cooperation and Development
CBD	Convention on Biological Diversity
CC	Climate Change
CEO	Chief Executive Officer
CoP	Community of Practice
CPF	Country Partnership Framework
ENBCC	Peru's National Strategy for Forests and Climate Change
FAO	Food and Agriculture Organization
FM	Financial Management
GAIA	Foundation Gaia Amazonas
GBMF	Gordon and Betty Moore Foundation
GDLN	Global Development Learning Network
GEF	Global Environmental Facility
GIZ	Gesellschaft für Internationale Zusammenarbeit – German
GoB	Technical Cooperation Agency
	Government of Brazil
GoC	Government of Colombia
GoP	Government of Peru
IDEAM	Colombian Institute of Hydrology, Meteorology and Environmental Studies
IFR	Interim Financial Report
IPP	Indigenous Peoples Plan
JICA	Japan International Cooperation Agency
KfW	German Development Bank
KM	Knowledge Management
MADS	Colombian Ministry of the Environment and Sustainable Development
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MP	Management Plan
NDC	Nationally Determined Contributions
NGO	Non-governmental organization
OPIAC	Organization of Indigenous Peoples of the Colombian Amazon
PA	Protected Area
PCU	Project Coordination Unit

PES	Payments for Environmental Services
PKS	Programmatic Knowledge Services
PNF	<i>Patrimonio Natural</i> Conservation Trust Fund
PNN	Colombia National Natural Parks Administrative Unit
PSC	Program Steering Committee
PROFONANPE	Peruvian Protected Areas Fund
SDG	Sustainable Development Goals
SINANPE	Peru's National Natural Parks System
STAP	Scientific and Technical Advisory Panel
TA	Technical Assistance
TNC	The Nature Conservancy
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
WBG	World Bank Group
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

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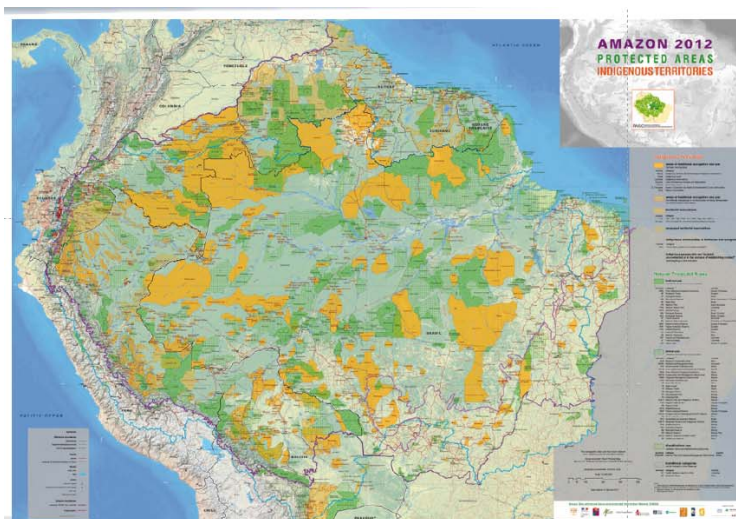
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## Amazon Coordination Technical Assistance (P159233) for the GEF-Amazon Sustainable Landscapes Program

### A. BACKGROUND

1. The Amazon Biome, located in South America, is defined as the area covered predominantly by dense, moist tropical forest, with less extensive areas of savannas, floodplain forests, grasslands, swamps, bamboos, and palm forests. The Biome encompasses 6.70 million km<sup>2</sup> and is shared by eight countries (Brazil, Bolivia, Peru, Ecuador, Colombia, Venezuela, Guyana and Suriname), as well as the overseas territory of French Guiana (WWF, 2009). The Amazon plays a critical role in climate regulation regionally and globally. The Amazon forest helps regulate temperature and humidity, and is linked to regional climate patterns through hydrological cycles that depend on the forests. Given the large amount of carbon stored in the Amazon forests, there is considerable potential to influence global climate if properly protected or managed. The Amazon contains an estimated 90-140 billion metric tons of carbon; even a partial release of this stored carbon could accelerate global warming significantly. Land conversion and deforestation in the Amazon, without including emissions from forest fires, release up to 0.5 billion metric tons of carbon per year, rendering the Amazon an important factor in regulating global climate.

2. The Amazon includes 610 protected areas, as well as 2,344 indigenous territories that cover 45% of the basin. More than 40 percent of the rainforest remaining on Earth is found in the Amazon and it is home to at least 10 percent of the world's known species, including endemic and endangered flora and fauna. The Amazon River is the largest river basin in the world and accounts for 15-16% of the world's total river discharge into the oceans. The Amazon River flows for more than 6,600 km and with its hundreds of tributaries and streams, contains the largest number of freshwater fish species in the world. The Amazon forest and river ecosystem is one of largest natural areas that still has the potential to remain sustainably conserved and managed.



- Largest tropical wilderness and the most biologically diverse place in the world
- 40 percent of the planet's remaining rainforest
- Largest freshwater system in the world
- Encompasses 6.70 million square kilometers and is shared by eight countries
- 610 protected areas, as well as 2,344 indigenous territories that together cover 45% of the basin

3. The majority of the Amazon forest is contained within Brazil, with 60% of the rainforest, followed by Peru with 13%, Colombia with 10%, and with minor amounts in Venezuela, Ecuador, Bolivia, Guyana, Suriname and French Guiana. A number of interrelated factors constitute the drivers and root causes of deforestation and degradation in the Amazon Biome. These are related to the dynamics of export markets (e.g. international demand for agricultural and forest goods, minerals and energy), transport infrastructure development, social inequality and poverty. The direct pressures driving deforestation and habitat loss in the Amazon varies from country to country but can be summarized as shown below.

4. Agricultural expansion. Agricultural expansion is by far, the leading land-use change associated with deforestation in Amazonia and other tropical rain forests around the world. The opening pastures for cattle ranching takes place on areas cover with mature forests, or previously cleared by small farmers by means of slash and burn agriculture. Cattle ranching continues to be a significant driver of deforestation despite the phasing out of policies that incentivized commodity production. Due to the increasing global demand for soy meal and livestock feed, cattle production is displaced to the forest frontier and off productive land, thereby directly contributing to deforestation. The effect of this displacement is intensified by the difference in land prices between the initial and future ranch land. Illegal crops such as coca farming pose a further ecological and health risk, driving deforestation and chemical contamination in Peru and Colombia. Alone, the deforestation caused by cattle ranching in the whole Amazon is responsible for the release of 340 million tons of carbon to the atmosphere every year, equivalent to 3.4% of current global emissions (McGrath and Almeida 2007). Beyond forest conversion, cattle pastures increase the risk of fire and are a significant degrader of riparian and aquatic ecosystems, causing soil erosion, river siltation and contamination with organic matter.

5. Transportation infrastructure. 96,500 km of roads exist in the Amazon, a number expected to increase sharply in the coming years, with major roads currently being planned in both the Peruvian and Bolivian Amazon. Transportation is essential for national and regional development, but when poorly planned, the negative impacts can exceed the short-term benefits. In the Amazon, the building of new roads or improvement of existing roads has facilitated uncontrolled migration to otherwise inaccessible areas with the result of increased land-grabbing, deforestation, and expansion of unsustainable extractive activities. All the while, road network development is driving deforestation through increasingly easy access to remote forest areas, a trend that becomes evident on satellite imagery.

6. Energy infrastructure. More than 150 new dams are planned in the Amazon basin and the effects on the Amazon and its tributaries need to be thoroughly assessed. The high freshwater species diversity of the region relies on the rivers planned to be subjected to dam and waterway development as spawning grounds and habitat. The ecological value of aquatic species is dwarfed, however, by its economic value, as fish is the main source of protein for inhabitants of the Amazon basin.

7. Mining. Illegal mining has been experiencing highs in recent years due to spiking gold prices. The most common form of gold mining in the Amazon is conducted by small-scale miners with rudimentary technology and important cumulative impacts in specific areas of the Amazon,

together with serious effects on human health. Just in the Madre de Dios region of Peru, the total impact of small-scale gold mining activities has been estimated to have impacted more than 116,000 hectares of critical wetlands. Large industrial complexes have arisen primarily in the Eastern Amazon where there are important reserves of industrial minerals, including bauxite, iron ore, manganese, zinc, tin, copper, kaolin and nickel, as well as less well known mineral inputs for modern technology such as zirconium, tantalum, titanium, beryllium and niobium held by Precambrian rock (Killeen 2007). In addition to the devastation of landscape removal and water contamination with dangerous substances like mercury, the enormous energy needs of the industrial mining and ore processing industries create a demand which drives deforestation for charcoal fuel and damming of rivers for hydropower.

8. Oil & Gas. The Western Amazon is considered to be the world's second largest unexplored region of hydrocarbon potential. There has been a sharp increase in the number of lots approved for hydrocarbon exploration across the Amazon in the last five years. The number has increased from 30 lots approved in the Amazon region in 2002 to 151 in 2006. This trend is only accelerating, as in 2012, there were 246 blocks open for bidding, under tender or under exploration. (RAISG, 2012). Forty-four million ha have been given in concession in that process, 85% of which are now in the exploration phase and 15% in the production phase (Campodónico 2008). The major threat for an imminent oil and gas exploration in most Amazonian countries is the overlap with protected areas and possible changes in land uses. The most severe direct environmental impacts of hydrocarbon exploration and exploitation include oil or gas spills and the improper discharge of the salt-laden waters used to process the crude oil, all of which can cause long-term impacts on the health of local inhabitants and ecosystems.

9. Illegal timber trade. The timber sector is also an important factor in deforestation and forest degradation that may make forests more prone to fires. Around the world, high demand for timber products, weak rule of law, difficulties regarding the implementation of forest surveillance and poorly implemented trade rules are leading to logging that destroys nature and wildlife, damages communities, and distorts trade. Just as an example, in the Brazilian state of Pará, the total logged area between August 2009 and July 2010 was 1,205 km<sup>2</sup>, of which 65% was illegal logging. In Colombia, it is estimated that 42% of timber sold is illegal, of which anywhere between 20% and 40% comes from the Amazon (RAISG, 2012).

10. Compounded factors accelerating deforestation of Amazon forests: As mentioned before, the deforestation of Amazon forests fueled by cattle ranching and agribusiness is facilitated and intensified by the development of infrastructure, mainly roads and to a lesser extent pipelines built by the oil and gas industries. The expansion of the official road network and improvements in the existing network (i.e. paving), further promote the expansion of "unofficial" roads which improve the economic viability of resource extraction and agricultural production in once inaccessible areas. Indeed, road-building provides access to powerful engines of deforestation and environmental degradation like farmers, ranchers, illegal loggers, and small-scale gold miners, to otherwise remote forested areas. Once these actors are in place, their activities can rapidly scale due to relatively low cost of acquisition of the natural resources and high returns of investments driven by high prices in the national and international markets (i.e. gold and precious hard woods).

11. Agricultural development has created smaller forest fragments, which exposes forest edges

to the hotter dryer conditions in the surrounding landscape and makes them vulnerable to escaped fires. There is a high risk of the Amazon ecosystem as a whole reaching a tipping-point of run-away natural forest dieback due to drought and fire that would be immensely difficult to stop. Research has shown that while the rainforest did not burn very much in years with normal rainfall, it burned intensively and extensively in drought years, which are expected to increase in both frequency and severity due to climate change causing shorter, more intense rainy seasons and longer dry seasons. These massive changes in the hydrology of the basin will have direct impact on the life expectancy of energy infrastructure (i.e. dams) and the health of the freshwater biodiversity, primarily migratory fish. This can have severe economic and social consequences as migratory fish (e.g. catfish) are the source of more than 2/3 of the protein for the millions of people living on the banks of the Amazonian rivers and beyond.

12. All these factors can be found in varying degrees in individual countries comprising the Amazon and are due to shortcomings of the national policy and legal frameworks for land and natural resources access and utilization and to support sustainable development in various sectors, weak governance of some institutions and governmental entities to establish and enforce the regulatory frameworks at the national level, lack of incentives for sustainable natural resource use and to value ecosystems services, and lack of appropriate land use planning. These factors are strongly exacerbated by the lack of regional coherence in laws and policies among the Amazonian countries, inappropriate technical capacity and limited collaboration and learning of best practices across borders.

## **B. BASELINE AND ALTERNATIVE SCENARIO**

### ***1. Baseline***

13. For several decades, governments, bilateral and multilateral agencies, NGOs, CSO, and private donors have made large investments in the Amazon region. The Gordon and Betty Moore Foundation (GBMF) recently commissioned a study to analyze the sources of international funding for conservation in the Amazon (GBMF, pers. comm.).<sup>1</sup> Preliminary results include 43 different funders who invested approximately US\$1.07 billion between 2013 and 2015. During this time range, protected area creation and management garnered the most investment (more than \$250 million), and bilateral institutions were the largest category by total funding amount (more than \$750 million). During this period, the major donors are: Germany-bilateral (KfW, IKI), Norway-bilateral (NICFI, NORAD, +), USA-bilateral (USAID, FWS), the Global Environment Facility-multilateral and the GBMF. The study also compared findings to those from the analysis of funding during years 2007-2013. In addition, available data show current commitments of \$1.4 billion for the future period 2016-2020.

14. Most of the overall funding was invested in protected area creation, management and financing. Predominant funding for protected areas is reflected even when multi and bi-laterals are not included in the analysis. Agriculture, infrastructure and other drivers of deforestation still receive comparatively less funding attention, relative to protected areas and indigenous people lands.

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<sup>1</sup> This is a follow-up study to the 2015 Amazon funding analysis published by GBMF.



15. Nationally, each Amazon country has made significant strides in the conservation agenda thanks to this international funding and with their own funds. Protected areas coverage in the Amazon is close to the established international commitment targets, forest degradation and habitat loss are being monitored, local communities have increasing levels of rights recognition, and some policies are being introduced to tax deforestation, although they are not yet being fully implemented. These actions have dramatically slowed the rate of deforestation in the Amazon.

16. There have been important public agreements including the United Nations Forum on Forests Resolution on the International Arrangement on Forests beyond 2015, forest-related outcomes in the 2030 Agenda for Sustainable Development and the World Forestry Congress that can play a significant role in the fate of the Amazon forests. Most importantly, countries across the globe adopted the historic international climate agreement at the U.N. Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP21) in Paris in December 2015. Countries have outlined what post-2020 climate actions they intended to take under the new international agreement, known as their Intended Nationally Determined Contributions (INDCs). The climate actions communicated in these INDCs largely determine whether the world achieves the long-term goals of the Paris Agreement: to hold the increase in global average temperature to well below 2°C, to pursue efforts to limit the increase to 1.5°C, and to achieve net zero emissions in the second half of this century. Meeting these commitments will have a critical impact on the future of the Amazon.

17. Several Amazon countries, have announced their National Determined Communications (NDCs). Brazil's NDC recognizes "the complementary role of South-South cooperation, on the basis of solidarity and common sustainable development priorities. Brazil will undertake best efforts to enhance cooperation initiatives with other developing countries, particularly in the areas of: forest monitoring systems; low carbon and resilient agriculture; restoration and reforestation activities; management of protected areas; increased resilience through social inclusion and protection programs. Brazil invites developed country Parties and relevant international organizations to further support such initiatives. Specifically, and for in land use change and forests, the NDC for Brazil expresses the adoption of the following measures: (i) strengthening and enforcing the implementation of the Forest Code, at federal, state and municipal levels; (ii) strengthening policies and measures with a view to achieve, in the Brazilian Amazonia, zero illegal deforestation by 2030 and compensating for greenhouse gas emissions from legal suppression of vegetation by 2030; (iii) restoring and reforesting 12 million hectares of forests by 2030, for multiple purposes; (iii) enhancing sustainable native forest management systems, through geo-referencing and tracking systems applicable to native forest management, with a view to curbing illegal and unsustainable practices".

18. The Colombia NDC establishes that "mitigation measures have also been identified in the land use change sector, with processes under the REDD + Strategy and the Amazon Vision Program, among others. Given the significant share of AFOLU emissions (emissions associated with livestock, agriculture, forestry and other land use) in the national emissions profile (about 58% of the total), Colombia reaffirms its commitment to reduce deforestation in the country and to preserve important ecosystems such as the Amazon region, given its huge potential to contribute to the stabilization of greenhouse gases in the atmosphere".

19. The Peru NDC places a special emphasis on adaptation. Its scope “considers protecting ecosystem services that forests provide, and attend the most vulnerable groups (indigenous communities and small forest producers) and includes the objective of promoting comprehensive land management with a landscape approach, oriented to increase forests resilience to CC, and reduce the vulnerability of local populations”.

20. The WBG has had a long-term involvement in the Brazilian Amazon since 1992 with the implementation of the G7 Rain Forest Pilot Program and more recently through the ARPA program funded by the GEF and the Acre project in Brazil (ACRE: BR MST Acre Social Economic Inclusion - (P107146); ARPA: BR GEF Amazon Region PAs Phase 2 - (P114810)). In addition, the WBG approved in 2015 the Forest Conservation and Sustainability in the Heart of the Colombian Amazon project (P144271), also funded by GEF and that is supporting avoided deforestation and protected areas development.

21. The WBG Forest Action Plan FY16-20, in particular with Focus Area 1 on Sustainable Forestry (Protect and Optimize the Management of Natural Forests), Focus Area 2 on Smart Interventions in Other Economic sectors (Inform Decision Making on Land Use) and with the Climate Change and Resilience Cross-Cutting theme. Furthermore, the WBG Climate Change Action Plan (2016) specifically to the Priority III (Scale Up Climate Action) is delivering on forestry and land restoration as key components of a climate smart land use. At the regional level, the LAC Strategy Update for 2016 on Sustainability and Resilience Low-Carbon Growth is being implemented in many countries in the Amazon. The WBG Environment and Natural Resources Global Practice has ample experience and technical expertise on climate change strategies and interventions, particularly on reforestation, climate-smart agriculture and policy and financing mechanisms for conservation and climate change that can be applied to reduce deforestation rates in the Amazon and support climate change and biodiversity friendly development.

22. The WBG has had an opportunity to work closely or get acquainted with some regional agencies and non-governmental international organizations such as ACTO, TNC, WCS, REDPARQUES, WWF, UNDP, GBMF, GAIA and others. During preparation, the WBG ASL team had opportunities to discuss the ASL Program with some representatives of these groups to strengthen collaboration in the future.

23. In Brazil and Colombia, the WBG has been working closely with GBMF’s Andes Amazon Initiative (GBMF). GBMF has and will continue its focus on three priority strategies to help reinforce and advance effective management of protected areas and indigenous lands across Brazil, Peru, Colombia, Ecuador and Bolivia that grantees have helped conserve: a) Individual conservation units. Creating and consolidating already existing individual indigenous lands and protected areas; b) Land-use planning. Conserving forest cover by incorporating protected areas and indigenous lands into relevant state, municipal or district jurisdictional development and land-use plans and; c) Protected area systems. Securing long-term, effective funding mechanisms for national park systems, as well as effective monitoring and management systems informed through participatory processes. They plan to invest around US\$100 million in Amazon projects during the next five years.

24. WWF has been supporting projects in the Amazon since 2001 with a main emphasis on: a) the consolidation of a network of protected areas that is representative of the region's biodiversity; b) the promotion of sustainable use of natural resources in order to provide incentives to maintain the natural habitat and; c) the promotion of sustainability of their programs through communication and education. They will be implemented one ASL project in Peru.

25. The Amazon Waters Initiative (AWI), led by WCS, is a coalition of more than 25 governments, research institutions, and civil society organizations that seeks to maintain the integrity of the vast, interlinked and dynamic Amazon freshwater system to support human wellbeing, wildlife, and the environments on which they depend. AWI seeks to promote a vision of the Amazon Basin in which the region is valued not just for its rich tropical forests and its importance for carbon storage, but also for its role as the world's greatest and most diverse freshwater system. AWI focuses action in three areas: i) Sustainably managing critical fisheries at adequate scales, especially those for migratory fish that cross various jurisdictions and include multiple large basins; ii) Strengthening management of wetlands critical to wildlife, human livelihoods, and ecosystem function; iii) Minimizing the environmental impacts of infrastructure and extractive industries like oil, gas, and mining on the Amazon's aquatic systems.

26. The Tropical Forest Alliance 2020 (TFA 2020) is a global public-private partnership in which partners take voluntary actions, individually and in combination, to reduce the tropical deforestation associated with the sourcing of commodities such as palm oil, soy, beef, and paper and pulp. TFA 2020 and its partner countries, companies, and civil society organizations work together to: i) Improve planning and management related to tropical forest conservation, agricultural land use and land tenure; ii) Share best practices for tropical forest and ecosystem conservation and commodity production, including working with smallholder farmers and other producers on sustainable agricultural intensification, promoting the use of degraded lands and reforestation; iii) Provide expertise and knowledge to assist with the development of commodity and processed-commodity markets that promote the conservation of tropical forests; and iv) Improve monitoring of tropical deforestation and forest degradation to measure progress.

27. The Latin American Technical Cooperation Network on National Parks, Other Protected Areas and Wildlife (REDPARQUES) is a mechanism consisting of public and private institutions and specialists from the region's member countries working in the realm of protected areas and wildlife. Its objective is to progressively increase technological and management capacity, based on the exchange of experiences and knowledge among members, using their own technical, human and financial resources. REDPARQUES has identified protected area control and surveillance as one of its priorities.

28. WCS is a founding member of the SMART Partnership, a group of conservation organizations that share a mission to conserve biodiversity, reduce the impacts of illegal extraction and trade of natural resources, strengthen law enforcement related to biodiversity conservation, and strengthen overall management of conservation areas. In collaboration with governments, communities, and local and international conservation organizations, more than 140 sites globally are implementing the SMART Approach, and eight countries have committed to implementation across their protected area system. Within Latin America, Colombia was the first country to adopt SMART at the national level, however this system-level commitment is now being replicated in

Peru, and pilot testing of SMART is beginning in other Amazonian countries including Ecuador and Bolivia.

29. A group of 37 NGOs working in the Amazon Basin has come together in the last 5 months to share views and recommendations to address infrastructure, conservation, and human rights at adequate scales. With the support of the GBMF and under the leadership of The Nature Conservancy, the group has drafted a set of shared principles and interventions to address infrastructure development (including roads, energy, and extractive industries) as a starting point towards developing a new and inclusive working agenda for infrastructure for the Amazon. The recommendations promote application of the mitigation hierarchy—planning, licensing and compensation—along with principles of participation, inclusiveness, and transparency.

30. The United Nations Development Programme (UNDP) and the United Nations Volunteers programme (UNV) in coordination with the Sustainable Development Solutions Network for the Amazon (SDSN Amazon), the Amazonas Sustainable Foundation (FAS) and the Amazon Cooperation Treaty Organization (OTCA) are collaborating to support national projects and programs in the Amazon in the collection and dissemination of sustainable solutions from communities, the increase of local knowledge management and community resilience, the strengthening of research and knowledge networks, and the sensitization at all levels regarding the vision of “The Amazon that we want” in the framework of the 2030 Agenda and Sustainable Development Goals.

31. The Amazon Cooperation Treaty Organization (ACTO) is an intergovernmental organization comprising eight countries, which, together, cover 99% of the Amazon Biome: Bolivia, Brazil, Colombia, Ecuador, Guiana, Peru, Suriname and Venezuela. It is an institution that is responsible for implementing the Amazon Cooperation Treaty (TCA), signed in 1978, and operates as a permanent cooperation forum, exchange and know-how, under the principle of reducing regional disparity, helping implement programs and projects that foster sustainable development and regional cooperation to improve the standards of living for Amazon inhabitants.

32. The German Agency for International Technical Cooperation (GIZ), the International Tropical Timber Organization (ITTO) and the Amazon Fund are supporting ACTO to Monitor Forest Coverage in the Amazon. The project aims to help develop the capacity to monitor deforestation, changes in the use of land and forest in ACTO member countries, offering information on the extent and quality of forest coverage, pre-requisites for monitoring and controlling deforestation. They will strengthen observation rooms by offering support to purchase physical infrastructure and to hire staff; to structure research rooms; to offer training in monitoring technology for forest coverage; and to design national monitoring plans.

33. The German Development Bank (KfW) has provided a US\$ 10 million Euros grant to ACTO to support actions to protect CITES Endangered Species in the Amazon. This will include the development of an “Electronic identification key of timber and spectroscopy method of infrared light”. The project will develop a regional electronic key for the identification of Amazon timbers, which will assist the border control agents with the correct identification of forestry species. The project will also support the development of a database that will allow, through the infrared light spectroscopy, the differentiation of apparently similar timber species. ACTO is also

establishing control mechanisms of origin and tracking of timber in the Amazon countries and sharing experiences and progress of the Amazon countries in the control of illegal logging, and general tracking of the timber production chain.

34. A group of national NGOS from the Amazon region, led by Foundation Gaia Amazonas from Colombia are developing a “macro-regional” initiative to respond to climate change. The idea is to support the connectivity of Amazon and Andean ecosystems to ensure that biodiversity and the environmental services of the Amazon are preserved and to propose innovative solutions to respond to climate change threats. This will be done by bringing together partners to develop a shared vision of the Amazon and support plans and policies that maintain ecological and cultural connectivity of key Amazon protected areas and indigenous reserves at the local, regional, national and international level. The initiative plans to also bring the private sector and other development agents to influence their development approaches in the region.

35. These are some of the most relevant initiatives to the Amazon Sustainable Landscape Program that will play an important role during the implementation phase of the Program. Additional discussions will be carried out on an on-going basis to identify additional initiatives, ensure that coordination takes place and that duplication of efforts is avoided.

## ***2. Alternative Scenario***

### ***a. The Amazon Sustainable Landscape (ASL) Program (US\$ 131 million)***

36. Building on the WBG experience in the Amazon, on forestry, climate change and climate-smart agriculture mentioned above, a WBG team approached the Brazil, Peru and Colombia governments to suggest that they utilize their national GEF 6 STAR allocation towards a comprehensive program for the Amazon. Brazil, Peru and Colombia (together making 83% of the total biome), individually face many ongoing threats to their Amazon biodiversity and ecosystem health. This percentage is core to bring about important global benefits for biodiversity and strategic ecosystems conservation, climate regulation, both nationally and all along the continent, and in the regulation of global climate as a main offer of carbon stocks and ecosystem services. Effective actions in these three main countries can generate scalable results in terms of forest conservation and would benefit greatly from incentives to tackle deforestation drivers nationally and regionally.

37. Such a program would maximize the impact of national actions already initiated to reduce deforestation and promote an efficient use of the resources in the Amazon. Brazil, Colombia and Peru, have taken key steps, either politically, institutionally or operationally to establish many basic conservation programs. They have also done important investments in innovative alternatives to promote biodiversity conservation and sustainable use as well as a sustainable management of international waters. Brazil has consolidated and expanded its “ARPA Program”, which has not only generated concrete results regarding conservation, but has also turned itself into a bank of learned lessons that need to be passed on to other countries in the Basin. Colombia has launched its “Visión Amazonía”, with a first step targeting the enlargement of the Chiribiquete national park and the consolidation of its buffering zone as part of a strategy to reduce

deforestation. This includes the implementation of the “Heart of the Amazon” GEF project, as one of its components. Peru has done its part with a national Strategy for Forest and Climate Change that includes actions to reduce of deforestation, and GHG emissions. Detailed baseline for each of the countries is presented in their project documents.

38. The three countries agreed to join forces and use their GEF 6 allocations from the focal areas of Biodiversity, Climate Change Mitigation and Land Degradation which were matched by the Sustainable Forests Management global set-aside. The GEF Council approved the Amazon Sustainable Landscape (ASL) Program in October 2015. The objective of the program is to protect globally significant biodiversity and implement policies to foster sustainable land use and restoration of native vegetation cover in the Amazon. The proposed program aims to address some core drivers and barriers in the Amazon. The ASL Program aims to generate scaled results in deforestation and natural habitat fragmentation at the regional level as well as in the prevention of the extinction of threaten species.

39. The significant threats facing the Amazon can be better addressed with a harmonized perspective in order to gain scale, share best practices and promote coordination and cohesion at the policy level. Considering the current political and economic scenarios for the region, in all three countries (Brazil, Colombia and Peru), there is a chance that greater pressure might hinder future advances in the conservation agenda and, furthermore, stop the development agenda from turning from a net loss to a net gain framework for biodiversity. The ASL Program has the unique feature that each country will receive large investments to carry out actions on the ground and will receive at the same time significant technical assistance and capacity building in the themes that are relevant to their actions on the ground such as maintain forest resources, protect biodiversity, improve forest management and restore forest ecosystems. They will also be given many opportunities to collaborate and exchange information among them and with outside practitioners. This is the first time that a set of large GEF national investments are coordinated at a regional level to address deforestation causes in the Amazon region, harmonize sectoral policies of the governments and work in the participating countries with a similar focus.

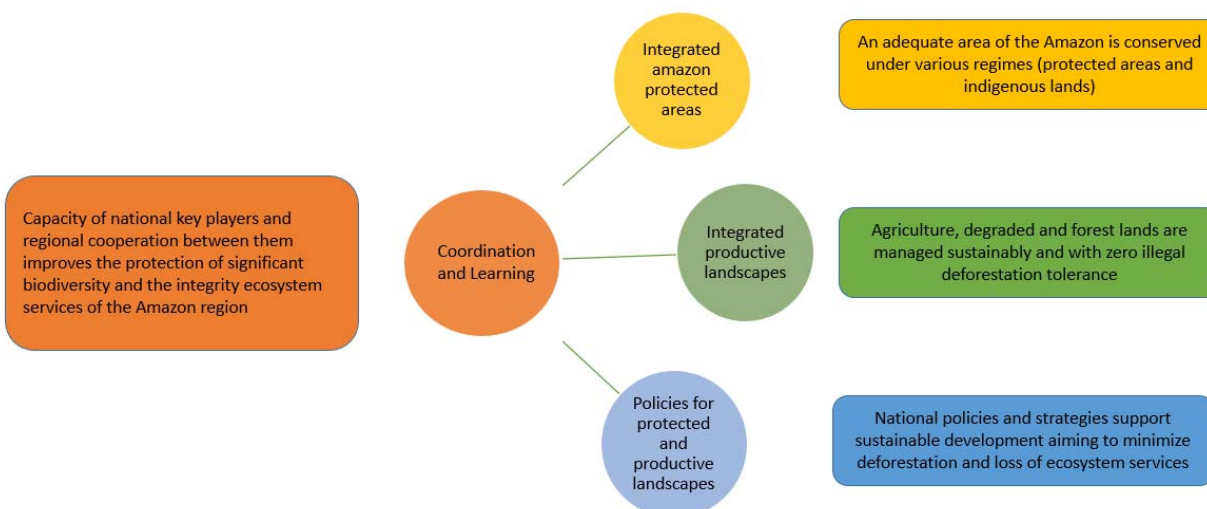
40. The GEF approved US\$ 113 million to the ASL Program that is expected to leverage US\$ 719 million in additional financing and span over five years. The ASL Program was approved by the GEF Council in October 2015 and consists of four national-scale “child projects” executed by three countries (Brazil, Colombia and Peru), and a fifth regional coordination child project, which is this proposed Technical Assistance project. The four child projects will be implemented through the respective national entities, and by the WBG as lead agency, WWF and UNDP. Table 1 shows the funding breakdown by country and GEF Implementing Agency.

Table 1: GEF financing for the Amazon Sustainable Landscape Program and co-financing by country and agency

Country	Agency	GEF (US\$m)	Co-finance (US\$m)
Brazil	WBG	60.30	430.00
Colombia	WBG/UNDP	21.00	106.00
Peru	UNDP	18.34	129.00
Peru	WWF	9.00	54.50
Coordination (TA)	WBG	5.00	20.00
<b>TOTAL</b>		<b>113.64</b>	<b>719.30</b>

41. The theory of change of the ASL Program and its five child projects builds on the notion that: (i) if an adequate area of the Amazon is conserved under various regimes (protected areas and indigenous lands); (ii) if agriculture and forest lands are managed sustainably and with zero illegal deforestation; (iii) if national policies and strategies support sustainable development and minimize deforestation and loss of ecosystem services; and (iv) if institutional capabilities and regional cooperation between key players improve, then the integrity of the Amazon region ecosystem services –including biodiversity- can be protected.

### Theory of Change of Amazon Sustainable Landscape (ASL)



42. The interventions in each of the three countries (Brazil, Colombia and Peru) apply this

theory of change at various scales and across sectors, generating global environmental benefits (grouped in the GEF's focal areas of Biodiversity (BD), Land Degradation (LD), climate change (CC) and the sustainable forest management (SFM) strategy) working with national, regional and local governments, private sector actors, indigenous communities and producers. The general aim for the countries is to reduce rates of conversion of natural forests to agriculture and infrastructure, supporting environmental governance, and promoting access to adequate incentives for sustainable production systems.

43. Altogether, the ASL Program will deliver concrete environmental benefits by maintaining globally significant biodiversity and ecosystems in 80,788,397 hectares, promoting sustainable land management in 6,044,025 hectares, and supporting transformational shifts towards a low emission development path to achieve 449 million tons of CO<sub>2</sub> mitigated.

44. Since the ASL Program was approved in October 2015, government changes in the three countries delayed preparation as government teams had to be replaced. The WBG, as the lead agency, promoted virtual meetings every two months and led three workshops (Lima, Bogota and Brasilia) where project implementers, consultants, NGOs, donors, regional organizations and local governments had the opportunity to exchange their project design, theory of change, indicators, institutional arrangements as well as the content of each component of the child projects.

45. The GEF project proposal in Brazil is called "Sustainable Landscapes in the Amazon" and has as its principal objective to protect biodiversity of global importance and implement policies and actions that promote sustainable landscape use and the restoration of natural forest cover in the Amazon. The project has four components: (i) to support the ARPA program focused on the consolidation and implementation of protected areas in the Brazilian Amazon, (ii) to support sustainable land management at a landscape level, (iii) to support mainstreaming of policies promoting sustainable development in the Amazon, and (iv) regional coordination and program implementation. The project has selected 74 new areas to be incorporated in the sustainable landscapes program. Areas were selected according to several criteria, and will be consolidated under a mosaic approach. Area selection was undertaken to support connectivity with Protected Areas along the frontiers with Peru and Colombia.

46. The Colombian child project includes two main parts: The first part, implemented by the World Bank is titled "Improve governance and promote sustainable land-use activities in order to reduce deforestation and conserve biodiversity in the project area". It is being processed as an additional finance (AF) from the Global Environment Facility (GEF) to the "Forest Conservation and Sustainability in the Heart of the Amazon Project" (on-going GEF5 project). The project objective is to improve governance and promote sustainable land-use activities in order to reduce deforestation and conserve biodiversity in the project area. The proposed AF will consolidate project activities and bring an additional 5.5 million hectares of Amazon rainforest under sustainable management. The outcomes include: (i) improved management effectiveness of existing protected areas (PAs), expansion of the Serranía de Chiribiquete National Park (PNNSCH) and creation of 3 new PAs; (ii) conservation agreements implemented with 3 traditional indigenous authority associations (AATI); (iii) a mechanism for funding the National Protected Areas System (NPAS) designed and operational (Colombia Heritage); (iv) an early warning system with deforestation alerts in the Amazon region underway as a result of improved,



intensive monitoring capabilities; (v) conservation agreements and management plans implemented for 2 Ramsar sites and key indigenous territories; (vi) agreements in place with at least three sectors driving deforestation (agriculture, extractive industries and infrastructure) on land-use planning and development; and (vi) conservation and restoration agreements signed with 400 farmer households.

47. The second part, is implemented by UNDP and its title is “Rural development with a low-carbon-emission approach and capacity-building for mainstreaming environmental management and peacebuilding”. Its objective is to improve connectivity and conserve biodiversity through the strengthening of institutions and local organizations to ensure integral low-carbon-emission management and peace-building. The project’s objective will be achieved through a multifocal strategy that includes rural sustainable development with a low-carbon-emission, agro-environmental focus to prevent deforestation and land degradation, conserve biodiversity, and improve the quality of life of people living in the region, including women. The project places an important focus on constructing sustainable territories of peace, which is reflected in the selection of the prioritized landscapes and the beneficiary populations: local environmental authorities, victims of conflict, social organizations, and populations in the process of being reintegrated into civilian life. This will also generate the necessary economic and social opportunities to build peace through the implementation of environmentally friendly production practices through sustainable forest management, economic mechanisms and market strategies for sustainable Amazon products, including timber and non-timber forest products, and through the strengthening of forest governance and the capacities of public and private institutions in the region, with a gender focus.

48. In the child project, while Part 1 implemented by the WB, will focus on the conservation of the project’s Key Biodiversity Areas (KBAs; Chiribiquete National Natural Park, Macarena National Natural Park, IMD Guayabero Sector, Altofragua National Park, and La Paya National Park), Part 2, implemented by UNDP, will contribute to the management of the ecosystems located in the buffers zones of these KBAs.

49. In Peru, the UNDP implemented “Sustainable Productive Landscapes in the Peruvian Amazon” project, supports the implementation of Peru’s National Strategy for Forests and Climate Change (ENBCC), contributing to the reduction of deforestation and forest recovery, in production landscapes in Huánuco and Ucayali Departments in the Peruvian Amazon. The project supports natural resource management and production systems that incorporate considerations of environmental sustainability, through an integrated and comprehensive territorial approach that recognizes the complexity of local livelihoods and landscape-level drivers of deforestation, while taking targeted actions to address producer behavior in selected sectors that have been identified as constituting particularly significant drivers of deforestation. The project will consist of three components: 1) improved policy planning and governance to reduce deforestation and enhance sustainable production; 2) financial mechanisms and market incentives that promote sustainable production practices and 3) technical capacity installed to restore and sustain ecosystem services in target landscapes. The outputs will be delivered in such a way as to optimize outcomes for women in terms of capacity development, effective participation in decisions related to resource management and livelihood support, and the distribution of benefits, based on gender analyses and the collection and application of their local knowledge.

50. Also in Peru, the WWF implemented child project “Securing the Future of Peru’s Protected Areas” will contribute directly to this program by supporting an innovative financial model that will ensure that Peru’s Amazon protected areas have adequate and long-term financing to manage threats of deforestation and land degradation. The objective of the project is to promote long-term financial sustainability for effective management of the National System of Natural Protected Areas of Peru and the protection of biodiversity and ecosystem services in the forests of these areas in the Peruvian Amazon. The project consists of four components that support: (i) developing a multi-partner, public private strategy for long term financial sustainability of the natural protected areas in the Peruvian Amazon, using an adaptation of the “Project Finance for Permanence” approach, carefully tailored to the characteristics of the SINANPE, the context of Peruvian NPAs, and the regional development dynamics of the country; (ii) providing technical and financial assistance to explore, identify and analyze the feasibility of a set of innovative PA revenue generating mechanisms; (iii) supporting consolidation and improvement of management effectiveness of a selected group of NPAs, and (iv) coordination, monitoring and evaluation.

51. Instead of operating as standalone projects with the individual GEF implementing agencies, the ASL Program has the following advantages:

- Follows the GEF Programmatic Approach Modality which supports the development of an overarching vision for change in critical global issues that is best achieved through a series of interconnected projects under a common objective
- The ASL Program will collaborate and leverage all on-going international and national efforts to bring a long term strategy of ecosystems connectivity in the Amazon through the protected areas and indigenous territories and changing the land uses outside these areas.
- Individual country projects can achieve larger scale impact than if national projects are implemented individually
- Individual countries will be of part of a regular exchange network and define and implement regional activities
- The program facilitates and accelerates sharing of lessons learned and best practices with support from other national project’s experiences, practitioners and experts
- The program will support better coordination of efforts among the national projects, other partners, collaborators and donors
- Individual countries will determine their capacity needs and receive targeted support under the program

b. Amazon Coordination Technical Assistance Project (US\$ 5 million)

52. In line with the overarching theory of change of the ASL Program, this TA US\$ 5 million grant aims to improve coordination, access to information and capacity building among the four national child projects under the GEF Amazon Sustainable Landscape Program, and in so doing, further consolidate the network of protected areas in the Amazon and increase the land area destined to restoration and sustainable management. To this end, it will enhance regional coordination and capacity building through the following pillars: (i) supporting access to information and best practices by national project stakeholders; and (ii) strengthening coordination, monitoring and communication amongst national project stakeholders. More specifically, this will be achieved by: (i) supporting on-going processes that are creating a long-

term vision of ecosystem connectivity in the Amazon; (ii) ensuring that best practices in priority topics related to sustainable landscape management in the Amazon are researched, documented and disseminated; (iii) supporting access to best practices on sustainable landscape management; (iv) building capacity amongst the various stakeholders; (v) designing and operationalizing an ASL Community of Practice; (vi) establishing an Amazon Donor round table; (vii) monitoring key indicators across the national projects; and (viii) supporting an effective ASL Program communication strategy for disseminating relevant Amazon issues. By fostering connectivity and knowledge-sharing across countries, this TA project aims to increase synergies, align child project activities and thus magnify the impact of each of the country child projects. It will help strengthen stakeholder capabilities in the three individual countries (Brazil, Colombia and Peru) to protect, reduce deforestation and improve ecosystem connectivity, thereby safeguarding the integrity of local, regional and global ecosystem services of the Amazon, including biodiversity conservation, carbon sequestration, and hydrological cycle regulation. The anticipated results of this TA would effectively be greater than the sum of its parts.

53. The proposed **US\$ 5 million TA** will complement the national child projects and accelerate learning in the individual projects as well as provide opportunities for south-south exchange, intergovernmental cooperation, align M&E tools and geospatial services, apply best practices, promote research and peer review practices, and develop portfolio-wide training and communication strategies. This TA will support the learning uptake and adaptive management of each national project, and strengthen the various project interventions in the Amazon region under a harmonized approach between participating countries. Analysis of best practices and capacity building activities that can promote regional collaboration will focus on strategies to address drivers of deforestation and unsustainable use of natural resources in the Amazon basin.

54. This TA builds on the on-going activities in the Amazon by governments and other players, including among others, the GBMF, PRA/ACTO, WWF, WCS, REDPARQUES, UNDP, TNC, bilateral donors including BMZ, JICA, USAID, KFW, multilateral entities and the GEF. The TA is a bottom up approach that begins with the four national initiatives and links them with programmatic learning and exchanges in order to build a harmonized and common vision for the Amazon basin. The three countries involved in this initiative are currently engaged in many of the initiatives of these other organizations and are active participants in ACTO programs. The individual country teams and the WBG ASL team will seek to engage with these partners as part of the Program's overall coordination as well as country specific interventions, while at the same time respecting the necessity to act effectively and in an agile manner, in each of the national interventions.

55. The innovative feature of this TA is a shift toward a new model that aims to move away from the nationally focused interventions that have shaped the Amazon portfolio in the past, to a more harmonized approach at an eco-regional level that would strategically position the GEF and WBG as key players supporting Brazil, Colombia and Peru to deliver on sustainable forest and landscape management interventions. This model responds to a recent concern raised by the GEFSEC, the WBG and the Client countries regarding a lack of coordination in the design and implementation of national operations, representing a missed opportunity for closer coordination and policy harmonization. The ASL Program and associated TA seek to achieve greater strategic coherence among national interventions as well as the harmonization of policy frameworks

supporting sustainable management of forest landscapes in the Amazon.

56. Conservation of Amazon forests requires investments to address national agendas and at the same time promote collaboration amongst government and stakeholders at the eco-regional level. Without the collaborative/harmonized work of neighboring countries to tackle common threats and to take advantage of regional opportunities, it would be difficult to secure the maintenance of the forest cover and flow of ecosystems services over the long term. This is the first time that the three countries have agreed to work in collaboration with the WBG and other partners on a programmatic framework.

57. The four independently-financed national child projects under the program mentioned above, will support the consolidation of an integrated Amazon protected areas system, the development of integrated landscape management of selected regions within each country participating in the Program and the improvement of policies and strategies for protected areas and productive landscapes. All these interventions aim to reduce deforestation and ensure the protection of species and habitats (both terrestrial and aquatic). If these interventions do not take place, there is high risk that the Amazon ecosystem as a whole could reach a tipping-point of runaway natural forest deterioration due increased deforestation, habitat degradation and fragmentation to would lead to drought and fire that would be immensely difficult to stop.

58. To date, Brazil, Colombia and Peru have largely tackled these issues independently, although there has been some effort to encourage coordination and knowledge exchange through the work of regional agencies and non-governmental organizations such as ACTO, TNC, WCS, WWF, GBMF and others. This TA will build upon these initial efforts and support collaboration and learning exchange, specifically among the three countries sponsored by the ASL program. Knowledge exchange and learning will be directly linked to the implementation of activities and challenges encountered on the ground by the four national projects. This practical and demand driven approach will ensure that problems are identified and focused solutions deployed in a timely manner. The TA will support an exchange of knowledge and experience between stakeholders at levels in the three countries through a combination of, *inter alia*: annual meetings, specialized workshops, on the job training, field visits and study tours. By linking knowledge activities to the stakeholder implementation experiences, it will ensure that the knowledge transferred is relevant, capacity is built and learning is accelerated.

59. Additionally, the project will support activities to enhance regional cooperation among stakeholders and promote collaborative work between neighboring countries with a view to tackling common threats and taking advantage of the opportunities and known solutions. The TA will also seek to collaborate with other broader regional efforts, magnifying the impacts of these initiatives as well as of the three specific ASL national projects on the ground. Without this, it will be difficult to secure the maintenance of the forest cover and flow of ecosystems services in the long term.

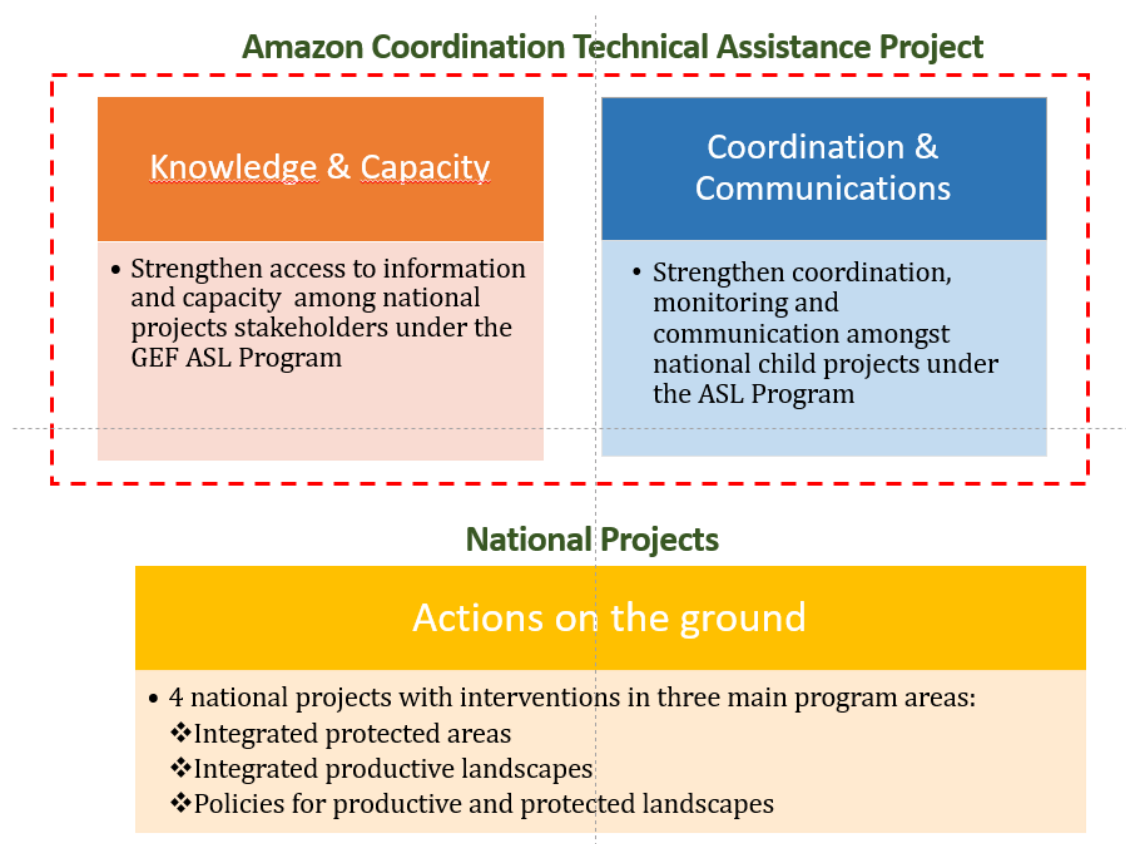
60. Taking action on regional issues can no longer be postponed, as the Amazon region is increasingly accessible and gaining importance in the development agenda. Strengthening stakeholder capabilities and collaboration between the three countries, will magnify the impact of on the ground investments. Without this additional support, it will be difficult to secure the

maintenance of the forest cover and flow of ecosystems services over the long term.

## C. PROJECT DESCRIPTION

### 3. *Project Objectives and Indicators*

61. The objective of the proposed Amazon Coordination TA project is to ***strengthen coordination, access to information and capacity of national project stakeholders under the GEF 6 Amazon Sustainable Landscape Program***. The project was arranged along two components that will support the national projects as represented in the diagram below:



62. The key outcome indicators for the proposed TA are presented below (detailed intermediate outcomes are presented in the Results Framework in Annex 1):

- PDO Indicator 1: Share of main ASL stakeholders with rating response of “satisfied” or above on the coordination and learning outcomes (disaggregated by stakeholder group).
- PDO Indicator 2: ASL Program Steering Committee fully operational
- PDO Indicator 3: Program level monitoring system established and fully operational

#### ***4. Project components and key activities***

63. This project aims to facilitate the exchange of knowledge and experiences between the four national child projects in Brazil, Colombia and Peru and with other key stakeholders, strengthening the impact of individual project interventions and supporting national, regional and international processes and policies committed to avoiding deforestation in the Amazon, while promoting sustainable landscape management. The project preparation process has been highly interactive and participatory, with a first consultation session among all three countries taking place in Lima in January 2016, a second consultation process in Bogotá in August 2016, and a third consultation with all three countries in Brasilia in May 2017. In these sessions, key areas for knowledge exchange and collaboration have been identified, as well as specific activities to be covered under the TA. In addition, the WBG ASL team has carried out regular conference calls where the individual child projects have been discussed as well as the processing timetables and issues that have come up during preparation such as the change in government officials in all three countries.

64. This project was designed to maximize the efficiency of the broader Program and to provide opportunities for sharing many aspects of project development and implementation such as the use of M&E tools and geospatial services, provide peer reviews, leverage portfolio-wide training and communication strategies, apply best practices under the various topics related to Amazon sustainable landscapes, develop and implement policies and tools, foster intergovernmental cooperation, among other key activities. To effectively deliver the two main outcomes, the project was organized along two main components: (i) activities to support knowledge management and capacity building for ASL country partners, and (ii) coordination and communications.

##### **Component 1: Knowledge Management and Capacity Building**

65. The first component will strengthen access to information and capacity building among national project stakeholders under the GEF ASL Program to successfully reduce deforestation and improve biodiversity conservation and sustainable development of the Amazon ecosystems. It will support the development and implementation of a robust Knowledge Management (KM) platform to support the national projects. It will promote and strengthen sharing of lessons learned and best practices to help the four national projects design and deliver effective interventions. Finally, this component will promote the use of new integrated approaches and tested solutions, methodologies, technologies, and learning among the national child projects in the Program and related initiatives.

66. After various consultations among the national child projects, their implementing agencies and the WBG ASL team, it was agreed that the KM and capacity building activities will focus primarily on stakeholders in the areas where project activities will be implemented within the three participating countries. The WBG ASL team will play a key role as convener of meetings, developer of joint agendas and targets, facilitator of discussions and access to experts, designer and financier of exchanges within the region and outside, and as an overall catalyst for processes and initiatives in the region.

67. It will be important to select the right audience for the various KM and capacity building

activities to ensure that the results of the knowledge sharing and exchanges provide relevant and ready-to-use solutions. This could be difficult to achieve when the child projects may be in various states of progress, may suffer from staff attrition overtime, and may have differing objectives and national priorities for when to achieve results. Nevertheless, each of the child projects has set aside funds to strengthen implementation capacity and increase the impact of project activities. This TA project will match their funds and support the priorities of each national project throughout the five-year implementation period. National projects will want to support cross-sectoral and cross stakeholder capacity development within their own project and may seek to identify and reinforce synergies between local, state and federal stakeholders, particularly in the biodiversity, climate change, forestry, and agriculture sectors. When and where an opportunity arises to collaborate and leverage with on-going initiatives in the region, the Program Steering Committee (PSC) will provide guidance on the establishment of a given partnership for KM and capacity building.

68. ***Sub-component 1.1: Support Amazon strategic plans and processes.*** This sub-component will coordinate and share knowledge involved with the design and implementation of Amazon basin-wide strategies to consolidate corridors, border protected areas and large-scale conservation processes. Initial existing initiatives to be considered for support by the TA and its information exchange, include, *inter alia*: (i) an initiative supported by the governments in the three countries to consolidate a large-scale biological corridor spanning the entire Amazon basin led by GAIA Foundation, and (ii) a large scale land management approach implemented by WCS and TNC based on the hydrology of the basin; and, (iii) the support of various conservation strategies to promote the integrity of the watersheds at an Amazon-wide scale, particularly with respect to infrastructure development. The TA will identify key areas of collaboration with these initiatives, and support exchange of best practices, as well as promote their positioning at the local and regional level. The TA will as well identify any other basin-wide initiatives led by other organizations to protect biodiversity, avoid deforestation and restore degraded areas that can be jointly supported.

69. ***Sub-Component 1.2: Best Practices and Lessons Learned:*** To capture knowledge, the ASL will use two approaches: (i) gather internationally recognized best practices on common themes for country-based projects; and (ii) collect lessons learned relevant to the particular structure of the country-based projects.

70. The WBG ASL team, with the support of the PSC, will regularly identify and prioritize themes to support project implementation. For the priority themes, this sub-component will support the collection of international best practices and knowledge sources on an on-going basis from internationally recognized experts, institutions, and from field practitioners that have successfully implemented relevant initiatives/projects and programs. The criteria to select specific knowledge will be based on the needs of the national projects.

71. Through initial consultations with the PSC and national project executors during the three workshops, the group identified thematic issues that will be used for the knowledge exchanges. A preliminary list of priority thematic issues is presented below. This list will adapt to the dynamic knowledge field from all program stakeholders (national projects, PSC, donors and experts) that is constantly evolving and innovating in the Amazon. Once the priority topics are confirmed, the ASL team will prepare Terms of Reference to request proposals from individuals or NGOs to

deliver specific activities and to be responsible for engaging with the experts or practitioners to share their existing tools or prepare tailored materials and tools to be delivered through virtual and face-to-face Learning Events to exchange knowledge with the national project teams. The WBG ASL team will seek to ensure cross-fertilization between the ASL Program and the GEF emerging approaches on knowledge management with a particular emphasis on the IAPs: Taking Deforestation out of the Commodities Supply Chain, and Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa as well as with the on-going regional organizations actively working in knowledge sharing in the Amazon, such as the ones mentioned under the baseline section in this document.

#### *Integrated Amazon Protected Areas*

- PAs management effectiveness measurements (METTs) to improve the management of protected areas (example: IAPA); PAs annual planning and implementation, including systematic and automated financial and technical monitoring systems; PAs staffing and benefits; PAs financial sustainability (exchanging lessons from ARPA, Fondo patrimonio, PROFONANPE, and other funds)
- Threat to PAs; Systems to monitor threats (PAs surveillance and law enforcement systems (ie. SMART or other methods); Managing illegal activities such as logging and mining inside PAs
- Biodiversity research and conservation in PAs; Systems to monitor biodiversity values inside PAs.
- Collaboration to manage trans-border PAs
- Collaboration to address threats due to illegal gold mining, logging and trafficking of illegal species
- Collaboration to assess hydrological flows and water quality, due to impact from mining

#### *Integrated Landscape Management*

- Communities and Indigenous Management; Participatory management planning and previous consultation with local communities; preparation and implementation of Life Plans or Indigenous Peoples Plans; participatory zoning; community timber and non-timber resources management; inventories of traditional knowledge; capacity building program for Indigenous peoples; PAs co-management with Indigenous peoples and other stakeholders
- Reducing Deforestation; Methodology to define priority areas for restoration, reforestation and for conservation; Best practices to reduce deforestation; Restoration and reforestation; Best practices and experience in restoration and reforestation programs; Monitoring reforestation (example: RAISE)
- Sustainable forest management; Experiences in sustainably managing timber and non-timber forest products
- Technology transfer to farmers and ranchers for biodiversity friendly agro-development
- Promote the participation of municipal and state levels in addressing deforestation

#### *Policies for Protected and Productive Landscapes*

- Methodology to develop sustainable productive landscapes; PAs ecosystems connectivity and management of biological corridors; PAs management strategies to adapt to climate change



- Strengthening law enforcement and harmonize roles and responsibilities of law enforcement agencies within countries and at regional level
- Development of rural cadaster; Developing PAs corridors in international border areas
- Development of policies and tools for forest restoration
- Methodologies for Monitoring Deforestation in the Amazon
- Impact of agricultural on biodiversity and deforestation
- Impact of infrastructure development in amazon ecosystem integrity; Experiences designing and managing roads to ensure ecosystems connectivity
- Experiences in environmental licensing and compensation for extractive industry and infrastructure projects
- Development of economic and institutional instruments to avoid deforestation, Exchange of best practices towards improved effectiveness of policy, legal and regulatory frameworks to address deforestation; Problem tree analysis as a methodology to develop policies (example: Brazil); Modeling exercise to determine future scenarios (example WCS)
- Conflict resolutions and negotiation techniques; Negotiation tools for multifunctional landscapes (example: ICRAF)
- Mechanisms to improve watershed management at regional level
- Capacity Building and Regional Cooperation; linkages with other basin-wide initiatives
- Amazon city planning and its relationship to rural sustainable development dynamics, land use decisions and sustainable cities (linkages with SDG agenda)
- Bio-trade, “green” business development opportunities, impact investment and innovative financial mechanisms

72. ***Sub-component 1.3: Knowledge Sharing and Capacity Building:*** This sub-component will implement a robust knowledge sharing and capacity building platform including face to face training, online courses, targeted workshops, field immersions and mentorships to provide Program stakeholders with opportunities to learn and share knowledge. Events may include lectures, panel discussions, expert interviews, and collaborative training sessions. The Program plans on organizing and/or supporting field visits and study tours to specific countries to bring together Program stakeholders to share knowledge and meet specific learning goals.

73. ***Specialized Workshops:*** The TA project will support specialized workshops and guided learning sessions to provide Program stakeholders with opportunities to learn and share knowledge. Workshops will include lectures, panel discussions, expert interviews, and dynamic training sessions. These events will share information on relevant applied solutions and ideas to address the challenges and opportunities in the Amazon region to reduce deforestation and conserve biodiversity by a variety of key partners. Many of these targeted workshops will be jointly delivered between the ASL program in collaboration with the Program Steering Committee (PSC) members, the GEF’s Scientific and Technical Advisory Panel (STAP) and national governments that may be interested in more specific topics.

74. ***Virtual Sessions:*** The TA project will support online sessions leveraging the WBG wide audiovisual capacities in its country offices around the world and through the use of the Global Development Learning Network (GDLN), WebEx (which it is already using extensively for live meetings and recording of presentations), and Adobe Connect platforms to facilitate interaction

and forge partnerships amongst Program peers. These events will disseminate the ASL priority knowledge themes, facilitate active discussions on various interventions or project developments, and bring cutting-edge global or south-south knowledge to project audiences. Video technology and recording sessions will make knowledge available to audiences unable to participate live or in person.

75. *Field Visits and Study Tours:* The TA project will support the funding of field visits and study tours to specific countries and field sites in Brazil, Colombia and Peru as well as to other parts of the world where good practices are found. It will bring together Program stakeholders to share knowledge and meet specific learning goals. These types of learning events will provide national project delegations with on-the-ground joint experiences of specific challenges that they face in their projects or country. The request for field visits will be assessed to fulfill unique circumstances, to help Program stakeholders and will be blended with preparatory virtual meetings and well-defined follow-up actions. If possible, video technology will be used to make Field Visit knowledge available to audiences unable to participate in field activities.

76. *On-the Job Learning:* The TA project will provide opportunities for on-the-job learning, including internships and participation of experts working with national counterpart staff. The team will also consider putting in place a mentoring network, as well as a helpdesk like system that can provide on-the-ground solutions from the participating countries.

77. ***Sub-component 1.4: ASL Community of Practice:*** Under this sub-component, the TA project will support the development of an ASL Community of Practice (CoP), a web-based, open data interactive space aimed at facilitating collective learning processes to support project objectives, that is tailor-made to the needs of the four ASL national projects.

78. The TA project may develop more than one theme in its Community of Practice, specializing in subject matters that are key to the success of the child projects. For example, a Community of Practice theme on “strategic reforestation in the Amazon” could leverage what the child projects are doing with other initiatives in the Amazon that are working towards the same goals but where information might be scattered and inaccessible to project executors.

79. The ASL CoP will be built based on the activities developed under sub-component 1.1 and 1.2 and will mobilize global resources, knowledge, and expertise to help the identification and prioritization of the good practice solutions. It will make all aspects of the ASL identified best practices, tools, training materials, reports and audio-visual information more accessible and user-friendly, by offering:

80. *Up-to-date, extensive, and searchable repository of high-quality information.* In the initial stages, all materials and lessons learned will be shared to support project development and implementation. This is currently being done through a “Box” online collaboration site designed by the WBG ASL team that is accessible to project developers and partners via internet and mobile devices. The knowledge, results, and products derived from the learning events in the form of recordings, presentations, and printed materials are shared with program stakeholders. As the program moves forward, all these materials will be shared with the countries and other interested stakeholders through a web-based knowledge repository (virtual library). The system to be

developed will enable quick access of up-to-date documents for project stakeholders. It will do this by enabling a user-friendly, searchable platform oriented to solving operational challenges and providing concrete answers to priority Amazon issues.

81. *Open collaborative network.* The ASL CoP will include an interactive and collaborative interface where problems are shared and solutions identified. It will be a web-based “living resource” encouraging high quality benchmarking and international mutual learning and exchange. Active interactions, feedback and peer review structures will enhance the learning opportunities and allow the ASL CoP to be an active instrument to influence decision making in the Amazon countries.

82. The ASL CoP will be built by first developing a better codification and packaging of existing innovation knowledge. Construction will be carried out jointly with the WBG ASL team and experts distributed across the three Amazon countries as well as with external experts and academia, who will be encouraged to contribute materials and to engage in quality control activities. This exercise will be developed in a modular way, with the primary building blocks being modules on each of the themes of the ASL Program theory of change.

83. In addition to the modular organization, a user-driven, problem-setting content revolving around topics with transformational potential will be developed. Topics will be regularly revised, and be open to suggestions by users of the platform. This will be the area where a broader audience than just the ASL project stakeholders could participate and acquire knowledge. This part of the platform will be flexible and interactive. Active participation from practitioners, where forums are hosted, conversations are encouraged, and tips and solutions are posted, need to be ensured to adapt the platform’s content to the changing needs of the clients.

84. This sub-component will work for one to two years with the national projects’ selected institutions and with the assistance of experts in the CoP to encourage co-creation and ownership. The approach is designed to help induce a culture change towards a more open and systematic exchange of valuable knowledge. It puts the client at the center, is demand-driven and helps develop the enabling environment for knowledge capturing and sharing to thrive. This is done through co-creation of policies, standard operating procedures, incentive and reward systems, governance structures and technical platforms. At the technical level, the technical assistance portfolio includes the strengthening of staff capacities to: (i) systematically capture experiential (tacit) knowledge and operational lessons learned, (ii) package them so that they can be shared and used as learning materials, and (iii) design knowledge sharing activities that yield results in regards to learning and replication. Initially the ASL CoP could focus on capturing experiential knowledge and then turning those documented lessons into accessible formats that can be shared, taught, adapted, and replicated across the various stakeholders of this TA. Key institutions would become more effective and resilient to brain drain, and able to replicate, share, and scale up their successes and transfer them to others.

85. The WBG ASL team with the support of the PSC will develop a plan for quality assurance and for the K& M and coordination platform that may include, among others: a) establishment of a technical guidance mechanism and continued dialogue with key stakeholders to enhance Program processes, systems, and criteria for design and implementation; b) periodic engagement

with other stakeholders, including the GEF Secretariat, STAP, and project teams to support development of high quality Program activities; c) organization of targeted workshops and guided trainings at key stages of the Program to support learning by project stakeholders; d) peer reviews of high level Program documents and relevant reports, including annual reports and other documents, will enhance quality of Program products and outputs.

## **Component 2: Program Coordination and Communications**

86. The aim of this component is to strengthen coordination, monitoring and communication amongst national projects stakeholders under the ASL Program and other important stakeholders working activities in the Amazon reducing deforestation and conserving biodiversity. The component has three interrelated sub-components.

87. ***Sub-component 2.1: Program Coordination:*** This sub-component will coordinate and maintain extensive and continued stakeholder engagement at national and international level to support all components of the Program and to strengthen the impact of national, regional and international processes committed to avoid deforestation in the Amazon and promote sustainable landscape management. Stakeholder coordination is challenging due to the number of players in the Amazon. Program coordination will occur at three levels.

88. ***Program Steering Committee:*** To facilitate coordination, a Program Steering Committee (PSC) was established in Lima, Peru in January 2016. Chaired by the WBG, the PSC consists of the GEF Secretariat, GEF Implementing/Project Agencies (WBG, UNDP and WWF), and representatives from the executive agencies of the national child projects. With 13 members, the PSC has two principals and two alternates per country, two principals and two alternates per Agency and one principal and one alternate for the GEF secretariat. In the case where specific issues require additional input for the Program, specific sectors (such as donors, indigenous peoples and others) may be invited to PSC meetings upon approval by the members.

89. The PSC will act as an advisory mechanism for the preparation and implementation of the Program and its components, the design and implementation of the TA project and to maximize synergies among national actions by increasing cooperation and knowledge exchange. The PSC will discuss processes, changes/revisions to Program plans, and key activities as necessary and advise on the necessary adaptive management throughout the implementation of the Program. PSC members will contribute to the refinement of the results framework and the monitoring system to track program-level indicators. The annual reports produced as an aggregate of all the child projects results as well as key regional and global activities will be reviewed by PSC members. The PSC may: (i) define the various audience for the knowledge sharing activities; (ii) contribute to the identification/prioritization of workshops and events defined in the work plans; (iii) prioritize the list of knowledge products, its content and tools to reach the audience; (iv) organize conferences/events, virtual learning sessions, and participate in training to promote best practices; (v) share information, results and lessons learned throughout their established networks; and (vi) identify additional sources or institutions needed by countries to collaborate and maximize the delivery of the knowledge platform. The PSC will provide guidance to the communication of the Program's impact and outreach to the appropriate audiences, including the GEF council, STAP

and other key stakeholders. It will meet virtually every quarter to track progress and provide opportunities for cross-fertilization. It will meet face-to-face once a year in a different project site to increase uptake of lessons and build synergies. For a detailed description of the PSC Terms of Reference, refer to Annex 3.

90. *Annual ASL Conference:* The four national projects have several executing agencies and direct beneficiary that will participate in an ASL annual conference. This conference will bring together national project leaders and other partners to exchange knowledge, learning, and engage in an idea exchange forum. The annual meeting will serve as an important mechanism for national child project leaders to network, present project results, obtain input from peers and get inspired by hearing from leading practitioners and conservation visionaries. This conference can be combined with one of the learning events discussed in Component 1.

91. *Donor Coordination:* The program will hold an "Amazon Donor Coordination Roundtable" once a year. Given the important role that the Gordon and Betty Moore Foundation (GBMF) has been playing in the Amazon, as a principal donor as well as coordinator of an initiative to map donor funding in the Amazon, this activity will be closely carried out with GBMF. The first activity under the project will be to convene key Amazon donors and define the scope, function and activities of the Amazon Donor Coordination Roundtable. Once agreement is reached, the formal group will be established. This activity would allow the GEF funded ASL Program to take the lead in a very important task that is sorely needed in the region. It is expected that annual mapping of investments and sharing information at the donor level will be carried out to identify gaps for future investment, avoid donor overlap and support potential synergies. The program will develop a tracking system of historical and projects donor support during the implementation of the TA project. This activity aims to collect, analyze, and report on financial investments of key donors that support deforestation and biodiversity conservation in the Amazon. The ASL will convene virtual quarterly meetings with the donor representatives to discuss existing contributions, trends, and target investment areas for priority geographical and thematic interventions. More importantly, the donors sitting at the Amazon Donor Coordination Roundtable will have the opportunity to discuss the options to ensure the sustainability of the investments made during the initial stages of implementation of the child projects. The group will engage the governments of the participating countries for consultations on needs, to help identify financing gaps.

92. *Sub-component 2.2: Monitoring of Program Results:* The WBG ASL team and the GEF have been leading the design of a robust M&E framework for the ASL Program. The M&E framework is a central Program component and will allow the WBG ASL team to track Program results, outcomes and risks and ensure alignment of national project activities with specific Program components. The WBG ASL team will provide periodic reporting on Program progress towards indicators, outcomes, and impact. M&E activities will help identify issues and needs at the national project level that may require a more in-depth discussion and review. The ASL GEF tracking tool was developed in coordination with the GEF for the national projects to report on Program-level outcomes and key performance indicators. It will require constant improvement, training and homogenization in data collection during implementation. Program-level reporting of the tracking tools will occur at baseline, mid-term and at the end of the Program. Once the national project submit their tracking tools at baseline, the ASL WBG team will oversee the content of the

“ASL tracking tool” to provide quality assurance in the use and completion of the tools and oversee delivery of training to enhance the projects’ ability to complete the information required in an efficient and timely manner. Guidance and training, when needed, will be provided to support national teams’ understanding and adoption of the Program level indicators. The WBG ASL team will review the baseline information to prepare an aggregated baseline scenario for the ASL Program. In addition, national projects will provide information on a more frequent basis as input for knowledge management sessions (i.e. face-to-face meetings, annual meetings, etc.) and an annual qualitative report that will be reviewed and consolidated as input for the program annual reports. The WBG ASL team will develop an M&E manual that will provide more details that the national teams can use to facilitate collection of the baseline information, definition of process, sources, and frequency of collecting and reporting.

93. M&E activities will develop and implement a plan for engaging with national project teams (i.e. including engagements with M&E national project specialists) to capture quality data from the national projects in both programs, identify training requirements, and oversee the work of M&E specialists in each national project to deliver training and other related activities. M&E activities will include explicit testing of practices employed, action-oriented research, on-going peer review of results for feeding lessons back into national projects as basis for adaptive management/learning. The M&E activities will forge explicit links to the GEF’s emerging approach in KM as well as other related initiatives. The WBG team will liaise with STAP and GEF members to ensure cross-fertilization between the ASL Program and the GEF emerging approaches on KM with a particular emphasis on the IAP “Taking Deforestation out of the Commodities Supply Chain and Fostering Sustainability” and “Resilience for Food Security in Sub-Saharan Africa”.

94. In addition, the WBG ASL team will identify areas of the programs that require special surveys, analysis, or studies to obtain quality and actionable data to inform program/project activities. The tools developed and deployed must be capable of tracking and visualizing key results at the portfolio and project level to be then shared according to the program’s communication strategy. Aggregated results coming from the M&E activities will also facilitate coordination activities and adaptive management.

95. Measuring performance of the national projects involves conceptual challenges that need to be understood early on. Unlike a discrete country level project, the ASL project portfolio will be creating baseline as it goes along by adding progressively to aggregate results. Additional metrics will be brought in as relevant, depending on the design and priorities of each of the individual country investment operations. Assessing performance with realistic and reliable standards will need to account for the region’s potential but also the countries’ specificities and the capacity to capture the required data.

96. There will be challenges of alignment on what to measure (outputs and outcomes), how to measure (selection of indicators), how to report what has been measured (aggregated or not aggregated), and how to approach the use of the data within the ASL. These challenges will be clearly identified and discussed among the coordination team and the PSC to come up with the best solutions. Coordination among all the actors specially the national level M&E teams will be critical. Finally, the program M&E need to integrate information from existing M&E tools and

approaches, including the GEF tracking tools, WBG, UNDP, and other relevant monitoring tools to integrate applicable components into the ASL M&E system.

97. ***Sub-component 2.3: Program Communications:*** The WBG ASL team has developed a program communications strategy (see Annex 4) that will provide guidance and a protocol for communications to various audiences across different channels. The plan includes methods for the dissemination of the program information to a broad audience, reaching beyond the already interested partners and parties. The communication plan focuses on the specific needs of the three countries to communicate the results of the knowledge exchange, coordination, and capacity building. During the implementation of communication activities, the WBG ASL team will look at opportunities to identify key issues and themes, after consultation with the PSC, that can contribute to the development of a longer-term shared vision between the agencies and the Amazon countries. It will be essential to incorporate a forward-looking approach into the development of a successful communication strategy. To implement the communication plan, the WBG ASL team will leverage existing communications activities, methods, and channels from the other agencies and the government partners to reach desired audiences, and integrate new tools where feasible. Sample communications products include: (i) Brochures, website announcements, presentations, and publications; (ii) An online platform to deliver two-way communications for the Program, which may include FAQs and other proactive information to improve coordination among Program stakeholders and other donors; and (iii) A social media presence, to include blogs and discussion forums, to reach diverse audience. The WBG ASL team will also communicate Program information to donors, the GEF Council and STAP, and other key stakeholders to provide information on Program's impact.

## **D. PROJECT ANALYSIS**

### ***5. Socio-economic aspects including gender benefits, indigenous peoples***

98. The TA will contribute to the conservation and sustainable development of one of the most important biomes on the planet, supporting socioeconomic benefits at all levels, from indigenous and local communities, to the large proportion of the world's population, particularly the inhabitants of the Amazon countries, that depends on the ecosystem services, climate stability and hydrological cycles provided by the Amazon.

99. Each of the national projects have over the past years passed robust national and regional policies that support indigenous and local communities to provide them with secure land tenure, conserve or restore ecologically-significant forest polygons, and implement sustainable production systems that increase income-generating opportunities in line with cultural practices and traditions. During preparation, each of the national child projects have incorporated in their design, activities that will benefit local communities and indigenous groups at their project sites and have determined the economic and social benefits of their projects. The number of expected beneficiaries is indicated in the results framework of each of the national child projects. These benefits will extend beyond traditional payment for ecosystem services schemes, incorporating environmental and culturally sensitive considerations into large-scale territorial planning and in some cases like in Colombia taking into account the current peace process. Economic benefits will

be derived at the local to regional level from improved protected area management and associated biodiversity-friendly economic activities (e.g. ecotourism), soil and watershed protection, forest carbon stock conservation, and more appropriate cattle ranching and agricultural systems that lead to decreased environmental and social costs. All the national child projects have also included specific actions that drive the closure of the gender gaps through the active participation of women in decision making, as well as equitable conditions for participation by men and women. The TA will also promote specific knowledge exchange and capacity building program that target women at all levels (communities, decision makers, researchers, etc)

## ***6. Measures to ensure sustainability of relevant key outcomes***

100. The sustainability of the ASL Program and of this TA project will be ensured by the way it will enhance the collaboration of the various countries to improve the regulatory and legal frameworks guiding development in the Amazon region. This collaboration, be it in research, monitoring, assessments, and other areas, has the potential to guide where a country wishes to scale up certain interventions based on the success in another part of the country or in another country. This can potentially be replicated in other countries in the Amazon Biome.

101. This TA will innovate across technology, finance and governance pillars to reduce deforestation and build sustainable landscapes. From a mainstreaming perspective, it is expected to play a significant role in ensuring that key productive sectors work together towards a common objective to reduce deforestation and build productive and protected landscapes in the Amazon. Embedding this “work together” premise of the involvement of three countries can be expected to trigger positive synergies in favor of achieving long-term sustainability. As critical mass is bolstered by fostering capacity, and as organizations dealing with biodiversity conservation are strengthened, tackling deforestation and promoting sustainable landscapes in Brazil, Colombia and Peru, the TA will contribute to address future sustainability as these governments become better positioned to capture funding beyond the end of the Program.

102. Financial sustainability will be a key outcome of the Program, for example in Brazil through implementation of the final stages of ARPA, and in Colombia and Peru, through development and implementation of permanent financing mechanisms for their protected areas systems. A market based approach, as well as financial mechanisms to promote uptake of low carbon development and sustainable practices in agriculture and ranching, will generate revenue and incentivize farmers to sustain low carbon production systems in Brazil, Colombia, and Peru. Several of the national child projects include activities to promote environmentally friendly agro-forestry products and include market studies and cost-benefit analysis of environmentally friendly production value chains in support of these goals. As part of this type of activity, a mechanism for the measurement and monitoring towards specific targets will be incorporated and be based on available lessons learned, drawn both from international and national experiences.

103. Institutional sustainability will be promoted through strengthening capacity from local to national levels for sustainable productive landscapes and protected area management, and by cementing policy, planning and regulatory frameworks that support low carbon productive landscapes, provision and maintenance of forest ecosystem services, and national protected area consolidation and management. Institutional sustainability will also be promoted by establishing



coordination and knowledge exchange networks that will ideally go beyond the duration of the proposed coordination project. For instance, the CoP will aim to establish a dynamic system that will not exclusively depend on the existence of the coordination project but that will rely on partnerships with other relevant Amazon actors.

104. Ecological sustainability is promoted through the Program, particularly by mainstreaming environmentally sustainable and low carbon agriculture in productive landscapes, and by integrating sustainable agriculture and protected areas within landscapes of the Amazon.

105. Regarding potential for scaling-up, the Program will catalyze various innovations across the four child projects that can be deployed at speed and scale across all sites. A particular focus on identifying consensus indicators to measure success and allow for causality to be established will allow for smarter investment going forward, which in turn can tap new streams of finance that are results based. The policy and coordination platforms will crowd-in investment going forward and ensure that future interventions can be more effective, accelerate delivery and results, and avoid mistakes. The potential exists for sharing lessons and scaling up outcomes for sustainable productive landscapes and protected areas with effective management and long term sustainable financing to other Amazon basin countries, including Bolivia, Ecuador, Guyana, Suriname, and Venezuela.

106. The WBG as lead agency of the ASL has been involved in the discussion with the GEF TAG group on the GEF-7 Amazon Impact Program. This GEF-7 program will expand to additional countries and additional themes not included in the current ASL Program. Furthermore, the ASL Program will organize meetings with the key national and regional partners to define their interest and role in the GEF 7 program.

## ***7. Bank Safeguard Policies***

107. This TA does not activate WBG Safeguard Policies for the following reasons: (i) it will not lead to the completion of technical or engineering designs; (ii) it will not support the drafting of policies, strategies, or regulations; (iii) it will not support the formulation of land use plans; and (iv) it will not involve the design of capacity building to support institutions in carrying out activities that could have significant negative social and environmental impacts. On the contrary, the TA will provide capacity building in the use of environmental and socially friendly tools for natural resources management. All activities under the TA will mainstream and apply the core principles of WBG safeguards policies. Furthermore, one of the activities that would be financed under the TA is knowledge exchanges and capacity building of the indigenous groups involved in the national projects and in regional initiatives.

## ***8. Public and agency participation***

108. The WBG ASL team convened a coordination event in Lima in 2016 where 65 government officials and experts working in the Amazon Basin exchanged knowledge on their work in the region and provided feedback to the project. A follow-up meeting in Bogota in August 2016 and in Brasilia in May 2017 convened the government partners, regional organizations, donors and

experts from all three countries. Individual consultations were also carried out. Altogether the WBG ASL team discussed the ASL Program with, *inter-alia*, WWF, UNDP, GEF, GBMF, Norway, FAO, CGIAR, WCS, TNC, REDPARQUES, ACTO, CSF, CAF and Andes Amazon Fund. This process helped identify synergies and how to collaborate in the knowledge exchange programs. During preparation, each of the national child projects assessed the work that other partners are carrying out in the Amazon and carried out consultations with many national stakeholders relevant to their projects. This ensured that there will be no duplication of efforts within their projects. This is reflected in each of the individual child projects.

109. In addition to the GEF-6 funds for the ASL Program, many donors are contributing to the co-financing of the individual national child projects, including, *inter-alia*, KfW, GIZ, USAID, European Union, Colombia Amazon Vision, UNDP, TNC, WWF, GBMF, FAO, WCS and TNC. On-going coordination will continue to take place during implementation with the key regional initiatives in the Amazon by the five child projects in particular with ACTO, GBMF, WWF, UNDP, etc. The TA project has set up three coordination mechanisms: 1) the Steering Committee that will meet four times a year (with one in person meeting); 2) the Amazon Donor Round table and 3) the ASL Annual Conference where the main child project executors and other relevant stakeholders and donors can exchange knowledge and develop a platform for on-going coordination. The ASL Program will promote an agenda of knowledge exchange and collaboration that complements the many initiatives in the Amazon and will carry them jointly when the issues are relevant to ASL, including strategic pillars on natural resource use, indigenous peoples, and knowledge exchange.

### ***9. Risk mitigation framework (based on the concept note as needed)***

110. The identified risks to the ASL Program include:

- (i) Government transitions: The delivering of the ASL Program and of the knowledge exchanges and the coordination activities among the national child projects could be affected by government changes (ie. Peru's and Colombia's elections) as well as Brazil's political crisis, which could affect the pace of implementation and the continuity of some activities. Some delays were already experienced during preparation due to some government officials changing posts. The project team worked at the technical level with other staff that remained in their positions and ensured that certain activities continued when higher-level decisions delayed the approval process. Despite the delays, management support has now been assured given the importance of the ASL Program that the in-coming administration has recognized. Engaging with other levels of government, such as regional governors and municipalities, will also generate longer term commitments, and offset risks from potential political changes at a national level. During implementation similar approaches will be used whenever government staff changes takes place.
- (ii) Program ownership: Low attendance of high-level decision-makers to knowledge exchange events could hamper desired impacts and effectiveness of knowledge outcomes. The project team will plan ahead all KM events and request that national projects nominate, on a rotating basis, key decision makers that can open the KM events and learn more about the program. In addition, the PSC and the Amazon Donor Round Table will help ensure the presence of

key government representatives from the three ASL countries.

- (iii) Participation of indigenous peoples: At concept note, the ASL Program identified the risk that government approaches to indigenous people's participation in the ASL program may not be fully aligned with indigenous people organizations' expectations. During preparation, this risk did not materialize. Each national child project preparation team discussed their individual project design with relevant indigenous people and traditionally marginalized groups as well as other stakeholders as per safeguard requirements of each of the GEF implementing agencies. Additionally, the TA project incorporated in its design a knowledge exchange stream targeting specifically communities and indigenous people in the Amazon. The following priority topics for knowledge exchanges include: Participatory management planning and previous consultation with local communities; preparation and implementation of Life Plans or Indigenous Peoples Plans; participatory zoning; community timber and non-timber resources management; inventories of traditional knowledge; capacity building program for Indigenous peoples; PAs co-management with Indigenous peoples and other stakeholders. The WBG ASL team and the PSC will strive to ensure on-going participation of these groups during implementation.
- (iv) Geographic and thematic focus: The ASL Program's geographic and thematic focus might be challenged by the other countries in the Amazon basin or by regional organizations focusing on other themes such as health, education, agricultural development, who would be interested in participating in given events. The ASL program is primarily based on the urgent need to support the exchange of technical and practical knowledge and experiences among practitioners under the national child projects in the three countries in order to accelerate positive changes in the types of interventions that can make a difference in the Amazon basin deforestation and biodiversity conservation. With the possibility of support from the GEF-7 replenishment for a second-phase of the ASL Program this risk is no longer relevant. There is also the risk of overlap in methodologies to monitor deforestation. Each of the national projects have incorporated in the project design activities to increase monitoring capacities. They have taken into account progress made by ACTO on this subject, and will seek to broaden its scope. ACTO focuses mainly on deforestation maps and does not take into account key monitoring aspects such as early warning signals and changes in soil and land degradation. The ASL program will contribute with information including technical and methodological support that ACTO could incorporate and scale up.
- (v) Technical quality of the child projects. The review done by GEF Council members and STAP identified the risk that the national child project may not incorporate best practices and lessons learned and therefore the quality of the projects might not be adequate. The child projects have been prepared following the operational standards of the GEF implementing agencies which includes standard aspects such as a technical, economic and social analysis, theory of change and results framework, detailed project description and institution arrangements as well as consultation processes. The final design of each of the child projects incorporates lessons learned from other projects previously implemented in the Amazon region as similar initiatives elsewhere in the world. It is important to note that the strategies identified in the proposals by the participating countries rely on vast bodies of experience and literature available in each country on what has worked in the past, including GEF

investments, and is indeed based on accepted good practice in each country. All four national projects and the TA project have consulted the GEF IEO Protected Areas Thematic Evaluation during preparation and have ensured that the following inter alia have been incorporated as appropriate: (i) use of geospatial tools and scientific information for site selection; (ii) activities to economically benefit local communities in and around protected areas, (iii) biodiversity conservation is incorporated in multiple sectors (agriculture, mining, infrastructure, energy). Additionally, the TA project is specifically designed as a regional learning platform that will generate evidence based learning and knowledge exchange. Furthermore, during implementation the TA project will develop innovative, real-time systems to report on the results of the national child projects. The final design of the program and its child projects includes a review of lessons learned from other projects previously implemented in the Amazon region. It is important to note that the strategies identified by the participating countries rely on vast bodies of experience and literature available internationally and in each country on what has worked in the past, including GEF investments, and is indeed based on accepted good practice in each country. Recommendations of the recent STAP report on integrated approaches to natural resource management were also taken into account during project design (Tengberg, A., and Valencia, S. (2017). “Science of Integrated Approaches to Natural Resources Management”, a STAP Information Document. Global Environment Facility, Washington, D.C.)

- (vi) Lack of synergies with ACTO. One risk identified earlier by some GEF Council members is that the ASL regional approach does not take into account activities such as the political and technical dialogue undertaken by ACTO as a regional relevant stakeholder in the Amazon region. The three countries involved on this initiative, Brazil, Colombia and Peru are active participants and supporters of ACTO and the country teams and IA’s team engaged with ACTO during preparation of the TA project and the country specific interventions. The ASL program is primarily based on the urgent need to support the exchange of technical and practical knowledge and experiences among practitioners under the national child projects in order to accelerate positive changes in the types of interventions that can make a difference in the Amazon basin deforestation and biodiversity conservation. The implicit strategy of the ASL program is a bottom up approach that starts with the national initiatives and links them with programmatic learning that will build a harmonized and common vision for the Amazon basin. Where topics overlap, the ASL will collaborate with ACTO PRA. This coordination will continue to be facilitated during implementation under the TA project, with a view to promote exchange and collaboration on various Amazon issues, including strategic pillars on natural resource use, indigenous peoples and knowledge exchange. The ultimate goal of the TA project is to be agile and effective to deliver quick products driven by the demands and needs of the three participating countries under the program. During preparation, the child project teams together with other key stakeholders agreed to establish an Amazon Donor Round Table to exchange knowledge and serve as a platform for on-going donor coordination. This coordination will continue to be supported and reinforced under the implementation of the TA project via the Amazon Donor Round Table and bilateral meetings. Finally, the ASL Program is not intended as a regional institution for the Amazon, but as a technical platform to facilitate and ensure the quality of implementation of the GEF national child projects who will deliver actions on the ground. This is a different mandate than ACTO has which includes processes that involve their foreign affairs ministries that

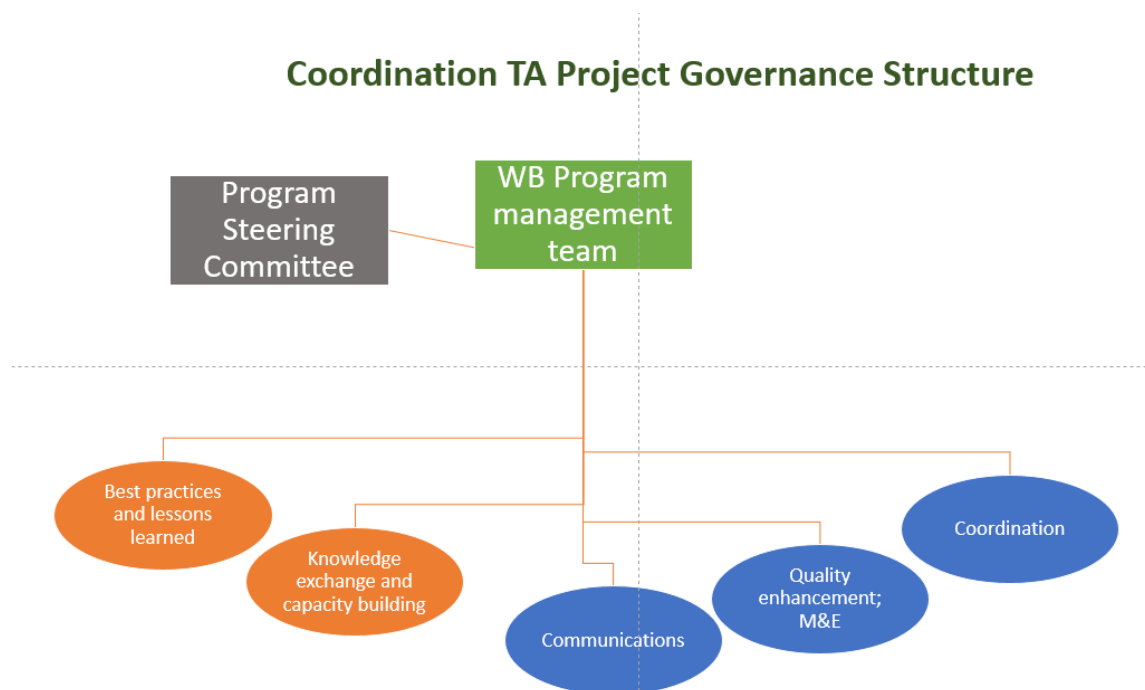
require more time to reach consensus and harmonization in their programs in many more countries than the ASL is supporting.

111. In conclusion, the WBG ASL team will ensure that all relevant stakeholders are involved in the program. Each of the child project documents identifies the stakeholders that will be involved at the national level. Once all of the national child projects are approved by the GEF CEO, a consolidated stakeholder matrix for each country will be prepared and an analysis will be done to ensure that all relevant regional stakeholders are included in the individual national projects. The WBG ASL team will remain sensitive to the many players and stakeholders already active in the Amazon. In its role as coordinating agency for the ASL Program, as well as the TA project, the WBG ASL team has the opportunity to contribute to the evolution of the existing dialogue, but it will nevertheless be important to balance this dialogue with and anchor it in the needs and wants of each participating country.

## E. EXECUTION ARRANGEMENTS

### *10. Execution arrangements*

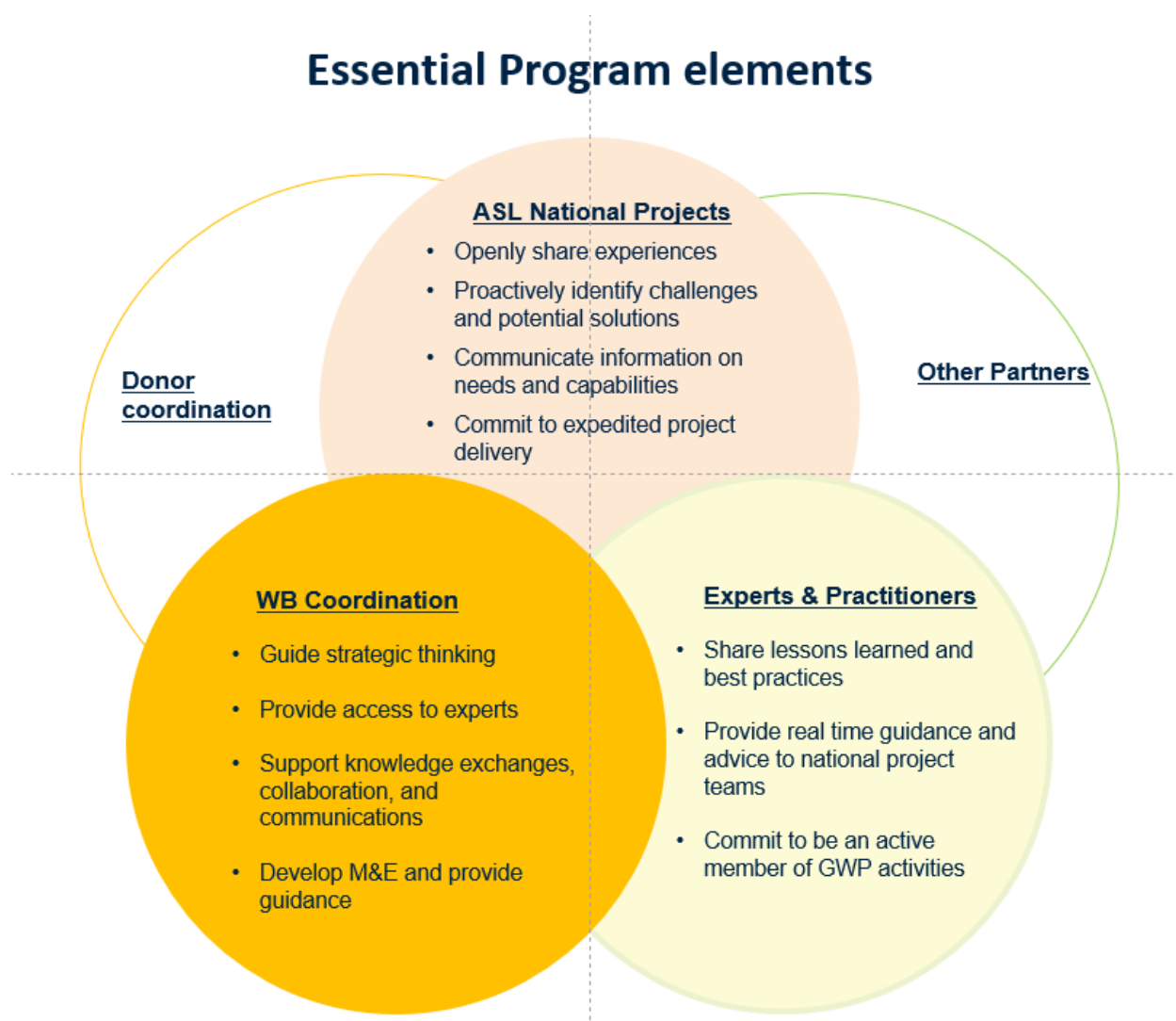
112. The project will be implemented and executed by the WBG, in line with WBG and GEF policies through a GEF trust fund. Within the WBG, the ASL fifth child project has been structured as a technical assistance (TA) product given the nature of the work proposed. The separation of responsibilities in supervision and execution will be followed as per the GEF policy requirements. Coordination with other partners and other donor-financed initiatives relevant to the Program will be done through the Program Steering Committee and the Amazon Donor Round Table described above under Component 2 and in Annex 3. The governance structure is presented below:



113. The WBG will establish the ASL Program management team that will include a manager,

a senior coordinator, and three dedicated consultants for knowledge management, monitoring and evaluation and communication. Contracts will be used for individual consultants and/or firms to carry out specific activities. Funds will be used for staff time, consultants, firms, travel expenses, workshops, publications, communication products and web-design and maintenance costs.

114. The TA's main activities are to support the exchange of knowledge, coordination and communications among three countries (Brazil, Colombia and Peru) on sustainable management of the Amazon. These countries will have their own investment operations (child projects executed by different partners), and the TA will gather data from these investments to produce a consolidated monitoring report to show progress as well as will communicate through briefs, website, social media the results achieved in the three countries. The main elements of the Program are represented in the diagram below:



115. Each year, the WBG ASL team will follow these implementation procedures:

- Identification of priorities by national project stakeholders and GEF agencies done in a yearly basis (dynamic process). Donors and regional agencies will be invited when needed.

- Co-financing by the national projects will be encouraged to ensure ownership of the activities (component 4 of each project)
- Preparation of annual work plan by WBG including priority activities
- Revision and suggestion to annual work plan by PSC
- Pre-identification of partners to deliver activities (short list of regional institutions, NGOs/firms or individuals)
- Competitive selection of executors for the activities
- Contracting by WBG for each activity
- Activities delivered
- Evaluation of process
- Reporting and analysis of aggregated results (as per submission of annual data from each country project)

116. This TA should not be perceived as a regional program encompassing the whole Amazon basin. The WBG ASL team will coordinate the knowledge exchanges and guide project impact monitoring activities to reduce the transaction costs of each individual child project. The WBG ASL team has a comparative advantage because of its previous leadership in Brazil with ARPA and in Colombia with the current Heart of the Amazon project. In addition, the WBG has a strong technical team in different GPs that work on forest, watershed management, landscapes, climate change that will bare significant knowledge to the child projects. The WBG has cultivated and has direct access to experts, donors and institutional entry points working in the Amazon with a regional perspective and has demonstrated convening power to bring different partners together as happened during the launching of the ASL Program in in Lima, Bogota and Brasilia where the Steering Committee was established and the basis for the program was agreed. The WBG has created and is managing the Spatial Agent GIS that facilitates the visualization of issues at the regional level, and manages other databases, which can also contribute to the design of the TA project. The WBG's learning and knowledge management division can also play a role in the implementation of the TA project by bringing the best practice in terms of knowledge & learning platforms, south-south exchange, distance learning, webinars, etc. Finally, the WBG ASL team has gained experience during the design of a GEF funded global program targeted to address wildlife management.

### ***11. IBRD monitoring, reporting and end of project evaluation***

117. The WBG ASL team will be responsible for the evaluation of activities financed under this TA, including reporting on the products and lessons learned from implementation and to inform decisions on future engagements in similar activities. Reporting will be done regularly through the GRM portal. An end of project evaluation will be contracted out with an independent consultant. The findings of this evaluation and the information from the TA reporting processes will be incorporated in the completion report. Details on monitoring and evaluation activities are discussed under Component 2.

**ANNEX 1: RESULTS FRAMEWORK AND MONITORING**  
**AMAZON COORDINATION TECHNICAL ASSISTANCE**

<b>Project Development Objective (PDO):</b> To strengthen coordination, access to information and capacity of national projects stakeholders under the GEF 6 Amazon Sustainable Landscape Program.												
PDO Level Indicators	Core	UoM	Base-line	YR1	YR2	YR3	YR4	YR5	Frequency	Data sources and methodology	Responsibility for data collection	Description / comments
<b>PDO Indicator 1:</b> Share of main ASL stakeholders with rating response of “satisfied” or above on the coordination and learning outcomes (disaggregated by stakeholder group)	<input type="checkbox"/>	%	0	0	50	60	70	80	Annual	Survey administered annually at the annual meeting after year 2	Coordination team	Survey will be designed to capture satisfaction of outcomes in terms of: - Training provided by the TA project - Access to information about best practices - Relevance of information - Quality assurance of project documents and reports
<b>PDO Indicator 2:</b> ASL Program Steering Committee fully operational	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Annual	Minutes of the Steering Committee	Coordination team	Meeting 4 times annually, on time sharing of minutes and follow up of commitments
<b>PDO Indicator 3:</b> Program level monitoring system established and fully operational	<input type="checkbox"/>	Y/N	N	N	Y	Y	Y	Y	Annual	Project records	Coordination team	The M&E system shall be capable of aggregating project level indicators and share aggregated data for relevant purposes



Intermediate results												
Component 1: Knowledge Management and Capacity Building												
<b>IR Indicator 1.1:</b> Strategic plans that support ecosystem connectivity in the Amazon	<input type="checkbox"/>	Number	0	0	0	2	4	5	Annual	Project records. Strategy documents validated	Coordination team	Cumulative
<b>IR Indicator 1.2:</b> Best practices in priority topics related to sustainable landscape management in the Amazon disseminated	<input type="checkbox"/>	Number	0	0	0	1	2	3	Annual	Online publications, presentations at knowledge exchange events	Coordination team	Cumulative. Topics will be defined during the course the program's implementation
<b>IR Indicator 1.3:</b> Knowledge exchange events	<input type="checkbox"/>	Number	0	2	4	6	8	10	Annual	Minutes of knowledge exchange events	Coordination team	Cumulative. Knowledge exchange events can include: specialized workshops, field visits and study tours, face to face training, on the job training, mentorship and online conferences and courses. In addition to number, add description.
<b>IR Indicator 1.4:</b> Share of participants with rating response of "satisfied" or above on the effectiveness and relevance of training events	<input type="checkbox"/>	Percentage	0	0	50	60	60	70	Annual	Survey administered after each training event	Coordination team	Survey will be designed according to the training, to assess relevance, effectiveness
<b>IR Indicator 1.5:</b> An ASL Community of Practice operational	<input type="checkbox"/>	Y/N	N	N	N	Y	Y	Y	Annual	Project records	Coordination team	The CoP will be designed in year 1, tested in year 2 and operational starting year 3.
Component 2: Program Coordination and Communication												

<b>IR Indicator 2.1:</b> Amazon Donor round table established	<input type="checkbox"/>	Y/N	N	N	Y	Y	Y	Y	Annual	Minutes of round table meetings	Coordination team	
<b>IR Indicator 2.2:</b> Key indicators reported by all national project stakeholders on agreed timeline	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Annual	Reports	National/ project level M&E teams	Indicators will be submitted at baseline, mid term and completion through the Tracking tools designed for the ASL. Additional information on project progress will be provided annually in a qualitative report (template provided to national projects).
<b>IR indicator 2.3:</b> Communication strategy for the ASL Program implemented	<input type="checkbox"/>	Y/N	N	Y	Y	Y	Y	Y	Annual	Communication strategy report	Coordination team	

## ANNEX 2. ESTIMATED ANNUAL BUDGET BY COMPONENTS AND SUB-COMPONENTS

COMPONENTS AND SUB-COMPONENTS						FY18	FY19	FY20	FY21	FY22	TOTAL
<b>Component 1: Knowledge Management and Capacity Building</b>											
<i>Sub-component 1.1: Support Amazon Vision plan and processes</i>						200,000	200,000	200,000	200,000	200,000	1,000,000
<i>Sub-Component 1.2: Best Practices and Lessons Learned:</i>						100,000	200,000	100,000	100,000		500,000
<i>Sub-component 1.3: Knowledge Sharing and Capacity Building:</i>						200,000	400,000	400,000	300,000	200,000	1,500,000
<i>Sub-component 1.4: ASL Community of Practice</i>						100,000	200,000	100,000	100,000		500,000
<b>Sub-total</b>											<b>3,500,000</b>
<b>Component 2: Program Coordination and Communications</b>											
<i>Sub-component 2.1: Program Coordination</i>						50,000	50,000	50,000	50,000	50,000	250,000
<i>Sub-component 2.2: Monitoring of Program Results</i>						100,000	50,000	100,000	50,000	100,000	400,000
<i>Sub-component 2.3: Program Communications:</i>						200,000	200,000	100,000	200,000	150,000	850,000
<b>Sub-total</b>											<b>1,500,000</b>
<b>TOTAL</b>											<b>5,000,000</b>

### ANNEX 3: PROGRAM STEERING COMMITTEE (PSC) TERMS OF REFERENCE (TORs)

1. The Global Environmental Facility Council approved in October 2015, the “**Amazon Sustainable Landscapes**” Program<sup>2</sup> (AMAZONIA SOSTENIBLE).
2. Due to the need to address deforestation drivers that are Pan-Amazonian in nature and promote coordination and learning among national actions, Brazil, Peru and Colombia agreed to conform a Program for the Amazon together with three GEF IAs (WBG, UNDP and WWF). Four national projects were endorsed by the governments of Brazil, Peru (2 projects) and Colombia. The approved projects will be implemented by the respective national agencies through either the WBG, UNDP or WWF. The GEF Council also approved a US\$5 million coordination project to the WBG from the GEF set aside funds to promote coordination, monitoring of project results and a knowledge management platform for the efficiency and learning amongst the national projects.
3. One of the first steps towards this coordination is the establishment of a Program Steering Committee (PSC). These TORs lay out the structure and function of the PSC.
4. **Overall Role:** The main role of the PSC will be to provide political direction and supervision to the Program. In addition, the PSC will act as an advisory mechanism for the preparation and implementation of the Program and its components, for the design and implementation of the TA project and to maximize synergies among national actions and increase cooperation and knowledge exchange. Individual PSC members can provide input in a variety of ways, for example: (i) participate in PSC meetings; (ii) volunteering for task force committees within specific program areas; (iii) reviewing and commenting on various project documents, manuals, communications materials, power points, etc.; (iv) peer reviewing national child projects documents; and (iv) actively engaging in knowledge management, communicating the Program or other related activities such as the coordination with other relevant sectoral agencies in the respective jurisdictions.
5. The PSC will advise across four key program areas as described below.

#### **I. Stakeholder Coordination and Strategic Oversight:**

- a- **Coordination:** Stakeholder coordination is challenging due to the number of players in the Amazon. The PSC will provide guidance to ensure that the Program coordinates efforts across the national projects and help explore synergies with other global and national GEF and other funded projects related to the Amazon and relevant to the Program. The PSC will advise the WBG ASL team how to avoid duplication, explore joint efforts, leverage and scale solutions, and the identification and use of lessons learned from ongoing global efforts to contribute directly to this Program’s agenda.

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<sup>2</sup> The GEF Programmatic Approach Modality is relatively new and seeks to support the development of an overarching vision for change in critical global issues that is best achieved through a series of interconnected projects under a common objective, and whose anticipated results are more than the sum of its components.

The PSC will also provide strategic support to contribute to the achievement of projects goals

- b- Strategic Oversight: The combined strategic view and expertise of the different PSC members, complemented by key partners (that can be invited to specific events/meetings), can provide input on the key challenges that the Amazon faces and help inform the Program and child projects of any changing priorities (i.e. geographic and thematic priorities) or conditions for implementation and help review changes in programming and allocation of efforts. The PSC will discuss processes, changes/revisions to Program plans, and key activities as necessary and advise on the necessary adaptive management throughout the implementation of the Program. The PSC will play an important role to ensure the child projects are aligned with to countries' priorities, the Program's objectives (i.e. components), theory of change, and assess the opportunities to enhance programmatic learning (detailed below). Child project proposals may be shared with PSC during preparation for information and to learn from each other.

## **II. Monitoring & Evaluation**

The WBG ASL team will be responsible to design and collect indicators for the Program level reporting and harmonize as much as possible the child projects indicators so that the Program reporting can be done by an aggregation of certain indicators of the child projects. The collective knowledge and experience of the PSC members will add quality to the preparation and implementation of these indicators and how to measure them. The Program will have two levels of reporting. First, the Program-wide reporting will aggregate input, output, and outcome performance measures from all child projects. Second, the child projects will complete and report on their respective results framework. PSC members will contribute to the refinement of the results framework and the monitoring system to track program-level indicators. The annual reports produced as an aggregate of all the child projects results as well as key regional and global activities will be reviewed by PSC members.

*Examples of specific activities:*

1. Review progress of previously agreed work-plans and calendars
2. Define key milestones, points for review, and topics that require group agreement
3. Review results framework program reports
4. Review and comment on alignment of Project objective and outcomes for consistency with the Program Framework.

## **III. Knowledge Platform and South-South Cooperation**

The PSC members will support the development of a knowledge sharing plan for the Program (as part of the preparation activities of the WBG TA project). The PSC may contribute by helping to: (i) define the various audience for the knowledge sharing activities; (ii) contribute to the identification/prioritization of workshops and events defined in the work plans; (iii) prioritize the list of knowledge products, its content and tools to reach the audience; (iv) organize conferences/events, virtual learning sessions, and participate in training to promote best practices; (v) share information, results and

lessons learned throughout their established networks; and (vi) identify additional sources or institutions needed by countries to collaborate and maximize the delivery of the knowledge platform.

#### **IV. Communications**

In the process of successfully implementing the different pieces of the Program, the PSC will play a key role in helping to message and disseminate the Program's impacts. The PSC will provide guidance as to the communication of the Program's impact and outreach to the appropriate audiences, including the GEF council, STAP and other key stakeholders. The PSC will agree on communications for specific strategic products agreed in work plans and ensure consistency in publications/communication documents related to the Program.

#### **6. PSC meetings**

The PSC will meet four times a year to track progress and provide opportunities for cross-fertilization. Three meetings will be virtual and one will be face to face. The face to face meeting will take place in a different project sites and may be related to a learning event to increase uptake of lessons and build synergies.

#### **7. PSC Structure and membership**

Chaired by the WBG, the PSC would consist of the GEF Secretariat, GEF Implementing/Project Agencies (WBG, UNDP and WWF), and representatives from the executive agencies of the national child projects. Two principal and two alternate per country, two principal and two alternate per Agency and one principal and one alternate for the GEF secretariat. The total number of members for the PSC is 13. In case of specific issues where input for the Program is warranted, specific sectors (such as donors, indigenous peoples and others) may be invited to PSC meetings upon approval by the PSC.

## **Annex 4: Amazon Sustainable Landscape Program Communications Strategy**

### **Goal**

The goal of the Amazon Sustainable Landscape Program (ASL) Communications Strategy is to enhance the Program's effectiveness and impact.

### **Context**

The ASL's objectives are to protect globally significant biodiversity and implement policies to foster sustainable land use and restoration of native vegetation cover, and comprises 4 national child projects executed by 3 countries (Brazil, Colombia and Peru) and a fifth child project to support regional coordination. Together, the 5 child projects aim to promote: i) integrated Amazon Protected Areas (PA); ii) integrated landscape management; iii) policies for protected and productive landscapes; and iv) regional coordination and learning.

The ASL Program was approved by the Global Environmental Facility (GEF) in October 2015, and the WBG was identified as the lead agency.

Communications are critical to the success of the Program. The use of various communications messages and channels is required to disseminate key information on the ASL's activities. This includes issuing communications related to: (i) knowledge events and products; (ii) promote collaboration across organizational and geographical boundaries; and (iii) reach target audiences to influence decisions and actions that help further program objectives.

### **Objectives**

The key objectives of this communications effort as follows:

- 1. Build and manage ASL identify and network**
  - Communicate the vision and objectives of the program
  - Develop and continuously enhance joint products for ASL partners to promote the program
- 2. Disseminate knowledge and ideas**
  - Share knowledge and inspire dialogue and exchange of new ideas related to ASL core issues through effective messaging and use of media
  - Communicate program progress and key findings<sup>3</sup>
  - Promote the adoption of communications resources and tools in Brazil, Colombia and Peru to enhance capacity and effectiveness of national communications efforts
- 3. Build and enhance partnerships**
  - Leverage communications products and activities to help increase awareness and

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<sup>3</sup> Content used for communications efforts will be derived from: (i) periodic knowledge exchanges with project stakeholders; (ii) monitoring and evaluation (M&E) and supervision to systematically capture quantitative and qualitative information; and (iii) input provided directly from the ASLP national teams and other program partners.

- influence behavior of target audiences
- Collaborate on communications activities with key ASL partners to develop shared messaging and to strengthen coordination and buy-in. Possible creation of a communications committee

Details of how ASL will implement this communications plan is included in Annex A.

## Measuring Results

Success of the ASL's communications efforts will be measured by:

- **Surveys**: ASL will conduct periodic surveys with key stakeholders to assess communications needs, preferences and to measure level of effectiveness in messaging, use of communications channels, and to capture additional feedback from key stakeholders
- **Web Metrics**: ASL will benchmark and monitor communications efforts to promote ASL products and events through pageviews, document downloads, dissemination by program partners (i.e. re-tweets, etc.) and general feedback provided across communications channels to assess user traffic, interest levels, and track trends across communications activities
- **Systematic Tracking**: ASL will track numbers of participants in program events, mentions of program activities in media, major publications, and use tactical communications plans to define objectives, planned assets, potential channels and metrics for measuring success for flagship program activities (i.e. annual conference, annual report etc.)



## Sub-Annex A: Communications Plan – Implementation Approach

### Overview

ASL communications efforts will be designed to maximize the reach and impact of all the other aspects of the program, including the knowledge management, M&E, and operational activities. Communications will focus on key program stakeholders (national governments, implementing agencies, Program Steering Committee and donors) and increasing awareness and participation in program activities. Communications packages will be created to share information, including specific program and national project efforts to promote biodiversity protection, vegetation cover restoration and sustainable land use.

### Target Audiences

The ASL will focus communications efforts on the following audiences, as well as work to develop and build third-party champions and influencers:

<b>ASL Country Audiences</b>	<b>Communications Products (in relevant language as needed)</b>
ASL National Partners	<i>Comms products</i> (website, newsletters, Knowledge Sheets, events, blogs/features, <i>Knowledge products</i> for which comms efforts may disseminate info on (KM events, case studies, reports, trainings and workshops)
Decision-makers, Ministers	Fact Sheets, press releases, briefs
Technical and Financial Partners	Assorted products, and knowledge products such as case studies (from ASLP Knowledge Management activities) and reports.
Local Media/Journalists	Knowledge Sheets, press releases. Comms/media trainings.

<b>External Audiences</b>	<b>Products</b>
ASL Partner Implementing Agencies and PSC	Newsletter, website, Knowledge Sheets, Hot Topics Brief, social media messages
Donors	Newsletter, website, Knowledge Sheets
Technical Organizations (academic institutions, NGOs, private sector etc.)	Newsletter, Knowledge Sheets
The General Public	Website, Newspaper/media articles to promote awareness and behavior change and social media messages

<b>Internal Audiences</b>	<b>Products</b>
WBG Senior Management (COO Kristalina Georgieva, VP-level, Laura Tuck, LCR VP Jorge Familiar, Other VPs)	Briefs, events (Annual/Spring Meeting), blogs, ENR News, Today Story on WBG Intranet
ENR Leadership Team (Practice Managers, Global Leads)	ENR News, Today Story on WBG Intranet
Country Directors, Country Managers and Program Leaders	Newsletter, website
The GEF	All products
Technical and other GP audiences	BBLs, ENR News, Spark The Green Room, newsletter

## **ASL Communication Activities and Products**

### **1) Events (to help build the ASL platform)**

- ASL events: annual meeting, targeted conferences and regional workshops.
- ASL “virtual knowledge events” for partners and interested WBG staff once per month. We could use assistance publicizing them internally.
- WBG Brown Bag Lunch (BBL)
- Side event at Spring Meeting
- Side event during GEF council meetings
- Convention meetings (e.g. UNCBD COPs, IUCN Congresses)
- Key Agencies meetings/events (e.g. GEF, UNDP, WWF, and WBG)
- International Day of Forests (March 21<sup>st</sup>), World Environmental Day (June 5<sup>th</sup>), Amazon Day in Brazil (September 5<sup>th</sup>), May 22nd International Biodiversity Day.

### **2) Communities of Practice**

- ASL will explore Communities of Practice (COPs) as a form of engagement to facilitate knowledge exchange. Communication for Development (C4D) forum or another platform that is currently hosted by partner organizations will be considered. Comms products could support information sharing and collaboration amongst members.
- Explores setting up a communications committee with ASLP partners.

### **3) Communications products (budget line items will be added in the future)**

<b><u>Product type</u></b>	<b><u>Tasks</u></b>
Webpage At first, develop a basic WBG topics page: <a href="http://www.worldbank.org/amazon-sustainable-landscap">www.worldbank.org/amazon-sustainable-landscap</a>	<input type="checkbox"/> Repository for ASL core information, and to download brochure, videos, reports etc. <input type="checkbox"/> Upload one-page PDF briefs that will be hyperlinked to the child projects and one coordination project. <input type="checkbox"/> Upload a brochure <input type="checkbox"/> Occasional updates to the topics page

	<p>content, including adding links to and uploading new blogs or features.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Potentially add a box to highlight a future ASLP quarterly newsletter.</li> </ul>
<p>Website</p> <p>The second step will be to develop an external website with its own domain. For example: <a href="http://www.amazoniaintegrada.org">www.amazoniaintegrada.org</a> or <a href="http://www.amazoniasostenible.org">www.amazoniasostenible.org</a></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> All the tasks mentioned above</li> <li><input type="checkbox"/> The website will feature a restricted area for participants of the five child programs and implementing agencies so that information is shared among all ASL Program stakeholders</li> <li><input type="checkbox"/> This will support participants to be on the same page regarding the implementation of each component envisaged in the project.</li> <li><input type="checkbox"/> Only appointed members will have access to the restricted content, through a login and password.</li> </ul>
Brochure / Handout	Presentation of the ASLP and its objectives, target audiences and comms channels (English, Spanish and Portuguese)
Poster/Flyers/Banners	For use at conferences and events
Blogs	<ul style="list-style-type: none"> <li><input type="checkbox"/> March 21<sup>st</sup>: International Day of Forests</li> <li><input type="checkbox"/> June 5<sup>th</sup>: World Environmental Day</li> <li><input type="checkbox"/> September 5<sup>th</sup>: Amazon Day in Brazil</li> <li><input type="checkbox"/> According to the ASLP's schedule of events - speakers of the events may agree to have their remarks rewritten as blog posts</li> </ul>
Features Stories	TBD and developed looking at issue at micro and macro levels.
Press Releases	Targeted to specific news, launching of reports, conferences etc. to be done in partnership with the Program Steering Committee.
ASL Newsletter	Two-four issues per year.
Videos	<ul style="list-style-type: none"> <li><input type="checkbox"/> ASL Institutional Video (2 min video to be disseminated at social media channels, website and events)</li> </ul>

	<input type="checkbox"/> Video Blogs featuring testimonies of the experts in the main events: seminars, workshops and forums.
Knowledge Sheets	(5-8 two-pagers with development challenges and solutions, this is to describe what the approaches the ASL utilizes) For example: <ul style="list-style-type: none"> <li><input type="checkbox"/> Deforestation monitoring</li> <li><input type="checkbox"/> Impacts of land use change due to infrastructure and agriculture expansion, and mining, energy, oil and gas exploration</li> <li><input type="checkbox"/> Protected area management</li> <li><input type="checkbox"/> Integrated Amazon protected areas</li> <li><input type="checkbox"/> Integrated landscape management</li> <li><input type="checkbox"/> Policies for protected and productive landscapes</li> </ul>
Annual Report	Start collecting data, stories etc.
Social Media	<ul style="list-style-type: none"> <li><input type="checkbox"/> Facebook Page (TBD)</li> <li><input type="checkbox"/> Twitter possibly thru ENR handle (about 12 million followers) and LAC handle (about 520 thousand) for every event</li> <li><input type="checkbox"/> Post tweets and Facebook posts etc., to accompany future blogs or features. We will shoot to publish an external blog or feature every two months.</li> <li><input type="checkbox"/> Provide analytics following campaigns.</li> </ul>
Props as needed	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pull-up banners</li> <li><input type="checkbox"/> Poster, flyers, postcards</li> <li><input type="checkbox"/> USB bracelets</li> <li><input type="checkbox"/> notepads</li> <li><input type="checkbox"/> pens</li> </ul>

\*Vehicles for disseminating products will also include the creation and updating of general email distributions list(s) and an ASLP partners' comms contact list. Copies of products will be kept up to date and stored in the WBG Box folders including briefs, PPT's, press releases, photos and other final documents and PDFs of products.

#### 4) **Communications Toolkit and Training**

- To enhance the capacity of national ASL projects to communication information relative to their projects, communications trainings will be provided to specific in-country audiences to be identified with national project teams.
- A communication toolkit will be developed in preparation for this capacity building and deployed.

#### 5) **Amazon Videos**

- As part of innovation and knowledge management activities, ASL may consider organizing a video competition for youth to develop and share videos on related topics or hackathons. Specific communications efforts will be developed to support these activities.

#### 6) **Additional Activities**

- Engagement of journalists
  - We may wish to educate/build capacity of journalists about the ASL and the challenges and solutions and the issues; help connect them with journalist colleagues in-country and regionally
- ENR News
  - It is essential to have internal visibility
- Hot Topics Brief (or Killer Facts)
  - This is an issues brief with referenced facts, which is used to help prepare various communications material, and to help us stay on the same message
- Online Infographic
  - This will feature the map of project intervention area displaying the advances related to the new protected area, area under restoration and decrease in CO2 emissions. The map will be updated periodically - TBD by the technical team of the project.

**Staffing need:** The WBG will contract one or more communications specialists that will:

- Coordinate with partners' communication teams for various communications efforts
- Coordinate communications packages for events, launches, releases, commemorative dates, such as Environmental Day etc., that include blogs/features, social media, videos, in-person events such as an info table etc.
- Write/edit/assist with selected blogs and features
- Identify platforms for disseminating information
- Raise the profile of the ASL on social media and other platforms
- Maintain the topics page
- Develop possible quarterly newsletter
- Coordinate/create written products such as brochure updates, postcards, knowledge sheets etc.
- Schedule comms team meetings with relevant partners including the GEFSEC as needed, and to plan for key events.