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USAID/PERU PRO-BOSQUES

Mid-term Evaluation

Final Report

English translation from Spanish original



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September 2022

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English Translation

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Acronyms

AIDSESP	Inter-Ethnic Association for the Development of the Peruvian Rainforest (Asociación Interétnica de Desarrollo de la Selva Peruana)
CITE	Center for Productive Innovation and Technology Transfer (Centro de Innovación Productiva y Transferencia Tecnológica)
CONAP	Confederation of Amazonian Nationalities of Peru
FY	Fiscal Year (Confederación de Nacionalidades Amazónicas del Perú)
GESI	Gender, equality and social inclusion
GIZ	German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
HIB	HIB LATINOAMÉRICA SRL Logging Company (HIB LATINOAMÉRICA SRL Empresa Forestal)
IT	Information Technology
MC-SNIFFS	Control Module of the National Forest and Wildlife Information System (Módulo de Control del Sistema Nacional de Información Forestal y de Fauna Silvestre)
MEF	Ministry of Economy and Finance (Ministerio de Economía y Finanzas)
OECD	Organization for Economic Cooperation and Development
OSINFOR	Forestry and Wildlife Resource Oversight Agency (Organismo de Supervisión de los Recursos Forestales y de Fauna Silvestre)
SERFOR	National Forest and Wildlife Service (Servicio Nacional Forestal y de Fauna Silvestre)
USAID	United States Agency for International Development

Executive Summary

The purpose of this mid-term evaluation is to identify key findings, recommendations, and lessons learned during the first three and a half years of Securing a Sustainable, Profitable, and Inclusive Forest Sector in Peru (Pro-Bosques)—from September 2018 through March 2022—to contribute to planning for the remaining period. The evaluation is organized around questions that explore three aspects of the activity: design and interventions, performance and impact, and strategic relationships. The analysis draws from the triangulation and verification of data from existing documents, more than sixty interviews with key individuals, three focus groups, the evaluation team's observation of a pause and reflect exercise in June 2022, and two opportunities for feedback from Tetra Tech in September 2022.

The evaluation explores the following question: To what extent has Pro-Bosques strengthened the forest sector in terms of improved governance, increased private-sector engagement, and inclusiveness? Overall, Pro-Bosques has achieved many positive results in an extremely challenging environment due to four factors: 1) a committed team of specialists, 2) the skillful use of adaptive management, 3) its ability to bring together stakeholders that tend to work separately in the forestry sector, and 4) the use of studies and evidence when making decisions. The remaining challenge is to complete the revised objectives and deliver its products to local partners in a sustainable way. The evaluation team agrees that the focus now should be to complete the three processes of the Control Module of the National Forest and Wildlife Information System (MC-SNIFFS) with the National Forest and Wildlife Service (SERFOR) and hand it off in a sustainable way. When this happens, a lasting MC-SNIFFS will be the most important legacy of the activity. Moreover, the activity has also innovated significantly in terms of profitability and inclusiveness, which are also important strategies that USAID should continue in future work.

In terms of design and intervention, Pro-Bosques has regularly adapted to rapidly changing contexts. During the first two years, the activity's ambitious design adapted to the realities of the Amazon and the COVID-19 pandemic in an effective manner. As a result, many of the initial interventions have been adapted in innovative ways, albeit incomplete.

Unfortunately, the pandemic resulted in significant delays, especially in terms of the activities with Indigenous communities. As a result, the activity will not achieve the impact and sustainability goals that they began with in 2018. The progress that has been made to date is due, in part, to institutions such as SERFOR and regional governments acknowledging the importance of native communities having an active role in the forestry sector.

This evaluation details the activity's results, impacts, and opportunities for improvement. In terms of results and impacts, Pro-Bosques has added value to the investments of the U.S. government and Norway. It has moved forward with MC-SNIFFS despite delays and challenges. It is important that, on one hand, the three processes of the MC-SNIFFS that are finalized provide the basis for completing the entire information technology (IT) system, and, on the other hand, that the team then hand over the system to SERFOR in a sustainable way.

Regarding profitability and competitiveness, Pro-Bosques has contributed in innovative ways to advancing the private sector in terms of best practices and the transfer of technological advances. These actions require additional efforts during the next months of the activity to be sustainable in the absence of donor funding. Progress has been difficult, but the activity is on track to improve forest management, territorial control in the Loreto and Ucayali areas, and inclusiveness in the forestry sector.

The design of the activity deeply integrates a gender equality and social inclusion (GESI) approach, especially those activities that focus on Indigenous communities and small-scale forest producers. Further, the use of cross-cutting measures, such as a code of conduct and participation quotas, advances gender equity whenever possible. Limited capacities within the team led to several lessons learned, including the importance of internal training, codes of conduct, and the expertise of GESI specialists.

With respect to strategic relationships, Pro-Bosques has created and maintained effective alliances with numerous organizations, most of which have been positive, and this has had the effect of strengthening the Peruvian forestry sector. Pro-Bosques is recognized by the different stakeholders as a convener, enabling dialogue and joint reflection, which is an important contribution to forest governance. Pro-Bosques must now focus on empowering its partners and allies to take full ownership of future results and the remaining work when the activity ends.

These findings lead to several recommendations to strengthen the final year of the activity and future USAID programming. Specifically, the evaluation recommends that Pro-Bosques undertake four steps before completion:

- Use the remainder of the life of the activity to focus on those interventions and strategies that will leverage the greatest impact and sustainable results. The most important example is to advance MC-SNIFFS as far as possible and to ensure its continuity by handing a robust product over to SERFOR.
- Strengthen the capacities of partners and beneficiaries in order to achieve the objectives before the end of the activity.
- Ensure sustainable delivery of each component to counterparts.
- Showcase the results and benefits of the activity.

Additional recommendations for future USAID programming are:

- In terms of the private sector, we recommend that future USAID activities capitalize on the results of Pro-Bosques' competitiveness component through strategies that strengthen market access and the commercialization of products.
- USAID's commitment to Indigenous people's rights necessarily means that future activities will focus on the inclusion of native communities in forest management. Due to the inherent complexities of working with Indigenous communities, it is necessary to develop an activity solely focused on these communities in the future.
- With large and complex activities like Pro-Bosques, it is best to have a GESI specialist on the team to provide assistance with strategies, document results, and disseminate lessons learned.
- Pro-Bosques has developed some interesting practices in terms of GESI; future actions should continue these innovations. For example, every time there is an activity or event in the regional offices, they do as much as possible to guarantee that women are invited and can participate, including offering childcare.
- Future activities should deepen the gender focus in forestry management activities. One way to do this is to evaluate gender in an exhaustive and participatory way during the design process of any new activity, consulting communities about their specific needs.
- It is hard to change slow administrative processes, but, for future work—especially in the Peruvian Amazon—we recommend incorporating the time that it takes to complete administrative processes in the planning phase. Further, it is important to keep in mind that there are aspects that cannot be predicted when working in a place like the Amazon region. Often, executing interventions depends on climate and other aspects that are outside the control of international donors.
- It is important to continue promoting the exchange of lessons learned and synergies among USAID interventions.

Finally, the evaluation team recommends extending the life of the activity. The additional investment mentioned most frequently is the need for more time to finish the activity's objectives.

Introduction

USAID’s Securing a Sustainable, Profitable, and Inclusive Forest Sector in Peru (“Pro-Bosques”) aims to strengthen the sustainability, competitiveness, legality, profitability, and inclusiveness of the Peruvian forestry sector. It is one of the activities of the USAID/Peru Forestry Program, which enable the Peruvian government and its counterparts in the United States and Norway to work toward improving overall environmental stewardship and compliance with environmental and forestry laws. The activity began operations on September 25, 2018 and will end September 24, 2023.

To date, Pro-Bosques has achieved positive results in an extremely challenging environment. Its committed team of specialists, skillful use of adaptive management, and ability to effectively liaise between normally distant parties in the forestry sector have made this success possible. Due to various unforeseen circumstances described below, the activity has encountered delays and obstacles; however, the team is working hard to complete its ambitious objectives. Through careful analysis and reflection, Pro-Bosques has reviewed and adjusted each of its three components—forest governance, forest competitiveness, and Indigenous empowerment—to better fit the realities of the local setting.

The challenge now is to complete these revised objectives and deliver the work to local partners in a way that ensures sustainability. Therefore, the recommendations in this report focus on how to achieve this goal in the final stages of the activity. The evaluation team agrees that the primary focus should be completing the three processes of the Control Module of the National Forest and Wildlife Information System (MC-SNIFFS) with the National Forest and Wildlife Service (SERFOR), ensuring sustainability of the time and resources expended. A lasting MC-SNIFFS will be the most important legacy of the activity. Importantly, Pro-Bosques has innovated significantly in terms of cost-effectiveness and inclusiveness. Pro-Bosques must now focus on completing the remaining tasks and handing them over to ensure the sustainability of the innovations. The conclusions and recommendations sections of this evaluation capture these ideas in more detail.

The main purpose of the evaluation is to identify lessons learned during the first three and a half years of Pro-Bosques, from September 2018 to March 2022, to inform planning for the remainder of the activity. To this end, it documents results, impacts, and gaps in the activity’s planning and implementation and make specific recommendations to strengthen its final 18 months. The evaluation considers the legacy, sustainability, and long-term scalability of the activity’s impacts. This report describes the methodology used and presents the main findings of the evaluation. The findings follow the logic of the three evaluation question topics established by Tetra Tech and Environmental Incentives in the evaluation plan submitted on June 6, 2022. The report ends with conclusions recommendations to strengthen or improve the operation and achievements of Pro-Bosques.

Methodology

The mid-term evaluation is organized around questions that explore three aspects of the activity: design and interventions, performance and impact, and strategic relationships. Data from existing documents, key stakeholder interviews, and focus groups provide the basis for analysis. This section offers information on the questions, data collection, and the limitations of the process. See the annexes for more details on methodology.

Evaluation Questions

The evaluation addressed three main questions around the following themes:

Theme 1. Design and intervention strategies: are the design and intervention strategies, as they were originally planned and revised along the implementation period, still relevant and contributing to the effectiveness and efficiency of the intervention?

Theme 2. Performance and impacts: are there opportunities for improving the implementation to deliver better and more sustainable results and impacts?

Theme 3. Building strategic relationships: assess whether the activity has built strategic relationships with key initiatives and stakeholders that contribute to its effectiveness and coherence within the territory.

Based on these three thematic axes, the evaluation team developed a series of questions and sub-questions aligned with evaluation criteria set by the Organization for Economic Cooperation and Development (OECD) and the USAID Evaluation Policy. To learn how these evaluation questions align with the OECD criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), see Annex 3. In order to provide a roadmap for the reader, we also include the page number where one can find the response to each question.

Theme 1. Design and Intervention Strategies

- 1.1. Is the reasoning behind the theory of change (strategic intervention approach) still valid? (p. 19)
 - 1.1.1. How have the context and assumptions of the theory of change and the situation model changed?
 - 1.1.2. Did the planning and previous revision processes fail to consider elements impeding or facilitating results?
 - 1.1.3. How have Pro-Bosques' intervention approaches and strategies succeeded and what flaws have surfaced?
- 1.2. Is the activity making adequate and appropriate adaptations, especially in response to the global COVID-19 pandemic? (pp. 20-22)
 - 1.2.1. Does the planning and implementation of the activity apply lessons learned? For example, does implementation in Madre de Dios build on learnings from the implementation in the initial regions?

- 1.2.2 What challenges did the activity face when the government-imposed measures to address the COVID-19 pandemic? Could some of these challenges apply to contextual conditions other than a pandemic? How did the activity address them?
- 1.2.3. To what extent does the context of the pandemic create opportunities for the activity?
- 1.3. Based on past activities and emerging and future challenges, are changes needed in the intervention approach and strategy? (pp. 22-23)
 - 1.3.1. Are there intervention strategies not delivering their expected progress?
 - 1.3.2. What changes could guide the last stage of the activity?
- 1.4. What recommendations emerge for the design and intervention strategy of new USAID activities based on the progress and experience of Pro-Bosques? Will the activity's positive impacts require additional efforts to guarantee their sustainability? (pp. 43-44)

Theme 2. Performance and Impacts

- 2.1. What are the main results (intended or unintended) of the activity to date? Considering these results, what are the most important legacies it could leave? (p. 23) Consider the following:
 - The contribution of Pro-Bosques' GESI strategy and its related interventions to the overall achievement of the activity's objectives.
 - Generation and management of data and information to improve decision-making related to forest governance and the forestry sector.
 - Increased awareness, political will, and mobilization of public and private funds for sustainable forest development.
 - Strengthened institutional capacity.
 - 2.1.1. What are the main results toward each of the three activity objectives?
 - 2.1.2. Is the GESI strategy integrated into the activity's processes and delivering inclusion results?
- 2.2. What additional steps can Pro-Bosques take in the remainder of the activity to best position these legacies to promote sustainability and scalability and have the greatest possible impact? (p. 39)
 - 2.2.1. What actions has the activity carried out to improve the opportunities for sustainable use and maintenance of MC-SNIFFS?
 - 2.2.2. How do Indigenous communities perceive their adoption of territorial control and forest management? Is there evidence of ownership over those processes?
 - 2.2.3. How much has the private sector advanced in improving practices and competitiveness factors? Are these actions sustainable without cooperation financing?
- 2.3. What additional actions or changes in the activity's internal and external management could optimize the benefits attributable to Pro-Bosques? (pp. 41-42)
 - 2.3.1. What are the opportunities for improvement for the Pro-Bosques team's organizational structure?
 - 2.3.2. What third-party best practices can Pro-Bosques adopt?

- 2.4. Considering an analysis of the institutional context and the current political reality in which Pro-Bosques operates, which processes should be emphasized or reoriented to maximize the activity's impact? (p. 39)
- 2.5. What aspects not currently covered by Pro-Bosques' intervention design and strategy could help enhance the performance, impact, and sustainability of its results? (p. 23)
 - 2.5.1. What gaps have staff, stakeholders, or other inputs identified that may hinder the activity's achievements?
 - 2.5.2. What gaps have communities, the private sector, and the government identified that may hinder the sustainability of the activity's results?
- 2.6. Considering the strategy, results, and lessons learned from other forestry actions in Peru and the Amazon region—including those from other international donors, public, and private (e.g., foundations) funded initiatives—what are some elements of added value, best practices, lessons learned, and differentiated impact of Pro-Bosques' intervention? (p. 33)

Theme 3. Strategic Relationships

- 3.1. Have synergies among Pro-Bosques and the other three activities of USAID/Peru's Forestry Program (Forest Oversight and Resource Strengthening, the Prevent Project, and the Forest Alliance) materialized? If so, what benefits has Pro-Bosques experienced in terms of effectiveness, efficiency, and impact? (pp. 34-35)
- 3.2. To what extent has Pro-Bosques contributed to achieving the goals of the Joint Declaration of Intent signed between the Governments of Peru, Norway, and Germany to reduce greenhouse gas emissions? What recommendations would make such contributions more effective? (p. 35)
- 3.3. How are interventions considering the rights and values of the Indigenous Peoples and local communities to ensure "No More Harm" (pp. 35-36)?

Data Collection and Analysis

To conduct the analysis, the evaluation team employed a mixed-methods research design using quantitative and qualitative data and drawing on a variety of sources to triangulate information, such as a systematic review of existing documents, semi-structured interviews with key individuals, focus groups, field visits to Pro-Bosques' three regional offices, and the team's participation in Pro-Bosques' 2022 pause and reflect workshop. In addition, Pro-Bosques provided feedback through written comments and a presentation in September 2022, which the evaluation team carefully considered. It is important to note that a mid-term external evaluation is, as one activity leader put it, "a snapshot of the moment," which cannot capture all the processes that occurred before (or after) the snapshot. Furthermore, although some quantitative data are used, the evaluation relied heavily on qualitative data collected through our own data collection, using validated protocols. This method allows for the verification of findings, which increases reliability.

Regarding existing documents, the team reviewed activity reports, planning documents, previous pause and reflect products, and other written sources provided by the Pro-Bosques evaluation specialist. See Annex 5 for the list of documents that the evaluation team reviewed.

Because the evaluation questions focus on the process and performance of the activity, the evaluation team collected qualitative data through interviews with key stakeholders in Lima and Pro-Bosques' three regional offices. They then analyzed the interview data using a systemization matrix based on the evaluation questions. While Pro-Bosques staff first identified the key informants, the evaluation team selected interviewees based on their knowledge of the sector. At the kickoff meeting, the evaluation team reviewed the initial list and determined the final list of people to interview during the data collection phase. Interviews were confidential and no names or other means of identifying contributors are used in the text. The evaluation team interviewed 59 people, including Pro-Bosques staff, beneficiaries (small-scale producers and Indigenous Peoples), and allies (actors from the forestry and productive sectors and from the national and regional governments). The team also conducted three focus groups with small-scale producers in the Padre Abad Wood Industry Association, female artisans from several native communities, and a local control and surveillance organization of the Imiría Regional Conservation Area. See Annex 4 for the interview and focus group protocol.

The team's observations during the pause and reflect process, which took place July 11-13, 2022, in Lima, also made this data and analysis possible. This workshop allowed the team to present preliminary findings and review new analyses of the situation models, progress to date, external and internal challenges, and recommendations for the final year of the activity.

USAID and Pro-Bosques, through their institutional policies and priorities, have a strong commitment to gender mainstreaming, equity, and inclusion in the design, implementation, monitoring and evaluation of all their projects and activities. Consequently, gender and inclusion considerations were an integral part of all dimensions of the evaluation. The team adopted a gender-sensitive approach, with explicit measures in place to ensure the participation of women and men and other groups, including Indigenous communities. The team also asked specific questions to collect gender-specific information in the interviews (see Annex 4 for protocol).

Limitations

In identifying findings, the following conditions have limited the collection of information or may have biased some insights:

- **Changes in contacts and staff of Pro-Bosques and the evaluation team.** In some cases, contacts suggested by Tetra Tech in Lima and other regions changed positions or had medical leave. In addition, the team of evaluators experienced changes as the first co-leader took on a new position and three team members experienced medical emergencies at different times.
- **Limited capacity.** Changes in contacts and staff, tight schedules, and the nature of the regions where Pro-Bosques works limited the number of interviews, especially in Loreto, but also in Lima.

- **Presence of Pro-Bosques staff.** In certain circumstances, Pro-Bosques staff accompanied the beneficiary conversations, in particular by serving as translators in focus groups with native communities. Their presence was indispensable but may have biased the testimonies of the people consulted.

Findings

Overall, Pro-Bosques has achieved many results in an extremely challenging environment. Some examples are: the generation of enabling conditions for the development of MC-SNIFFS, with the goal of completing three processes; technical assistance to secure public financing for MC-SNIFFS and for small forest producers; serving as a bridge between normally distanced parties in the forestry sector (such as the regional governments and SERFOR and the regional governments and Indigenous communities); increased capacity of the Center for Productive Innovation and Technology Transfer (CITE) and more than 16 native communities; the generation of enabling conditions for better community forestry management in Indigenous communities; an Indigenous Forestry Agenda fully appropriated by the Inter-Ethnic Association for the Development of the Peruvian Rainforest (AIDSESP); and the empowerment of women through greater access to credit and their participation in the control and surveillance of forests by native communities, to name a few. Some of these challenges that emerged were predictable for an activity of this kind, others were completely unforeseen when USAID and Tetra Tech designed Pro-Bosques in 2018.

USAID and Tetra Tech partnered with the Center for the Development of the Amazonian Indigenous People; ProPurús, an association whose work is focused in Ucayali; and HIB LATINOAMÉRICA SRL Logging Company (HiB). These organizations knew that undertaking an activity to “strengthen the pillars of sustainability, inclusiveness and profitability needed to modernize the Peruvian forestry sector” would be very difficult in the Peruvian Amazon. This is largely due to existing problems in the Peruvian forestry sector, such as weak governance and lack of credibility concerning timber traceability, among others. Regional governments are weak, as are most state institutions. This includes SERFOR, the main government counterpart for one of the activity components, which has high leadership turnover and scarce economic resources. In addition, there are frequent corruption scandals that lead to the dismissal of mayors, governors, and forest managers, a problem that has occurred during the life of the activity in the three Amazon regions where it operates (Loreto, Ucayali, and Madre De Dios). Further, levels of social exclusion throughout the Amazon region are very high.

However, the activity team could not have predicted the COVID-19 pandemic, which emerged in the activity’s second year and hit Peru particularly hard. Statistics indicate the country had the highest mortality rate in the world in 2020. The pandemic severely affected the Amazon region where Pro-Bosques operates, which made carrying out the work—with its inherent challenges—even more challenging.

Moreover, the activity has spanned one of the most politically unstable periods in Peru’s history at the national level. Peru has had five presidents since 2018, and numerous impeachment attempts and cabinet reshuffles. This political instability did not affect all aspects of Pro-Bosques’ work, particularly in the Amazon regions, but it did affect its ability to complete work at the national level, especially relating to MC-SNIFFS.

Considering Pro-Bosques’ success at implementing many interventions in a challenging context, the Government of Norway decided to partner with USAID to expand Pro-Bosques’ work to Madre de Dios in May 2020.

How did Pro-Bosques achieve so many positive results in a national and global environment this challenging? Stakeholders point to four main reasons. First, the team itself is made up of experts in their fields who are committed to the activity's objectives. Interviewees regularly mentioned that the team and partners are "committed," "dynamic," "very capable," and "connected" to both the regions and the forestry sector.

Second, the entire activity (management team, technical team, regional teams, communication team, partners, etc.) has remained committed to the principles of adaptive management, as seen through its Monitoring, Evaluation, and Learning Plan (revised in 2021). Developed in the first year of the activity, Pro-Bosques notes that the plan "is a living document and, given the iterative nature of the project, will be reviewed annually" ([Second Annual Workplan](#), August 2019, p. 9). These reviews occurred, for example, in internal meetings and a pause and reflect workshop during the first year of the activity, an internal reflection meeting early in the second year of the activity leading to a review of performance indicators, a pause and reflect workshop in July 2020, one focused on the GESI strategy in March 2021, and a third in July 2022. In addition, the team held internal reflection and planning workshops after every pause and reflect workshop. Furthermore, during many key informant interviews, respondents mentioned that the team uses their experiences for feedback on annual work plans, thereby applying essential lessons learned as the activity progresses.

Third, Pro-Bosques has established itself among its partners and some of its beneficiaries as an effective convener of normally distant parties in the forestry sector. The Pro-Bosques team is a bridge between the regional forestry authorities and the national authority, between Indigenous communities and third parties, and between regional governments and the national government. A more tangible example is its role in bringing together SERFOR and the regional governments to coordinate and participate in the development of MC-SNIFFS. Another example is the linkage between AGROBANCO (a development bank operated by the Government of Peru) and small-scale Brazil nut producers in Madre de Dios to access new financing for non-timber forest products. This convening ability has facilitated both expected and unexpected results in the last three and a half years.

Lastly, Pro-Bosques has generated several studies allowing it to build the foundation for its work in each component and then respond to the needs of its stakeholders (see Annex 5 for a more complete list). This commitment to thorough analysis and evidence-based decisions means there is widespread agreement among all those involved with the activity: data- and evidence-based strategies and decision making are an important part of successful adaptive management.

Naturally, the activity also has room for improvement. The three themes of the evaluation questions provide the context for the following findings. They show the many results and achievements of the activity as well as the opportunities for improvement.¹

Theme I. Design and Intervention Strategies

In terms of design and intervention strategy, Pro-Bosques started with an ambitious design based on a sound and well-developed theory of change and situation analysis. Early on, it adapted the original design and interventions according to the realities of both the Amazon and the pandemic. Throughout the life of the activity, it has regularly adapted to rapidly changing contexts through the skillful use of adaptive management techniques and thanks to a highly committed team and partners with extensive experience in making these adaptations.

Is the reasoning behind the activity's theory of change (strategic intervention approach) still valid?

Yes, the theory of change is still valid and relevant to the activity. In addition, the Pro-Bosques team has validated the theory of change each year through retreats and pause and reflect workshops. A review of annual work plans and management documents showed that, each year, the team carefully reviewed the theory of change, updated the risks, and adapted the approach, as seen in the Critical Assumptions table on page 5 of the [First Annual Work Plan](#), page A-15 of the Third Annual Work Plan, the notes from the first pause and reflect in March 2021, and the revised fiscal year (FY) 2022 Monitoring, Evaluation, and Learning Plan.

While the theory of change has stayed constant, the situation model and context have changed. In addition to contextual changes such as political instability and the pandemic, there were economic changes in Peru that affected the timber value chain, institutional crises in some native communities in the regions where Pro-Bosques operates, adjustments in institutional budgets due to the pandemic, unforeseen changes in the regional forestry authorities, among other changes that affected the situation model each year. The commitment to adaptive management is evident as the Pro-Bosques team regularly reviewed and adapted to these changes.

¹ The findings section follows the logic of the evaluation matrix and responds to the three themes and main evaluation questions. The information is less explicit in answering the secondary questions, rather their answers are integrated into the narrative of each response. For clarity, some of the secondary questions have been explicitly stated.

How have Pro-Bosques' intervention approaches and strategies succeeded and what flaws have surfaced?

The next section provides more information on the success of the intervention strategies; however, it is important to highlight two findings. First, from the outset, the activity had a very ambitious design. The disconnect between aspiration and reality, combined with the pandemic, slowed down initial progress and led to a perception of “racing against the clock” for some of the interviewees.

One example is the original design of Component 1, which presupposed that only the implementation and deployment of MC-SNIFFS required work. However, during the first year of the activity, they realized that an independent diagnostic and implementation plan was needed to guide activities, resulting in a change in the planning and intervention strategy. Another example is the timber issue: the activity started with the premise of working on timber resources in Components 2 and 3; however, the team decided to include an additional non-timber approach during the process of assessing the community needs.

Second, regarding interventions, many interviewees mentioned the Pro-Bosques' slow administrative systems and timelines, especially for an intervention in the Peruvian Amazon, which requires flexibility and quick adjustments. The same comment emerged when Pro-Bosques collected information from beneficiaries at the end of the third year, with two of the five people surveyed noting that simplifying administrative systems would help improve technical assistance (see Annexes of FY 2021 Annual Performance Report, page 13).

Slow and complex administrative systems are understandable given the nature of the contract between Tetra Tech and USAID. However, this has led to some frustrations, especially among partner organizations in the three regions and some beneficiaries, who are not aware of the administrative hurdles that exist in this type of contract. The expectations of the partners and some beneficiaries with respect to execution were, in some cases, not fully met. Under these circumstances, it is not possible to do much more than carefully explain to each partner the type of contract, the administrative timelines, and the limited flexibility. Even so, it is important to recognize that slow systems leave some partners frustrated.

Is the activity making adequate and appropriate adaptations, especially in response to the global COVID-19 pandemic? To what extent does the context of the pandemic create opportunities for the activity?

Yes, the activity adapted in an adequate and appropriate manner during the first three and a half years. The ability to make adequate and appropriate adaptations is mostly due to the team's and partners' skills and knowledge of the region and context. In addition, Pro-Bosques leaders were in constant communication with their counterparts at USAID, allowing for rapid and fluid communication about needed changes. This also led to some important innovations, as discussed in the following section.

When there was an obstacle or problem during the execution of activities with the beneficiaries, the activity team was able to identify ways to modify or adapt the activity to mitigate delays and execute what the potential of the area and the reality allowed. This tactic was essential given the constantly changing contexts in which they worked. The activity employed three specific strategies to counteract

constant interruptions. First, Pro-Bosques applied a permanent policy of establishing formalized working relationships through memorandums of understanding, especially with state entities, including SERFOR, regional forestry authorities, AIDSESP, Confederation of Amazonian Nationalities of Peru (CONAP), and some municipalities—all in addition to USAID’s agreement with the Government of Peru, established in 2021. Second, to avoid significant delays in the implementation of the programmed activities, Pro-Bosques used the strategy of immediately approaching incoming authorities to inform and provide context about the activity to the new managers. Third, the activity worked with technical teams, which tend to remain in place during a reorganization, to ensure some continuity.

Regarding COVID-19, most of the interviewees said the activity adapted quickly and established protocols to continue working with appropriate sanitary measures. In partnership with the Ministry of Agrarian Development and Irrigation, Pro-Bosques developed the “Protocol for the Implementation of Surveillance, Prevention and Control Measures for COVID-19 in Forestry Activities,” which became part of the Peruvian government’s official protocols in May 2020.

Pro-Bosques quickly adopted remote communication and coordination strategies for meetings, workshops, and training, which meant no significant delay when working with public entities. However, the pandemic did considerably affect the development of activities with Indigenous and local communities, especially for Component 3, as visiting the different regions was not possible during most of the health emergency period. This caused delays in the programmed activities and a feeling of “abandonment”; some Component 3 beneficiaries indicated they felt the pandemic “left a big void” and now they “have to run to catch up after losing time.” Pro-Bosques will try to reverse this situation for the remainder of the work. Having said that, many interviewees also noted Pro-Bosques was one of the first USAID interventions to resume traveling and meeting as soon as it was possible.

As a result of the pandemic, the team adopted remote work tools, which optimized meetings and strengthened their skills in online tools. In addition, the team produced virtual tools (such as tutorials) for use in similar emergency situations and contexts. The communications team handled this opportunity well, and quickly grew their social media presence and focused on online events.

The use of remote work tools helped in places where internet connectivity is stable, but they were difficult to use in some places where connectivity is poor (e.g., Iquitos). To solve this problem and to resume work after the emergency, the team purchased radio equipment in Loreto to keep the Indigenous and local communities in communication and to provide technical assistance for some components related to community forest management. However, many beneficiaries mentioned that in-person work is more conducive to the development of the activities, as face-to-face interactions better facilitate understanding and exchange of opinions. The end of the document details several lessons learned from this experience.

What challenges did the activity face when the government-imposed measures to address the COVID-19 pandemic? Could some of these challenges apply to contextual conditions other than a pandemic? How did the activity address them?

The pandemic represented an enormous challenge for the entire activity, but it affected Components 2 and 3 the most. The team implemented two strategies to address limitations to in-person work:

- Identification of activities with the potential for remote completion.
- Technical, administrative, and biosafety preparedness for those activities that did require attendance, with preparation to go out to the field as soon as regulations allowed. As a result, the team reactivated in-person activities in an agile manner.

One lesson applicable to other contexts is that teams in the Peruvian Amazon field needed in-person interaction to implement strategies. See the final section of the evaluation for other lessons learned.

Does the planning and implementation of the activity apply lessons learned? For example, does implementation in Madre de Dios build on learnings from the initial regions' implementation?

In general, the team applied lessons learned where possible and were available to share them when possible. Specifically, as shown in documentation and interviews, the actions in Madre de Dios proposed and implemented strategies based on the analysis of the local and regional context and promoted the work with strategic partners that had previously worked in the two other activity intervention regions (Loreto and Ucayali), such as the Madre de Dios Center for Productive Innovation and Technology Transfer (CITE), the regional forestry authority, and the Regional Management Office of Economic Development of the regional government in Madre de Dios. In terms of MC-SNIFFS, the Madre de Dios team followed practices previously developed in Loreto and Ucayali. These practices included collecting forest statistical information (tabular and geospatial) as the basis for historical and systematized information input into the future control module, and providing support to respond to the additional demands for the Ministry of Economy and Finance (MEF). The incorporation of lessons learned catalyzed results in Component 2, with several achievements in a short period of time in Madre de Dios and other results that are on their way towards being achieved in the coming months.

Are there intervention strategies not delivering on their expected progress?

When the activity started, the team anticipated that by the end, there would be a finalized MC-SNIFFS, concrete linkages between the domestic market and the private sector (domestic and international), and strengthened Indigenous communities in timber forest management. However, due to the above-mentioned challenges, some of these interventions have not achieved the progress that had been expected.

The clearest example of this is Component 1—the team initially assumed that the Control Module would be ready for implementation in the regions, however, when they undertook the independent evaluation, it became clear that it would not be possible to complete. Furthermore, identifying and contracting suppliers to develop the software posed a limitation to the development of the control module, as the IT development market in Peru largely was not familiar with these types of proposals.

The situation worsened during the pandemic when the demand for software development grew exponentially. Further, many IT companies are not familiar with the forestry sector in the country. In Component 2, although the team developed mechanisms at the national level for public procurement of timber in a sustainable way, they are waiting to complete public procurement at the regional level. In addition, in Component 3, the team started with the assumption that local communities were ready to work with third parties, which was not the case. However, the skillful use of adaptive management has helped close the gap between the original plans and current progress. Constant communication between parties, particularly between Tetra Tech and USAID, was an important part of the use of adaptive management.

In sum, there were intervention strategies that could not be achieved; however, by using adaptive management techniques the activity reviewed and updated their strategies to fill in the gaps that existed. This led to the re-evaluation of the components and many of the final outcomes that were achieved.

Theme 2. Performance and Impacts

What are the main results toward each of the three activity objectives? Which gaps do communities, the private sector, and government perceive in the activity that may hinder the sustainability of its results? Taking into account these results, what are the most important legacies it could pass on? Which gaps could hinder their achievement?

To answer these questions, the team has considered the following aspects and criteria:

- The contribution of Pro-Bosques' GESI strategy and its related interventions to the overall achievement of the activity's objectives.
- Generation and management of data and information to improve decision-making related to forest governance and the forestry sector.
- Increased awareness, political will, and mobilization of public and private funds for sustainable forestry development.
- Strengthened institutional capacity.

As noted above, Pro-Bosques has achieved many results under difficult circumstances. The following discussion highlights the main results and impacts of the activity and any gaps that may hinder the sustainability of these results.

It is important to note that, when talking about impact and legacies, the information is still incomplete. This evaluation includes the first three and a half years of the activity, as of March 2022. There is still a long way to go before its impact is scalable and sustainable at the end of the five years. Data on Pro-Bosques impact indicators are only available up to the end of the third year. Lastly, it will only be possible to know whether the activities—as measured by all of the indicators—will be achieved and their expected impact when a final evaluation of the activity is complete.

Results, Impacts, and Gaps

Most—but not all—of the information on the activity is analyzed by component, as seen in interviews and document review. Therefore, this section documents the main results, impacts, and gaps for each of the components. It is not possible to include *all* the results and gaps, rather those that were mentioned most frequently in interviews and documents.

The design of the activity reflects the need to undertake three sets of activities organized into three components (in fact, the perception of some interviewees was that sometimes the three components are poorly aligned in practice). However, Pro-Bosques is also the sum of its parts, which means it has achieved some larger results as a team and not just by component or region. The evaluation team believes that the three components have the potential for greater integration than originally conceived. Therefore, USAID and Pro-Bosques should find ways to communicate their results in an integrated manner as they begin to systematize their achievements during the final months of the activity. For example, Components 2 and 3 can join efforts to provide access to financing opportunities to native communities through the National Forest Conservation Program for the implementation of investment plans in the sustainable productive activities already being developed. This will give sustainability to the activity's actions in the Indigenous communities. The pause and reflect workshop in July 2022 yielded other examples of synergies.²

Component I. Strengthening Forest Sector Governance

What actions has the activity carried out to improve the opportunities for sustainable use and maintenance of MC-SNIFFS?

Progress toward the Component I objective depends on the successful implementation of MC-SNIFFS. The module is a “subsystem for forest title information management that will help verify the legal origin of wood harvested in Peru and boost forest sector governance and competitiveness” ([MC-SNIFFS Implementation Plan](#), March 2019, p. 8). USAID has been working with the Peruvian government, specifically SERFOR, for many years to develop this module to achieve streamlined and more efficient forest management while overseeing and monitoring the legal origin of forest resources.

Unfortunately, prior to the arrival of Pro-Bosques, there were successive problems with the implementation of MC-SNIFFS and the activity had an unexpected start in 2018. In other words, the activity began with the understanding that they only needed to implement and deploy the system, and this was not in fact the case; thus, Pro-Bosques adjusted to not having a completed MC-SNIFFS as originally assumed. Immediately, the activity made the decision to evaluate, re-plan, and initiate the construction of MC-SNIFFS and complete development during the five years of the activity. The new strategy is to have a foundation installed and finalize the first three processes so when Pro-Bosques ends, SERFOR will have the capacity to continue the full development of MC-SNIFFS.

² <https://sites.google.com/view/probosquessite/productos?authuser=0>

Results

This initial situation and replanning resulted in a new expected final product: to finalize the first three processes of MC-SNIFFS and begin with the controlled tests in Ucayali. With this, Pro-Bosques will lay the groundwork for SERFOR to take over the completion of MC-SNIFFS. However, the expectation of the beneficiaries, partners, and forest entrepreneurs is that by the end of the activity, MC-SNIFFS will be completed and its implementation and execution will begin in Ucayali, so it can then be replicated in Loreto and Madre De Dios and, in the future and gradually, in the other Amazonian regions.

The state of progress of MC-SNIFFS has yielded the following results in the first three and a half years:

Generation of enabling conditions for the development of MC-SNIFFS:

- Evaluation of the platform developed by the IT company SINERGY: a crucial process for deciding how to construct MC-SNIFFS.
- Updating the process map, which graphs everything related to timber management, i.e., all processes (management, licensing, planning, harvesting, transportation, processing, and trade): a vital aspect of sizing the scope of MC-SNIFFS.
- Identification of the functional requirements that need to be developed in the MC-SNIFFS module: a milestone that set the tone to start the development of the IT solution.
- Development of parallel processes that feed the development of MC-SNIFFS, such as the forest registry component with SERFOR's geospatial platform, the statistical component with the information and registration system, and the platform of best practices for the component for promotion and competitiveness.
- Advances in regulatory development achieved through technical assistance to SERFOR and regional forestry authorities. These advances generate enabling conditions that allow the implementation of systems such as MC-SNIFFS, closing gaps and voids in the seven processes of forest administration.
- Development of interoperability with the Forestry and Wildlife Resource Oversight Agency (OSINFOR) and the regions, with Regional Spatial Data Infrastructure.
- Joint work between SERFOR and the regional governments in the preparation of the Operations Book, both for forests and primary transformation centers, which is still under construction.
- Generation and systematization of statistical information (tabular and geospatial of enabling titles) in regions, which helps forestry managers ensure the implementation of MC-SNIFFS.

Technical assistance to secure public financing for MC-SNIFFS:

- Support for meeting the additional demands of the MEF in the regions and in SERFOR, helping the regional authorities and the national authority to obtain resources from the state to contribute or continue to contribute to parallel processes for the development of MC-SNIFFS and other mandates.
- Development of the manual for the elaboration of additional claims, which provides a path to secure funds for the continuity of MC-SNIFFS.

Bringing together SERFOR and regional government authorities:

- Joint work between SERFOR and regional forestry and wildlife authorities.

Impact

Because the module is not as developed as USAID and Pro-Bosques had hoped, it is difficult to determine the impact of Component I to date. Furthermore, to truly measure such impact, we need to understand progress toward two indicators: 1) number of hectares of biologically significant areas under improved management and 2) greenhouse gas emissions reduced, sequestered, or avoided. There is still no information on progress toward these indicators, which is the true test of the impact of the investment made to date by the American and Norwegian governments.

One achievement is the internalization by regional forestry and wildlife authorities of the importance of the development, implementation, and use of MC-SNIFFS, which did not previously exist.

Gaps Hindering Results or Sustainability

Certainly, all activities have gaps and areas for improvement. In the case of Component I, the team identified four factors that hinder the results and sustainability of the activity:

- The need to strengthen capacity and familiarize SERFOR and regional government staff about the MC-SNIFFS platform and transfer the knowledge to the professionals who will remain after the current consulting firm, La Fábrica, completes its work and the implementation and rollout of MC-SNIFFS in the regions begins.
- Low public budget for the maintenance and implementation of MC-SNIFFS over time.
- La Fábrica's poor understanding of the forestry sector, which may further hinder the development of the platform.
- The potential to create false expectations about the progress of MC-SNIFFS. It is advisable to be cautious about publicity and communicate results only after tests have been carried out and proven to work, and not before.

Component 2. A More Profitable and Competitive Forestry Sector

How much has the private sector advanced in improving practices and competitiveness factors? Are these actions sustainable without cooperation financing?

To date, the activity has achieved several high-impact results in terms of enabling conditions and installing capacities to connect local forest resources market with new markets and, thereby, increase profitability. A gap remains in terms of sustainability, which is detailed below.

Results

The main results at the end of the first three and a half years are as follows:

Installed capacity in the CITE Network

- Technical assistance to the Network of Forestry CITEs (Maynas Forestry CITE, Pucallpa Forestry CITE, and Madre de Dios Productive CITE), through the preparation of technical studies, the strengthening of the technical assistance services infrastructure³ and the strengthening and formation of new skills.⁴
- Development of three technical standards for the production of solid wood samples in Peru, through the National Institute of Quality's Technical Subcommittee for the Standardization of Forest Products.
- Development of competency standards for labor and middle management for the wood industry (primary transformation).
- Addition of new timber forest species for furniture production in the CITEs.
- Design of the Capitalization Model for Forestry Business Operations in Loreto, for the regional forestry authority and the forestry CITE, in coordination with OSINFOR and SERFOR.

Access to public funding for small-scale forest producers

- Development of guidelines for access to financial support from the AGROPERÚ fund, operated by AGROBANCO, for non-timber forest products such as Brazil nuts in Madre de Dios.
- Support for the dissemination of guidelines for accessing the AGROPERÚ fund and technical assistance to Brazil nut producers to access the fund.
- Support to promote the inclusion of timber in the financing portfolio of the PROCOMPITE fund (a tool for economic and social development) in Loreto, Ucayali, and Madre de Dios. Pro-Bosques beneficiaries, such as the Asociación de Industriales de la Madera de Padre Abad and the Asociación Camera Forestal Amazonía, won awards in each region.
- Guidelines for access to credit with a gender-based approach. For example, female beneficiaries have access to better financing terms.

Development of market mechanisms through public purchasing

- Technical assistance for the development of the "Peru Compras" virtual catalog for wood products, resulting in the addition of 16 wood products.
- Support for the development of guidelines on public procurement of wood products for public school furniture.

³ Examples include the strengthening of the Geographic Information Systems remote sensing laboratory, the carpentry department and wood analysis laboratory at CITE forestal Maynas, and the implementation of the new sharpening workshop at CITE forestal Pucallpa.

⁴ Examples include advice for the proper installation of the new CITE productivo plant in Madre de Dios and support in the rollout of its new line of technical assistance to companies in the forest sector, among others.

- Support for the approval of plantain and Brazil nut flour, a food suitable to be included in the Qaliwarma National Food Program.
- Development of a regional e-commerce platform for small-scale producers in Madre de Dios.

Support for small forest producers to gain legal access to local forests

- Signing of memorandums of understanding with local governments, in coordination with regional forestry authorities and SERFOR, to promote legal access to the forest for small forest producers.
- Technical support to local governments in advancing the establishment of local forests for small forest producers to harvest non-timber forest products.
- Technical support for the establishment of local forest management units within the structure of local governments and in the elaboration of official guidelines to enable small forest producers to perform forest management and collect harvesting fees.

Impacts

These results are having a significant effect on small-scale forest producers, who will continue to get stronger in the coming years. The first impact is the modernization of the services offered by the CITE network for the benefit of local carpenters, with training opportunities for improved production techniques that add value to their products. Pro-Bosques also provided additional financial resources to cover expenses that were previously dependent on private negotiations, which resulted in unfair deals. In addition, the activity has improved women's access to financial resources, fostering women's empowerment and economic independence in the forestry sector. Finally, improving access to the public procurement market has opened up more marketing opportunities for both timber and non-timber small forest producers.

Gaps Hindering Results or Sustainability

These achievements establish favorable long-term conditions conducive to increasing the efficiency and profitability of the private sector in the forestry field. However, participants need further technical assistance, both in terms of dissemination and technical capabilities, to fully access these mechanisms. Efforts to make forest products available for public procurement illustrate this issue. Although there is a Peru Compras catalog for timber products, commercial transactions with local producers have not yet taken place, which is an important aspect of the activity's objectives. Similarly, the Qaliwarma Program has a Brazil nut product (banana and Brazil nut flour) approved for marketing, with great potential to boost demand in the long term. However, this demand does not necessarily translate into the inclusion of new Brazil nut producers or associations in the value chain, given that marketing is carried out through intermediaries already established in the market.⁵ Completing these aspects of component 2 requires time and investments and should be the priority for the activity in its last year.

⁵ The product is marketed by BKN Foods, headquartered in Puerto Maldonado. The company's Brazil nut supplier is Candela, which has collection centers in Puerto Maldonado and its main office in Lima. Candela works with small-scale producers in Madre de Dios.

Three additional factors hinder sustainability for Component 2:

- Insufficient knowledge of the public financing mechanisms (for example, with AGROPERÚ and PROCOMPITE) and limited technical skills for preparing the documentation to access these mechanisms.
- Lack of local awareness of opportunities to commercialize through the public procurement market.
- Poor understanding of the activity by some participants or partners. Some interviewees confused Pro-Bosques with USAID, did not know whether USAID is a company or an NGO, or were unaware of the scope of activities. This lack of understanding can weaken the process of building trust and achieving outcomes.

Component 3. A More Inclusive Forest Sector

How do Indigenous communities perceive their adoption of territorial control and forest management? Is there evidence of ownership over those processes?

By working with its partners, the Center for the Development of the Amazonian Indigenous People and ProPurús, among others, and continuously adapting interventions, the Pro-Bosques team has achieved various results with local communities. These results are important for many reasons, but one of them is USAID's commitment to Indigenous Peoples' rights and pledge to incorporate Indigenous Peoples' perspectives more effectively into the design and implementation of USAID programs (see Policy on Promoting the Rights of Indigenous Peoples, March 2020).

In general, the Indigenous beneficiaries have a positive perception of Pro-Bosques' work. It is worth repeating that this aspect of the activity is quite challenging for a variety of reasons. Communities are often isolated and difficult to reach. Multiple organizations represent Indigenous populations at the local, regional, and national levels. Historically, Indigenous communities in the Amazon have faced exclusion and discrimination. The full integration of this important population into sustainable forest management is a long-term effort.

The original design of the activity to focus on timber forest management resulted in an initial complication: this strategy needed significant modifications to work with local communities on the management of non-timber products such as the *aguaje* fruit, ornamental fish, and artisan crafts (another example of Pro-Bosques' use of adaptive management).

Results

These are the main results up to the end of the evaluation:

- Increased visibility and acknowledgment of the important role of local communities within the timber value chain and the forestry sector. Pro-Bosques prepared key studies that enabled this result, including "Participation of native communities in the timber value chain and the forestry sector in the Peruvian Amazon" and "Baseline of timber supply in Peru."
- AIDSEP's full ownership of the Indigenous Forest Agenda. Pro-Bosques and its partners undertook a collaborative process to complete an Indigenous Forest Agenda, which puts forth a national policy agenda for the advancement of a more inclusive forestry sector.

- Generation of enabling conditions for improved community forest management through technical support and access to equipment. Examples include:
 - Generation of information for the development of the Fisheries Management Program (in progress) and capacity building among fishermen of the Imiria Regional Conservation Area in the Ucayali region, in collaboration with the Pucallpa Fisheries CITE and the Research Institute of the Peruvian Amazon.
 - Analysis of the participation of third parties in the local communities' filing for qualifying titles with OSINFOR.
 - AIDSEP and CONAP have worked with SERFOR to create a Functional Unit of Community Forest Management.
 - Strengthening of women artisan's committees in Ucayali and incorporation of more than 100 artisans in the national registry.
 - Development of 16 Life Plans for Indigenous communities as instruments for territorial and resource planning and management. As a result, native communities in Loreto joined the National Forest Conservation Program.
- Improved control and surveillance in more than 16 Indigenous communities, through capacity development plans.
 - Formal recognition of the community oversight committees by the Peruvian government.
 - Contribution to formal legal existence of 19 native communities (14 from Loreto and five from Ucayali), including the 16 communities participating in Pro-Bosques and two additional communities.
 - Training on topics such as Indigenous rights, negotiation with third parties and title management.
 - Technical support for the creation of a control and surveillance network in the province of Requena on the Trapiche and Blanco de Loreto rivers.
 - Creation of a forestry watchdog with the Federation of Communities of the Tapiche and Blanco Rivers.
- The Indigenous Empowerment Index. The Indigenous Empowerment Index captures the baseline status of native communities' resource management capacity, security, and sustainability in terms of economic potential. Pro-Bosques completed Version 2.0 of the index in the fourth year of the activity, according to the Q2 FY 2022 quarterly report.
- The increased awareness of the need for greater involvement of Indigenous women in strengthening the value chain, control, and monitoring, through dedicated training and (mandatory) quotas to involve Indigenous women in discussions and decision-making on community forest management. In some cases, interviewees in the field stated that while women had participated in some activities before Pro-Bosques, the activity has given them even greater visibility.

Impacts

These results contribute to at least two impacts. First, forestry authorities have greater recognition of the key role of Indigenous communities in sustainable forest management. Now that the Indigenous organizations have taken ownership of the Indigenous Forestry Agenda, they are increasingly developing inclusion activities, procedures, and regulations with forestry institutions such as SERFOR and OSINFOR. Second, by strengthening control and surveillance by native communities, more have 1) legal status, which increases their ability to respond to various threats, and 2) help in requesting harvesting permits for the commercialization of their products.

Gaps Hindering Results or Sustainability

The team has identified four factors that hinder the sustainability of Component 3:

- Some of the Indigenous communities feel there are still no tangible benefits as a result of the activities in Component 3, as they have not yet generated income or improved their quality of life. This discourages participation and the continuity of the work.
- Many of the activity partners have not yet taken ownership of sustainable community forest management activities. Interviewees mentioned that they fear they will not be prepared to take the lead when Pro-Bosques ends.
- The Indigenous Empowerment Index is an important resource for measuring the impact of the activity and for other organizations that work with similar objectives that could be better leveraged.
- Some of the representatives of the native communities perceive that, at times, those working with the communities have not always respected their customs or governance structures. For example, in one focus group, it became apparent that the activity had not always included a representative of the Indigenous organizations in meetings held in the communities. This requirement was an explicit request of the Indigenous leaders, so they know what is being carried out as guarantors of the agreements made in their communities.

Gender and Social Inclusion

Is the GESI strategy integrated into the activity's processes and delivering inclusion results?

Pro-Bosques is committed to promoting the GESI strategy in all its components and has several strategies to address the serious problem of exclusion in the Peruvian Amazon (see USAID Pro-Bosques 2021 Gender and Social Inclusion Strategy for more detail). According to its FY 2021 annual report, individuals from vulnerable populations make up 74 percent of the people benefiting from the activity's technical support.

Working to improve gender equity and social inclusion is difficult in any circumstance; the forestry sector in the Peruvian Amazon presents additional challenges, including some of the most persistent gender gaps in the country. Certainly, as evident both within and outside of Pro-Bosques, there is still much work to be done.

In general, the evaluation team finds the activity promotes the inclusion of vulnerable populations in forest management. In terms of gender, Pro-Bosques' interventions support and leverage ongoing efforts

that other organizations are already pursuing in the three regions to promote equity. However, there is a long way to go before women working in this sector are truly “empowered,” and it is unlikely one activity alone will achieve this outcome. One strategy that could further strengthen the GESI approach is to develop specific plans for each of the regions and the communities with which they work, especially in terms of working with women.

Interviewees and documents focused on three groups when promoting the commitment to GESI:

1. Small-scale Forest Producers

Interventions in the timber and non-timber forestry sector benefit small-scale forestry producers, both men and women. The activity defined this target group and identified its main characteristics of vulnerability: high informality and low associativity.

This work is reflected in the results achieved through the CITE network and the development of public procurement mechanisms (e.g., Peru Compras timber catalog), which contribute directly to capacity building and access to financing for these small forest producers involved in both primary and secondary timber processing. This is a novel approach, as actions traditionally have centered large forestry producers.

2. Native Communities and Indigenous Peoples

Indigenous empowerment, one of the central aspects of the GESI strategy, is deeply integrated into the activity. The discussion above with respect to Component 3 illustrates its commitment to the inclusion of Indigenous communities throughout the life of Pro-Bosques as well as areas of improvement.

An interesting example of the incorporation of Indigenous empowerment in the activity is the *Code of Conduct in Native and Indigenous Populated Communities* published in July 2020. This document, which has a section on gender in Indigenous communities, indicates “only individuals or representatives of companies that have signed the code may carry out activities in native community territory or activities involving coordination with Indigenous Peoples and their representative organizations, within the framework of the activities foreseen in the project” (p. 5).

3. Women and Gender

Pro-Bosques has worked hard to incorporate and strengthen gender equity in the activity’s geographic and thematic intervention areas, internally with its team, and externally with partners and beneficiaries. The analysis shows that Pro-Bosques has taken into account the recommendations that emerged in USAID/Peru’s Gender Action Plan (2021).

Internally, the activity has conducted awareness-raising workshops and a pause and reflect workshop focused primarily on the GESI strategy (in March 2021). In addition, during the first year of the activity, Pro-Bosques published the *Guide for Gender Mainstreaming in Pro-Bosques’ Products and Services*, which describes how research, technical assistance, and events can adopt a gender empowerment approach. These are very important and useful tools.

To achieve tangible results, Pro-Bosques has committed to some cross-cutting measures such as “making every possible effort so no woman is left out” and having a minimum gender quota of 30 percent (see the GESI pause and reflect workshop, 2022). This means every time there is an activity or

event in the regional offices, the team does everything possible to ensure that women are invited and participate.

This commitment has led to several results, some of which are mentioned above, including (but not limited to):

- Increased access to credit for female producers for the financing provided by AGROPERÚ. As of March 2022, 45 percent of producers with access to financing were women.
- Increased participation of women in the control and oversight of the native communities.
- Strengthening of five female artisans' groups in Ucayali.
- A leadership school for the Indigenous women's program of the Regional Organization of the Inter-Ethnic Association for the Development of the Peruvian Rainforest in Ucayali.
- Strengthening of the women's organization in the Brazil Nut Processors for Forest Conservation organization.

Even so, there is a general sense among interviewees that the activity could do more with respect to gender equity. One barrier is the lack of dedicated staff who focus on gender issues full-time during the life of the activity. While there was a specialist dedicated to the topic at the beginning of the activity, the gender approach was decentralized when her term ended.

Currently, the activity depends on the commitment of its team leaders, which varies according to regions and activities. In addition, some interviewees noted that time constraints can lead to information gaps about women's participation in certain activities. Due to these gaps, some interviewees expressed that there has been no real increase in women's participation in decision making in forest production activities, except in activities that women already dominated, such as artisanal and Brazil nut work.

One way to measure whether these insights are valid would be to adjust the impact indicator for vulnerable populations. Currently, the outcome monitoring indicator is "percentage of vulnerable people benefiting from technical assistance," which is a performance indicator. Exploring an indicator that truly captures empowerment, especially for women beneficiaries, would be interesting and important.

Considering the strategy, results, and lessons learned from other forestry projects in Peru and the Amazon region, including those from other international donors, public, and private (e.g., foundations) funded initiatives, what are some elements of value added, best practices, lessons learned, and the differentiated impact of Pro-Bosques' intervention?

Pro-Bosques' interventions have added significant value. One innovative example is that the activity has sought out unconventional public procurement markets, such as the furniture and school food sectors. It has also broken paradigms by contributing to the development of a financing mechanism for non-timber and non-conventional forest products such as Brazil nuts. Another value-add is the linkage between the MEF, SERFOR, and regional governments to develop tools for public budgeting. A subsequent value-added is the generation of enabling conditions for improved community forest management, which occurred through the effective use of strategic relationships with other organizations and partners working in the forestry sector and Amazon regions.

Theme 3. Strategic Relationships

Theme 3 explores whether Pro-Bosques is working effectively with partner organizations to meet the climate and forestry objectives of the Peruvian, U.S., and Norwegian governments. Findings show that Pro-Bosques has created and maintained effective partnerships with numerous organizations, both national and international. In most cases, these alliances have been positive and productive, with the indirect effect of strengthening the Peruvian forestry sector. Pro-Bosques is thereby indirectly helping to meet the goals of the Joint Statement of Intent, although more time is needed to accomplish them. Going forward, Pro-Bosques will need to focus on empowering its partners and allies to take full ownership of the remaining work and future results when the activity ends.

Documents and interviews show that Pro-Bosques has developed and maintained many strategic domestic and international relationships in the course of its work. In addition, interviewees often mentioned that other international donors are working in all three regions on projects with similar themes. One example is the German Cooperation Agency (GIZ), which works in Ucayali and functions as an effective partner with Pro-Bosques. Some interviewees familiar with GIZ's work shared that it is generally more flexible and practical in terms of its systems, and that communication in the field with organizations like GIZ has been fluid and effective. The most challenging partnerships have been with some Indigenous organizations, particularly in Ucayali, but also at the national level.

Pro-Bosques identified three organizations with the experience and knowledge of the three regions and forestry sector needed to advance the activity's long-term goals. The current challenge is to recognize the contribution of their partners to ensure the legacy of Pro-Bosques through Peruvian organizations (in line with USAID's "locally led development" initiatives).

Maintaining a diverse group of partners and relationships throughout its work towards a sustainable, legal, and inclusive forest sector is an accomplishment in and of itself. These relationships have not always been easy to maintain and Pro-Bosques has worked hard to preserve positive relationships or repair relationships when damaged. Many partners spoke about how well they work with Pro-Bosques and how much they appreciate their partnerships.

Have synergies among Pro-Bosques and the other three activities of USAID/Peru's Forestry Program (Forest Oversight and Resource Strengthening, the Prevent Project, and the Forest Alliance) materialized?

Pro-Bosques is one of the activities that make up the USAID/Peru Forestry Project, together with Forest Oversight and Resource Strengthening, the Prevent Project, and the Forest Alliance. The program's activities enable the Peruvian government and its counterparts in the United States and Norway to work toward improving environmental stewardship and compliance with environmental and forestry laws. In other words, they work together to achieve the goals of the Joint Declaration of Intent and the various agreements and conventions that exist in the country to maintain and conserve the Peruvian forest. The activities need synergies so all parties can work toward the common good.

In some cases, Pro-Bosques worked effectively with other USAID forestry activities. For example, Pro-Bosques and Forest Oversight and Resource Strengthening collaborated to mitigate effort duplication in developing additional demands for some of the regional governments.

While coordination does exist, as of the end date of the evaluation, strong synergies have not yet emerged and the conditions for such combined effects do not appear to be in place. Often, this coordination is the result of the Pro-Bosques or USAID management team's efforts. When possible and necessary, the team tries to collaborate with additional USAID activities and regional office teams, who in turn communicate and update their strategic partners when possible and relevant to their objectives. Interviewees in the field stated they coordinate with other USAID activities "to avoid overlap" in cases where they have complementary objectives.

Not surprisingly, coordination with other activities became especially difficult during the COVID-19 pandemic, when many projects stopped their activities altogether. This proved to be a serious constraint to creating strong synergies during the activity's three-and-a-half-year progress period. Some beneficiaries working with the four USAID activities noted that more coordination would have improved outcomes.

To what extent has Pro-Bosques contributed to reaching the goals of the Joint Declaration of Intent signed among the Governments of Peru, Norway, and Germany to reduce greenhouse gas emissions?

The purpose of the Joint Declaration of Intent⁶ is to reduce deforestation to contribute to the reduction of emissions from land use and land use change in Peru's forestry sector. Achieving the goals of the Joint Declaration of Intent is a very complicated long-term effort, but the evidence suggests Pro-Bosques is doing its part to achieve them. By the end of the third year, Pro-Bosques had met or exceeded its targets on 5 of its 13 indicators (see FY 2021 Annual Report, Annexes, p. 29). The indicator that best captures its largest contribution is "mobilizing investments for sustainable landscapes supported by U.S. government assistance." Pro-Bosques had mobilized \$2.3 million by the end of the third year, exceeding its goal for the year by 15 percent. This achievement contributes to the Joint Declaration of Intent's objective to work toward the "sustainable development of the agricultural and forestry sectors in Peru." However, it is too early to know if the activity can achieve its additional objectives of improving natural resource management and reducing or sequestering greenhouse gas emissions, mainly because this depends on the implementation and successful launch of MC-SNIFFS.

How are interventions considering rights and values of the Indigenous Peoples and local communities to ensure "No More Harm"?

The "No More Harm" principle is one of the most complicated issues that emerged, especially in relation to the activities of Component 3. Regarding gender norms, the evaluation team found no evidence that this principle had been violated. With respect to native communities, the activity has needed to maintain a neutral stance toward several organizations. According to the Pro-Bosques team, they have sought to liaise as much as possible, without transgressing the explicit requests of each participating community with which they collaborate. While this is not the case across the board, some

⁶ See <https://www.minam.gob.pe/cambioclimatico/dci/>

representatives of local Indigenous organizations note that Pro-Bosques has not adhered to the principle of respecting Indigenous governance and believe the activity could be more conscientious at times. For example, an explicit demand of the Indigenous leaders is to include a representative of the local Indigenous organizations in meetings held in the native communities, which has not always been respected. Further, representatives from CONAP shared that they did not feel fully included at the outset of the activity. These are important testimonies for all interventions working with Indigenous communities, and it is a reminder to always work in ways that are sensitive to the values and customs of native communities.

Conclusions

What has the team learned in terms of design and interventions, performance and impacts, and strategic relationships in the first three and a half years of the activity? To what extent has Pro-Bosques strengthened the forest sector in terms of improved governance, increased private-sector engagement, and inclusiveness?

- The Pro-Bosques team is committed to adaptive management techniques and has extensive experience in this area. They have regularly adapted design and intervention strategies to rapidly changing contexts over the course of the activity, including effective adaptations during the first two years to address the realities of the Amazon and the pandemic. This adaptive capacity has allowed the activity to make significant progress despite the pandemic.
- All the results and impacts described above show a value-add of the U.S. and Norwegian government investments. The following conclusions address each component:
 - It is essential that the completed aspects of MC-SNIFFS become the foundation for completing the entire system, and that Pro-Bosques hands over the system in a sustainable manner to SERFOR. Achieving this goal would be the most impactful legacy of the activity.
 - Pro-Bosques has contributed in innovative ways to advancing the private sector in terms of best practices and competitiveness. To achieve sustainability without donor funding, these aspects need additional attention during the final months of the activity.
 - After several challenges, the activity is on track to improve forest management, territorial control in parts of Loreto and Ucayali, and inclusiveness within the forest sector. Unfortunately, COVID-19 represented a significant delay, especially in terms of activities with Indigenous communities, meaning the work will not achieve the impact expected at the beginning of the activity. Progress to date is due, in part, to institutions such as SERFOR and regional governments acknowledging the importance of an active role for native communities in the forestry sector.
- Pro-Bosques' commitment to the inclusion of vulnerable groups in Components 2 and 3 is impressive. The design of the activity deeply integrates two of these groups, Indigenous communities and small-scale forest producers. The use of cross-cutting measures promotes gender equity wherever possible. Although the efforts to work on these aspects have been remarkable, the lack of permanent specialized advising on the team and for spaces for reflection, discussion and periodic adjustment of the strategies deployed have been a limiting factor in achieving a greater impact in terms of gender and inclusion. The complexity of addressing gender and social inclusion issues with Indigenous Peoples merits having specialized professionals on the team permanently.
- In terms of strategic relationships, Pro-Bosques has created and maintained effective alliances with numerous organizations, most of which have been positive and have strengthened the Peruvian forestry sector. Pro-Bosques is considered by the different stakeholders as a liaison, which has made dialogue and joint reflection possible. This achievement is an important

contribution to forest governance. Pro-Bosques must now focus on empowering its partners and allies to take full ownership of future results and the remaining work when the activity ends.

- Looking into the future, more time is required before the activity ends to complete several processes successfully. Because these are ambitious processes in complicated socio-political contexts, it will be necessary to implement an additional USAID activity or intervention to address market issues, empower vulnerable populations, and strengthen small-scale producers and native communities.

Recommendations for Pro-Bosques

What additional steps can Pro-Bosques take in its remaining life of activity to best position these legacies to promote sustainability, scalability, and the greatest possible impact? Considering an analysis of the institutional context and the current political reality in which Pro-Bosques operates, which processes should be emphasized or reoriented to maximize the impact of the activity?

Use the remaining life of the activity to focus on those interventions and strategies that will leverage the greatest impact and sustainable results.

The Pro-Bosques team discussed this need in the most recent pause and reflect workshop and is already focusing on this objective. The evaluation team suggests the Pro-Bosques team concentrate on the following activities during the remaining months:

- Finalize MC-SNIFFS, including the three initial processes, to provide a solid foundation for developing the other processes and allowing it to be handed over to SERFOR in a sustainable manner.
- Support SERFOR and the regional governments in the completion of the Primary Transformation Centers Operations Book regulations, so they can complete at least processes 4, 5, and 6 during the remainder of the activity.
- To achieve this, strengthening the Fábrica team with forestry professionals will ensure the design of an IT solution that includes the aspects that SERFOR and the regional governments identify as important.
- Support the links between the CITE network and the regional governments in each region to identify opportunities for collaboration. For example, CITEs can provide technical support to producers and carpenters so they can adequately comply with state and regional government regulations.
- Strengthen links with state entities in response to threats to communal territories reported by the local surveillance organization or the community surveillance committees.
- Advocate that state institutions and sectors incorporate and adopt Life Plans as a management tool for Indigenous Peoples, thus ensuring that the needs identified in the plans are met.
- Facilitate access to government financing sources.
- Support Indigenous communities in signing equitable forest use contracts with third parties, following the guidelines developed by the activity with OSINFOR.
- Assist partners with whom work has been done to strengthen productive activities (e.g., associations of women artisans, the *aguaje* fruit producers, wood industry) in the marketing of their products to generate tangible benefits.
- Continue the GESI approach in each intervention, disaggregating the approach for each Indigenous community and with each partner.

Strengthen the capacities of partners and beneficiaries to achieve the objectives before the end of the activity.

- To move forward with MC-SNIFFS, Pro-Bosques should:
 - Support SERFOR and the regional governments in the development of management documents that secure the public budget to ensure maintenance of MC-SNIFFS over time.
 - Strengthen the link between MEF, SERFOR, and regional governments for the completion, implementation, and deployment of MC-SNIFFS.
 - Strengthen the collaboration between forestry professionals and the technical teams in the development of MC-SNIFFS, so La Fábrica's understanding of the forestry sector is reflected in the development of the software platform.
 - Empower the staff of the IT office, control department, and regional government offices that will oversee its implementation and execution, so they have sufficient knowledge to continue with the development, implementation, and deployment of MC-SNIFFS when Pro-Bosques ends.
- To contribute to the sustainability of Component 2's progress, Pro-Bosques must:
 - Strengthen the capacities of small-scale forest producers to use mechanisms to access public procurement, such as the virtual catalog of wood products in Peru Compras, the virtual trade platform of the regional government of Madre de Dios, and the introduction of Brazil nuts to the national Qaliwarma program purchases.
 - Strengthen the capacities of small-scale producers and associations for the harvesting of timber and non-timber forest resources and the preparation of the necessary documentation to apply for and access the financing mechanisms the activity helped develop, such as the AGROPERÚ fund operated by AGROBANCO and the PROCOMPITE fund.
- To ensure the sustainability of Component 3's progress, Pro-Bosques should:
 - Strengthen the procedures and protocols capacity of the community control and surveillance committees to generate evidence of the impacts on their territories in coordination with state institutions (e.g., National Police, Specialized Environmental Prosecutor's Office, Environmental Evaluation and Control Agency, OSINFOR, regional environmental authority or forestry management) and on issues related to the rights of Indigenous Peoples.

Ensure sustainable delivery to the counterparts of each component.

Once the above is in place, the next step is to ensure the sustainable delivery to partners and beneficiaries in line with USAID's "locally-led development" initiative. For example, the team and its partners could develop and sign agreements containing work plans to reinforce the commitment to the continuity and sustainability of the activity. The publication of a handbook or resource with lessons learned could provide valuable information to groups that will continue work in this sector. At the same time, the creation of high-level, sustainable task forces or committees could help the activity's partners and allies take ownership over next steps. This recommendation is important for ensuring the long-term sustainability of MC-SNIFFS and to ensure the partners for Components 2 and 3 can take the lead in the processes of commercialization and empowerment of the Indigenous communities.

Highlight the results and benefits of the activity.

Several interviewees mentioned that the activity should share its results so future efforts can benefit from success stories and lessons learned. Particularly, disseminating the results of Component 2 will make stakeholders aware of successes and new enabling conditions, such as the virtual catalog of timber products for public procurement through Peru Compras and the financing line for small producers of non-timber products through AGROBANCO, among others. Native communities also want tangible results at the end of the five years, especially when thinking of the activity as one large investment in combined and coordinated sustainable forest management, rather than three separate components. The activity should validate and disseminate the Indigenous Empowerment Index broadly with other organizations working toward empowering native communities in Peru. Finally, the activity could further document its contributions in terms of GESI.

Part of this recommendation means completing a final evaluation. It is impossible to measure the impact of the activity, as there are too many unfinished processes. However, a final evaluation could document the impact of the activity on Indigenous communities, through the Indigenous Empowerment Index, and the final results of the empowerment of vulnerable populations, including women.

What additional changes or actions in the activity's internal and external management could optimize the benefits attributable to Pro-Bosques?

In general, Pro-Bosques' internal and external management systems are working well. That said, six recommendations for improvement emerged during the data collection process:

- Both Pro-Bosques and USAID should continue to look for ways to make administrative processes faster and more flexible. For example, could some administrative decisions be decentralized from the implementing partner's headquarters in Vermont to the Lima Pro-Bosques office? Could some decisions made in Lima be decentralized? Small adjustments like these could have a disproportionately positive impact on results and strategic relationships.
- Efforts to conduct internal GESI training are of utmost importance and should continue, especially as new people join the team (with a new office opened in 2021). All members need to fully understand the activity's GESI tools.

- Those working in native communities must always respect Indigenous governance structures, including the presence of Indigenous leaders as guarantors in all meetings held in the communities to ensure consistency in communications and coordination with the federations and their bases. Whenever possible, training for Indigenous communities should use native languages to increase understanding and ensure social inclusion, an essential aspect of the activity.
- Training should take into consideration the reality of the communities, such as by allocating more time to cover the training topics, including offering training over several days, if necessary. It is important to anticipate changes in authorities and push for the formalization of agreements that ensure the continuity of the work, for example, after the next municipal and regional election.
- The activity should be more cautious when publicizing the developments of MC-SNIFFS to avoid generating false expectations. Publicity should wait until after the platform is complete and the first tests have occurred in Ucayali.
- The activity should review its outcomes to ensure they align with the current corresponding indicators. The team should analyze whether each outcome indicators explain progress and achievement and then identify which outcomes need additional indicators.

Will positive impacts from the activity require additional efforts to guarantee their sustainability?

The evaluation team recommends extending the life of the activity if possible. Interviewees frequently mentioned the need for more time to achieve the activity's objectives. Pro-Bosques lost valuable time due to the need to adapt strategies and the pandemic shutdown. Interviewees especially emphasized this point in light of Component 3, which seeks to undertake empowerment processes that, by their very nature, take a long time. The evaluation team agrees with these comments.

Recommendations for Future USAID Projects

What recommendations emerge for the design and intervention strategy of new USAID activities based on the progress and experience of Pro-Bosques?

Such a large and ambitious activity has plenty to teach international donors, including future USAID projects. The evaluation team makes the following recommendations:

- Pro-Bosques has gained important experience in engaging the private sector, particularly related to its competitiveness component. Future USAID actions should capitalize on these achievements, through strategies to strengthen market access and product marketing (e.g., assistance in negotiating and generating sales and marketing contracts for timber and non-timber products, branding and brand image for small-scale producers, development of business models, etc.).
- USAID's commitment to Indigenous Peoples' rights means that future projects will necessarily focus on the inclusion of Indigenous communities in forest management. Due to the inherent complexity of this work, the team sees the need to develop a future activity focused solely on Indigenous Peoples. Training should be offered in native languages, particularly on issues related to the rights of Indigenous Peoples. Training sessions should consider the realities of the Indigenous communities, for example, allocating more time to cover the training session topics, including offering training over several days if necessary.
- Pro-Bosques has developed some interesting practices in terms of GESI; future interventions should continue these innovations. For example, whenever there is an activity or event in the regional offices, implementers should make every effort to invite women and ensure their participation, including by offering childcare.
- It is probably too late in Pro-Bosques' implementation to hire a gender specialist or conduct additional gender analysis to determine the extent of women's empowerment due to Pro-Bosques' activities. However, future activities should deepen the gender approach in forest management activities. One method is to conduct a comprehensive and participatory gender assessment during the design process, consulting communities on their specific needs. Then, during the implementation phase, all partner organizations can develop a GESI implementation strategy and plan.
- With activities as large and ambitious as Pro-Bosques, it is ideal to have a GESI specialist on the team to advise people on strategies, document GESI results, and disseminate lessons learned.
- Changing slow administrative processes is difficult. Future activities should consider administrative times in the planning stage, taking into account the unpredictable dynamics of working in the Amazon. Oftentimes, actions will depend on the weather and other aspects beyond the control of donors.
- It is necessary to continue promoting the exchange of lessons learned and synergies among USAID interventions. For example, these synergies can help promote and disseminate the new financing and market access mechanisms that Pro-Bosques developed and provide technical assistance to help local actors access these mechanisms.

In addition, due to the pandemic and constant political changes, the activity has generated lessons learned that future interventions can apply in contexts of crisis. Three of these are:

- In the context of working with public institutions during times of constant change, future teams may consider signing agreements with these institutions to ensure continuity, working with technical teams (which usually do not change that much), and quickly contacting the new management to give a presentation of the activity any time there is a change.
- In the context of a pandemic, it is necessary to adjust some administrative requirements. For example, Pro-Bosques had limited ability to mobilize staff when airlines mandated PCR COVID-19 tests, as the activity could not use their funds to cover the cost of these tests.
- During the pandemic, Pro-Bosques had staff and infrastructure for operations in remote areas that USAID could have leveraged to provide temporary assistance to Indigenous Peoples and other vulnerable populations. This was unused installed capacity. Future contracts should include a clause allowing for the possibility of providing services, when coordinated and accepted by the contractor, under pandemic or humanitarian crisis conditions.

Annexes

I. Timeline

WEEK #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Date (2022)	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12
Phase 1: Kickoff																	
Inception meeting		X															
Document review	X	X	X	X	X	X	X		X	X							
Data collection (monitoring, evaluation, and learning)			X	X													
Deliverable: Evaluation plan		X															
Phase 2: Investigation																	
Interviews and focus groups			X	X	X	X	X		X	X							
Site visits					X	X	X										
Deliverable: Initial findings presentation								X									
Phase 3: Insights																	
Data organization and analysis							X	X	X	X	X	X					
Pause and reflect								X									
Incorporation of pause and reflect insights									X	X	X	X	X	X			

WEEK #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Date (2022)	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22	8/29	9/5	9/12
Coding sheets, analysis outputs, draft recommendations, draft evaluation action plan, annotated report outline							X	X	X	X	X	X	X	X			
Report drafted												X	X				
Deliverable: Draft report													X				
Phase 4: Production																	
Comments from Tetra Tech													X	X			
Revisions															X	X	
Deliverable: Final report																	X

II. Methodology Guidelines

Based on the contract between Tetra Tech and Environmental Incentives, the evaluation unfolded in four phases as shown in Figure 1.



Figure 1. Phases of the evaluation process and integration with the pause and reflect process.

Phase 1: Inception

In this phase, the team reviewed and analyzed available activity data, including MEL data and program documents, to better understand the activity and its results, then conducted kickoff meetings. Deliverable: Proposed evaluation plan.

Phase 2: Investigation

In this phase, the team conducted qualitative, open-ended interviews and focus groups with key stakeholders, including USAID and Pro-Bosques staff, partners, and beneficiaries. The team visited the three regional offices in Ucayali, Loreto, and Madre de Dios. The team leveraged Pro-Bosques' Pause and Reflect process to validate preliminary findings and gather additional insights. Deliverable: Initial findings presentation

Phase 3: Insights

In this phase, the team analyzed and synthesized the qualitative and quantitative information into preliminary findings. Deliverable: Draft report

Phase 4: Production

In this phase the team received feedback and incorporated it into the evaluation to finalize the findings and recommendations. The team's gender specialist reviewed the document to give feedback, as did the Pro-Bosques team. Deliverable: Final report

III. Evaluation Matrix

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
Theme I: Design and Intervention Strategies				
RELEVANCE Is the intervention doing the right things?	* Is the reasoning behind the theory of change (strategic intervention approach) of the activity still valid?	How have the context and assumptions of the theory of change and situation model changed?	Pro-Bosques staff Government counterparts Local counterparts Previous pause and reflect outputs, including reports, stoplight diagrams, workbooks, and recommendation summaries	Semi-structured interviews Focus group Pause and reflect
		Did the planning and previous revision processes fail to consider elements impeding or facilitating results?	Pro-Bosques staff Government counterparts Local counterparts Previous pause and reflect outputs	Semi-structured interviews Focus group FY 2021 pause and reflect
EFFICIENCY How well are resources being used?	* Is the activity making adequate and appropriate adaptations, especially in response to the global COVID-19 pandemic?	Does the planning and implementation of the activity apply lessons learned? For example, does implementation in Madre de Dios build on learnings from the implementation in the initial regions?	Performance reports Pro-Bosques staff Local counterparts	Document analysis Semi-structured interviews Focus groups

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
		<p>What challenges did the activity face when the government-imposed measures to address the COVID-19 pandemic? Could some of those challenges apply to contextual conditions other than a pandemic? How did the activity address them?</p> <p>To what extent does the context of the pandemic create opportunities for the activity?</p>	<p>Performance reports Pro-Bosques staff Local counterparts</p>	<p>Document analysis Semi-structured interviews Focus groups</p>
<p>EFFECTIVENESS Is the intervention achieving its objectives?</p> <p>EFFICIENCY How well are resources being used?</p>	<p>* Based on past activities and emerging and future challenges, are changes needed in the intervention approach and strategy needed?</p>	<p>Are there intervention strategies not delivering on their expected progress?</p> <p>What changes could guide the last stage of the activity?</p>	<p>Stakeholder groups Individuals Performance reports Pro-Bosques staff Government counterparts Local counterparts</p> <p>Stakeholder groups Pro-Bosques staff Government counterparts Local counterparts</p>	<p>Document analysis Semi-structured interviews Focus group</p> <p>Focus groups. Participatory, group-based, and visual research tools (e.g., sense-making, community mapping, most significant change, outcome mapping)</p>

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
<p>EFFECTIVENESS Is the intervention achieving its objectives?</p>	<p>* What recommendations emerge for the design and intervention strategy of new USAID activities based on the progress and experience of Pro-Bosques?</p>	<p>How have Pro-Bosques' approaches and intervention strategies succeeded and what flaws have emerged?</p>	<p>Documents and other online information Stakeholder groups Individuals Performance reports Pro-Bosques staff Government counterparts Local counterparts</p>	<p>Semi-structured interviews Focus groups Pause and reflect</p>
		<p>Will the activity's positive impacts require additional efforts to guarantee their sustainability?</p>	<p>Pro-Bosques staff Government counterparts Local counterparts (private and communities)</p>	<p>Semi-structured interviews Focus groups Pause and reflect</p>
Theme 2: Performance and Impacts				
<p>EFFECTIVENESS Is the intervention achieving its objectives?</p> <p>IMPACT What difference does the intervention make?</p>	<p>* What are the main results (intended or unintended) of the activity to date? Considering these results, what are the most important legacies it could leave?</p>	<p>What are the main results toward each of the three activity objectives?</p>	<p>Documents and other online information Stakeholder groups Individuals Performance reports Pro-Bosques staff Government counterparts Local counterparts</p>	<p>Document analysis Semi-structured interviews Focus groups Participatory group-based and visual research tools (e.g., sense-making, community mapping, most significant change, outcome mapping)</p>
		<p>* Is the GESI strategy integrated into the activity's processes and delivering inclusion results?</p>	<p>Stakeholder groups Individuals Performance reports Pro-Bosques staff</p>	<p>Document analysis Semi-structured interviews Focus group Pause and reflect</p>

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
			Pause and reflect report, stoplights, workbooks, summaries of recommendations	
<p>IMPACT What difference does the intervention make?</p> <p>SUSTAINABILITY Will the benefits last?</p>	* What additional steps can Pro-Bosques take in its remaining life of activity to best position these legacies to promote sustainability, scalability, and the greatest possible impact?	What actions has the activity carried out to improve opportunities for the sustainable use and maintenance of MC-SNIFFS?	<p>Individuals</p> <p>Performance reports</p> <p>Pro-Bosques staff</p> <p>Government counterparts</p> <p>Pause and reflect report, stoplights, workbooks, summaries of recommendations</p>	<p>Document analysis</p> <p>Semi-structured interviews</p> <p>Focus group</p> <p>Pause and reflect</p>
		How do Indigenous communities perceive their adoption of territorial control and forest management? Is there evidence of ownership over those processes?	<p>Stakeholder groups</p> <p>Pro-Bosques staff</p> <p>Local counterparts</p>	<p>Semi-structured interviews</p> <p>Focus group</p>
		How much has the private sector advanced in improving practices and competitiveness factors? Are these actions sustainable without cooperation financing?	<p>Stakeholder groups</p> <p>Pro-Bosques staff</p> <p>Local counterparts</p>	<p>Semi-structured interviews</p> <p>Focus group</p>

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
<p>EFFECTIVENESS Is the intervention achieving its objectives?</p> <p>EFFICIENCY How well are resources being used?</p>	<p>* What additional changes or actions in Pro-Bosques' internal and external management could optimize the benefits attributable to Pro-Bosques?</p>	<p>What are the opportunities for improvement for the Pro-Bosques team's organizational structure?</p>	<p>Stakeholder groups Individuals Pro-Bosques staff Government counterparts Local counterparts Pause and reflect report, stoplights, workbooks, summaries of recommendations</p>	<p>Semi-structured interviews Focus group Pause and reflect</p>
		<p>What third-party best practices can Pro-Bosques adopt?</p>	<p>Documents and other online information Stakeholder groups Individuals Government counterparts Local counterparts</p>	<p>Document analysis Semi-structured interviews</p>
<p>COHERENCE How well does the intervention fit?</p>	<p>Considering an analysis of the institutional context and the current political reality in which Pro-Bosques operates, which processes should be emphasized or reoriented to maximize the activity's impact?</p>	<p>-</p>	<p>Stakeholder groups Individuals Pro-Bosques staff Government counterparts Local counterparts Pause and reflect report, stoplights, workbooks, summaries of recommendations</p>	<p>Semi-structured interviews Focus group Pause and reflect</p>

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
<p>EFFECTIVENESS Is the intervention achieving its objectives?</p> <p>EFFICIENCY How well are resources being used?</p> <p>IMPACT What difference does the intervention make?</p> <p>SUSTAINABILITY Will the benefits last?</p>	<p>* What aspects not currently covered by Pro-Bosques' intervention design and strategy could help enhance the performance, impact, and sustainability of its results?</p>	<p>What gaps have staff, stakeholders, or other inputs identified that may hinder the activity's achievements?</p> <p>What gaps have communities, the private sector, and government identified that may hinder the sustainability of the activity's results?</p>	<p>Stakeholder groups Individuals Performance reports Pro-Bosques staff Government counterparts Local counterparts Pause and reflect report, stoplights, workbooks, summaries of recommendations</p> <p>Stakeholder groups Individuals Government counterparts Local counterparts</p>	<p>Semi-structured interviews Focus group Pause and reflect</p> <p>Semi-structured interviews Focus group</p>
<p>RELEVANCE Is the intervention doing the right things?</p> <p>EFFICIENCY How well are resources being used?</p>	<p>Considering the strategy, results, and lessons learned from other forestry projects in Peru and the Amazon region—including those from other international donors, public, and private (e.g., foundations) funded initiatives—what are some elements of added value, best practices, lessons learned, and differentiated</p>	<p>-</p>	<p>Online information Stakeholder groups Key individuals</p>	<p>Document analysis Semi-structured interviews Focus groups</p>

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
	impact of Pro-Bosques' intervention?			
Theme 3: Strategic Relationships				
COHERENCE How well does the intervention fit?	Have synergies among Pro-Bosques and the other three activities of USAID/Peru's Forestry Program (Forest Oversight and Resource Strengthening, the Prevent Project, and the Forest Alliance) materialized? If so, what benefits has Pro-Bosques experienced in terms of effectiveness, efficiency, and impact?	-	Individuals Performance reports Pro-Bosques staff Government counterparts	Document analysis Semi-structured interviews Focus group Pause and reflect Surveys (tentatively)
COHERENCE How well does the intervention fit?	To what extent has Pro-Bosques contributed to reaching the goals of the Joint Declaration of Intent signed among the Governments of Peru, Norway, and Germany to reduce greenhouse gas emissions? What recommendations would	-	Individuals Performance reports Pro-Bosques staff Government counterparts	Document analysis Semi-structured interviews Focus group Pause and reflect

OECD CRITERIA	EVALUATION QUESTIONS *Pause and reflect-related question	SUBQUESTIONS	DATA SOURCES	DATA COLLECTION METHODS
	make such contributions more effective?			
EFFECTIVENESS Is the intervention achieving its objectives?	How are interventions considering rights and values of the Indigenous Peoples and local communities to ensure “No More Harm”?	-	Stakeholder groups Individuals Performance reports Pro-Bosques staff Local counterparts	Document analysis Semi-structured interviews Focus group Pause and reflect

IV. Questionnaires Used for Individual Semi-Structured Interviews and Focus Groups

Template for individual semi-structured interviews (final and edited version)⁷

Introduction

- Thank the interviewee for his/her time.
- Introduce the team conducting the interview.
- Describe the purpose of the evaluation.

Informed consent

Confidentiality: The information provided will be used for the purpose of identifying findings for the evaluation. The names of the people who provided input along with information on location or activities that could lead to the identification of a particular individual will remain in the possession of the independent evaluation team and will be removed from the reports, annexes, and databases to be submitted. If necessary, codes will be assigned for referring to the people interviewed in the documents. **Voluntary participation:** Participation in this evaluation is voluntary and, while participation may be encouraged by Tetra Tech, it is up to you whether you wish to participate. If you decide not to participate, this will not affect your relationship with Pro-Bosques or Tetra Tech.

Do you agree to participate?

We estimate this session to last about an hour and it will consist of several questions. We hope to be able to contact you later to validate or complete the information. Please make yourself comfortable and feel free to ask any questions for clarity. We may contact you again to validate or complete information.

Interviewee information

What organization do you work for and what is your role? What is your day-to-day activity?

Question repository

Key questions:

RELATIONSHIP WITH PRO-BOSQUES

1. Tell us a little about your roles and responsibilities and how your relationship with Pro-Bosques came about.

ACHIEVEMENTS

2. From your perspective, what have been the THREE most important results of the implementation of Pro-Bosques?
3. What is Pro-Bosques doing right to have achieved these results?

FLAWS

4. In what TWO areas do you think Pro-Bosques could have performed better or had less than desired results?

⁷ The evaluation team started with a slightly different pilot protocol and then adapted it after several interviews to better capture the ideas and comments of the interviewees.

5. Were there any things attempted that were not achieved? What explains the failure to achieve these goals?

CHALLENGES

6. What are the TWO main challenges Pro-Bosques and its partners have had to deal with in the area of work in which you have been involved?

ADAPTATION

7. How has Pro-Bosques adapted or not adapted to the circumstances of your region/organization/agency/political dynamics?
8. Do you think that the strategies that Pro-Bosques adopted to continue with the implementation during the restrictions due to the COVID-19 pandemic were appropriate?

COHERENCE

9. Are there other projects being developed in your region or by your organization that work on similar issues? What can Pro-Bosques learn from them?

RECOMMENDATIONS

10. From your perspective and considering the institutional and political context in which Pro-Bosques works, what processes should be modified or strengthened to achieve greater impact?

IMPACT AND SUSTAINABILITY

11. What is the appropriate way for Pro-Bosques to ensure its impacts and their sustainability for the rest of the activity?

Specific questions oriented to GESI (adapt)

CHARACTERISTICS

12. To what extent have gender, poverty and social inclusion issues been addressed in the development of Pro-Bosques activities and products in which you have been involved, and how might this be strengthened in the future?

PROGRAM CONTRIBUTION TO GESI

13. What are the positive and negative effects produced, whether intended or unintended, in advancing equality between women and men and the empowerment, protection and participation of all women, girls, men and boys of the project's key stakeholder groups?

GESI CONTRIBUTION TO THE PROGRAM

14. In the opposite direction, what is the contribution of Pro-Bosques' interventions related to gender, equity and social inclusion to the overall achievement of Pro-Bosques' objectives?

IF THE INTERVIEWEE IS A REPRESENTATIVE OF INDIGENOUS PEOPLES

15. How do you feel about the way Pro-Bosques builds its relationship with Indigenous communities? Do you perceive it to be culturally appropriate and respectful of the rights of Indigenous communities? Are there mechanisms or channels of communication at the community or Indigenous organization level where complaints can be voiced in case these relationships are not appropriate or respectful?
16. Do you think that the processes of forest management, land rights and territorial control have been adopted by the Indigenous and local communities?

ADAPTATION OF THE GESI APPROACH WITHIN THE PROGRAM -

Questions for the staff of the Pro-Bosques activity

17. The Gender Equity and Social Inclusion Strategy establishes that the Pro-Bosques team must have a GESI specialist and a GESI committee formed by team members that should include a member from each area and regional office to ensure the strategy is deployed across all components of the activity. Has this worked out as planned? What has been done to ensure gender mainstreaming is incorporated into all activity activities and components? What recommendations would you make to improve this (activity staff)?
18. The code of conduct establishes guidelines that regulate the activity's interactions and activities in the Indigenous communities and establishes internal protocols for sanctioning non-compliance. What measures have been adopted internally among the communities (what communication channels or mechanisms exist at the community level) to receive complaints or allegations of violations of this code (if the communities are aware of it) to monitor its compliance (activity personnel)?

CLOSING

19. Is there anything you would like to tell us that we haven't asked you about?

Guide for Focus Groups

Time	Step	Description
5 min	<ul style="list-style-type: none"> - Welcome remarks and the reason why we are gathered. - Brief introduction to the activity. 	Brief explanation of the activity.
10 min	Opening question	This is a general question that everyone answers at the beginning of the focus group. This question helps to identify the characteristics that the participants have in common.
	Question: Tell us your name and how long you have been working in artisanal crafts?	
10 min	Introductory questions/transition questions	These questions serve to introduce a general topic for discussion and provide an opportunity for participants to reflect on past experiences.
	Question: Tell us a little about your work in craftsmanship with Pro-Bosques. Tell us how it has been working with Pro-Bosques on craftsmanship.	
30 min	Key questions	These questions drive the evaluation and are those that will receive the most attention during the analysis.
	<p>What have been the most important results, strengths, and challenges of Pro-Bosques activity implementation?</p> <ul style="list-style-type: none"> - What is the most important thing you have achieved with the support of Pro-Bosques? - What is Pro-Bosques doing well in its work with you? - What have been some of the difficulties of this work with Pro-Bosques? - (Request for recommendations) <p>To what extent has the intervention of the Pro-Bosques activity contributed to the participation of Indigenous women in community forest management and livelihood plans?</p> <ul style="list-style-type: none"> - Have there been any activities other than handicrafts in which you have participated with Pro-Bosques? <ul style="list-style-type: none"> - Why or why not? - What has worked and what needs to be improved? - Are handicrafts and/or women's opinions and needs part of the Life Plans? 	

Time	Step	Description
	<p>* Note: If necessary, community forest management, forest harvesting, and Life Plans should be mentioned.</p> <p>If time allows it:</p> <ul style="list-style-type: none"> - How do you feel about the way Pro-Bosques builds its relationship with Indigenous communities? - If someone from Pro-Bosques misbehaves, to whom do you go? - Do you think it is important for someone from the federation to be involved in Pro-Bosques activities? Why or why not? 	
15 min	Final questions	These questions bring the discussion to a close and allow participants to review the session they have just completed.
	<p>Questions:</p> <p>Considering everything you just heard:</p> <ul style="list-style-type: none"> - What do you hope for in regards to the project's future? - What other actions or changes could Pro-Bosques carry out in the time it has left to improve the work with you? - In what other ways would you like Pro-Bosques to support you? - What does Pro-Bosques need to do to improve the handicraft activity without the artisans being involved? What do you need from Pro-Bosques for that? - Is there anything you would like to tell us that we haven't asked you about? 	
5 min	Acknowledgments and closing	

V. List of Reviewed Documents

Pro-Bosques provided a library of documents to the evaluation team to review and the evaluation team members also provided additional resources. In all, the evaluation team reviewed the following documents:

USAID

USAID Evaluation Policy Update

USAID Policy on Promoting the Rights of Indigenous Peoples (PRO-IP), March 2020

USAID/Peru

Plan de Acción en Genero, February 16, 2021

USAID Pro-Bosques

Management Documents

Annexes of FY 2019 Annual Performance Report September 25, 2018–September 30, 2019

Annexes of FY 2020 Annual Performance Report October 2019–September 2020

Annexes of Quarterly Progress Report January 1–March 31, 2022 (Q2 FY 2022)

Annexes of Quarterly Progress Report October 1–December 31, 2021 (Q1 FY 2022)

Annexes of the FY 2021 Annual Performance Report October 1, 2020–September 30, 2021

Annual Performance Report: Year 3 (FY 2021) October 1, 2020–September 30, 2021

Annual Work Plan-Year 4 (FY 2022)

Branding Implementation Plan and Marketing Plan

Cadenas de Resultados 2021

Communications Strategy and FY 2022 Updated Implementation Plan

Emergency Contact Plan

First Annual Work Plan (FY 2019)

FY 2019 Annual Performance Report September 25, 2018–September 30, 2019

FY 2020 Annual Performance Report October 2019–September 2020

FY 2021 Annual Performance Report October 1, 2020–September 30, 2021

Monitoring, Evaluation, and Learning Plan

Pause and Reflect GESI, 2022 (presentation)

Performance Indicator Tracking Table

Pro-Bosques-USAID One-Pager (Spanish)

Quarterly Progress Report and Quarterly Financial Report Q1 FY 2022: October 1–December 31, 2021

Quarterly Progress Report and Quarterly Financial Report Q2 FY 2022: January 1–March 31, 2022

Resumen PB-11 julio, 2022 (TallerPyR)

Situation Model, Result Chains Component 1, 2, 3, and High-Level Results Chain
Second Annual Work Plan (FY 2020)
Teoría del Cambio-Pro Bosques (2019, 2021)
Third Annual Work Plan (FY 2021)

Technical Documents

Agenda Forestal Indígena, presentación (*subcarpeta C3 Documentos prioritarios*)
Agenda Forestal Indígena, informe (*subcarpeta C3 Documentos prioritarios*)
Análisis del paisaje del sector privado (*Private Sector Landscape Analysis*)
Buenas prácticas de gestión y un plan de implementación para aserraderos de madera han sido desarrollados para garantizar el origen legal y la trazabilidad
Código de conducta en comunidades nativas y con población indígena
Diseño conceptual del módulo de control del Sistema Nacional Forestal y de Fauna Silvestre – Informe Final
Estrategia de género e inclusión social de USAID Pro-Bosques
Estrategia de involucramiento del sector privado para madera y productos forestales no maderables a corto, mediano y largo plazo
Estudio: Estimando y Mejorando la Legalidad de la Madera en el Perú
Guía para incorporación del enfoque de género en los productos y servicios de Pro-Bosques
Implementation Plan for the Control Module of the National Forest and Wildlife Information System (Plan de implementación del Módulo de Control del Sistema Nacional de Información Forestal y Fauna Silvestre (MC-SNIFFS))
Inclusión para la prosperidad de los pequeños productores de madera y la mejor gestión de los bosques de la Amazonía peruana
Índice de empoderamiento indígena en el sector forestal Amazónico (*Indigenous Empowerment Index in the Amazonian Forest Sector*)
Informe sobre los planes de desarrollo regional y municipal que reconocen y apoyan la implementación de actividades de MFC a través de los planes de vida para el desarrollo sostenible de las comunidades indígenas en la Amazonía
Línea de Base de Suministro de madera en el Perú
Nota conceptual para el componente del catastro forestal del SNIFFS
Nota conceptual para implementar el módulo de promoción y competitividad del sistema nacional de información forestal y fauna silvestre
Paquete de proyectos de inversión pública para agencias forestales nacionales y subnacionales presentados para su aprobación en INVIERTE.PE, para la sostenibilidad de la gobernanza forestal y la industria
Participación de las Comunidades Nativas en la Cadena de Valor de la Madera y el Sector Forestal en la Amazonía Peruana

Plan de capacitación a usuarios del MC-SNIFFS

Plan de Control y Vigilancia Comunitaria desarrollado para los Gobiernos Locales y Regionales de Loreto y Ucayali (*Community Control and Oversight Plan Developed for the Local and Regional Governments of Loreto and Ucayali*)

Plan de fortalecimiento de capacidades en manejo forestal comunitario, desarrollado y en implementación con comunidades y organizaciones indígenas

Plan de fortalecimiento de capacidades para consolidar las redes e iniciativas de control y vigilancia comunitaria en regiones seleccionadas (Loreto y Ucayali)

Plan nacional y multisectorial integrado para promover y apoyar el manejo forestal comunitario con una oportunidad económica para que las comunidades indígenas se inserten en el mercado (*An Integrated National and Multi-Sectoral Plan to Promote and Support Community Forest Management as an Economic Opportunity to Improve Market Access for Indigenous Communities*)

USAID/Pro-Bosques/NORAD

Expanded Scope of Work

Informe de Identificación de Mejores Oportunidades Comerciales Para La Castaña en las Compras Públicas

Plan estratégico de control y vigilancia del paisaje Tahuamanu, Madre de Dios

Propuesta de Incorporación de un Mayor Rango de Especies Maderables de los Títulos Habilitantes de Madre de Dios al Mercado, Promoviendo la Mejora Tecnológica y su Suministro Legal

Reporte de implementación de mecanismos de interoperabilidad entre el MC-SNIFFS con el Sistema de Información Gerencial del OSINFOR (SIGO 3.0)

Reporte de la implementación de mecanismos de interoperabilidad entre el MC-SNIFFS con la Plataforma de Monitoreo de Cambios sobre la Cobertura de Bosques (GEOBOSQUES) del Ministerio del Ambiente (MINAM)

OECD

Applying Evaluation Criteria Thoughtfully

Estándares de calidad de evaluaciones

OCDE criterios de evaluación