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Programme Identification Details

GTF Number	GTF 322
Short Title of Programme	Strengthening Emerging Local Governance Capacity to Conserve Natural and Cultural Resources and Secure Livelihoods in the Petén, Guatemala
Name of Lead Institution	Wildlife Conservation Society
Start date	15/08/08
End date:	15/08/13
Amount of DFID Funding:	1,330,629 GBP
Brief Summary of Programme:	The Wildlife Conservation Society and its Guatemalan partners believe that conservation and sustainable management of the natural and cultural patrimony of the Maya Biosphere Reserve in the Petén, Guatemala is essential to generate long term social, political, economic, and environmental benefits for local residents, the people of Guatemala, and the global community. To achieve this vision, the project will build on our long-term commitment to the Petén by strengthening and consolidating local capacity to create and manage representative, accountable, transparent and effective institutions responsible the management of the natural and cultural resources of the last intact areas of the Petén.
Country where activities take place	Guatemala
Implementing partners	Asociación Balam Association of Forest Communities of Petén (ACOFOP) Centre for Legal, Environmental, and Social Action (CALAS) Centre for Conservation Studies in Guatemala (CECON) Centre for Monitoring and Conservation CONAP (CEMEC) National Council of Protected Areas Guatemala (CONAP)
Target groups-wider beneficiaries	Beneficiaries include virtually all inhabitants of the eastern Maya Biosphere region: <ul style="list-style-type: none"> • Community-based forest concession organisations, representing more than 1200 families; • COCODES and their constituents, representing 5000+ people; • Women in community management and COCODES organisations; • Youth benefiting from improved education programs, especially young women; • Co-administrators and their field personnel, representing 200+ families; National and global benefits include: <ul style="list-style-type: none"> • Increased tourism to Guatemala, the MBR and its World Heritage Sites; • Climate change mitigation and avoided deforestation; • Conservation of biodiversity.
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2. List of Acronyms

ACOFOP	Association of Forest Communities of Petén
CALAS	Centre for Legal, Environmental, and Social Action
CECON	Centre for Conservation Studies in Guatemala
CEMEC	Centre for Monitoring and Conservation CONAP Guatemala
CICIG	International Commission Against Impunity in Guatemala
COCODE	Community Development Council
CONAP	National Council of Protected Areas Guatemala
CSO	Civil Society Organisation
IDAEH	Guatemalan Archaeological and History Institute
MARN	Ministry of Environment and Natural Resources Guatemala
MBR	Maya Biosphere Reserve
USAID	US Agency for International Development
WCS	Wildlife Conservation Society

3. Executive Summary

The purpose of this project is to build local capacity to create and run capable, responsive, and accountable government and civil society institutions responsible for upholding the rule of law and management of the natural and cultural resources of the Maya Biosphere Reserve, with the ultimate goal of generating economic, social, and environmental benefits for local communities, civil society organisations, the National Government, and the global community. During this first, six-month reporting period, WCS and its partners have achieved significant progress toward this purpose and have also encountered challenges. The goal of this annual report is to update DFID with information about our programme's progress, to contribute to the overall Governance and Transparency Fund logframe indicator system, and to raise issues and concerns that may require programmatic or budget modifications.

Main activities and achievements

Project Start-up: The first several months of the programme were dedicated to the development of subcontracts and cooperative agreements with six project partners. Once agreements were reached, we held our first quarterly partner meeting in order to create a deep shared understanding of the project and each partner's role within it. Partners were encouraged to discuss concerns, and subsequent resolutions were utilized to adapt the logframe and proposed activities in our inception report. A second partner meeting focused on developing and building consensus for a strategy to promote the rule of law in the Maya Biosphere Reserve.

Increased Government Capability: The government agencies responsible for territorial management and control (CONAP and CECON) have increased their capacity in strategic zones of the Maya Biosphere Reserve due to project activities and support, with the following impacts:

- San Miguel control checkpoint is now functional, restricting access to the core of the reserve, denying entry of cattle used for narcotics money laundering, and restricting illegal trafficking of timber and wildlife
- Increased multi-institutional patrols with army, police, and CONAP park guards in the Multiple Use Zone
- Cancellation of the forest concession contract for La Colorada management unit, and recovery of illegal land usurpations for large cattle farms therein
- Improved security system for the Regional Director of CONAP
- Increased capacity for the early detection of forest fires, marijuana fields, and other threats using over flights and remote sensors
- Confiscation of several truckloads of illegally logged timber, and capture of 14 persons clear cutting forest in El Zotz Biotope

Increased CSO Capability: The community organizations responsible for management of community forest concessions have increased their capacity in the following manner:

- Nine community concession control and protection committees are now equipped with basic equipment necessary to patrol their management units (GPS, digital camera, backpacks, uniforms, first aid kit, etc.)
- Improved administrative and reporting capacity in two community organizations (OMYC y AFICC)
- Plan for debt reduction developed for Cruce a la Colorada Community Concession
- Increased transparency and oversight of financial management in two community organizations through community oversight committees

Strengthened Networks between Civil Society and Government: The programme has promoted increased responsiveness of government to civil society through strengthening of 2 multi-stakeholder forums: 1. Multi-sector Roundtable for Mirador-Rio Azul Natural and Cultural Area, and 2. the Environmental Justice Forum (EJF), with the following results:

- Two multi-sector roundtable meetings held with the new government
- Increased civil society participation and coordination between regional initiatives such as the governmental project Cuatro Balam, a £20 million Interamerican Development Bank Loan, US Department of Interior and USAID forest protection projects, and the DFID GTF project
- Agreement on the scope and management arrangement for the Environmental Justice Forum

Learning and Outreach: The following progress has been achieved for the measurement, interpretation, and use of data for collaborative adaptive project management and outreach:

- Strategy and work plan for monitoring project impact developed, discussed with project partners, and included in project inception report
- Strategy and indicators coordinated with US Department of Interior programme in order to be complementary and increase monitoring scope
- Increased capacity for monitoring and evaluation through direct support to CEMEC and through over flights
- Baseline data and preliminary information products under development, including web page, State of the MBR report and presentations, annual report

Challenges and external events

Intimidation of Public Officials: Due to increased law enforcement efforts in the Maya Biosphere Reserve directly related to GTF project activities, the Regional Director of CONAP was intimidated and threatened with physical harm. In order to ensure her safety, project partners held an emergency meeting, reported the threat to law enforcement and human rights agencies in Guatemala, published an article in support of her work, and installed a security camera system in her office building.

Tension between Government and CSOs: Since our project includes both Governmental agencies and watchdog organizations, some activities have created tension and presented challenges for project management. We have attempted to assuage tensions by facilitating dialogue between partners and developing consensus strategies in partner meetings. We hope to maintain potential conflicts at a manageable level of healthy discord that will not disrupt project implementation.

Presidential Scandal: The recent assassination of lawyer Rodrigo Rosenberg and accusations of involvement by the presidency pose enormous implications for justice and accountability at a national level, and could impact this GTF project indirectly.

Unintended consequences of interventions

Due to the logical framework of our GTF programme, it has served as a skeleton for other investments and initiatives promoting governance. For example, within the GTF framework we are coordinating with the US Department of the Interior and USAID, which are investing in law enforcement and environmental security activities in the MBR. The US will also be working with the Guatemalan armed forces for border and drug control through the Plan Merida. We have attempted to influence such public investments to follow a single, coordinated strategy and to raise funds to fill gaps.

Progress toward programme purpose

Our progress to date toward the programme purpose - to build local capacity to create and run capable, responsive, and accountable government and civil society institutions in the MBR – has been limited due to the short implementation time. However, we fully expect to achieve all aspects of our programme during the funding period.

4. Programme Management

There have been no significant changes within the project management organisation that might affect the management of the GTF grant. All project management staff, financial managers, and M&E staff are as originally proposed. For programme management, WCS directly employs a Project Manager (full time), a Project Finance Manager (½ time), and a Project Advisor (part time), as well as sub-contracting the services of specialized M & E staff in the Centre for Monitoring and Conservation of CONAP (CEMEC). The Project Manager works closely with a Project Assistant, employed by Asociación BALAM, who has the responsibility for coordinating and auditing the use of seed grants and funds sub-contracted to community-based organisations.

Coordination with partners has been achieved through regular individual meetings and conversations, quarterly partner meetings, and quarterly financial and technical reports (described in detail in the “Working with implementing partners” section below). In order to independently verify the responsible, efficient, and transparent use of project funds by WCS and its partners, a financial auditor was hired to revise all expenses incurred during the 2008-2009 fiscal year (15/08/08-31/03/09). The auditor's report (included in Annex 6) demonstrates responsible financial management of DFID funds during this reporting period.

5. Working with implementing partners

There have been no significant changes in our programme implementation arrangements with partners during fiscal year 2008-2009. We maintain active sub-contracts with Asociación Balam, the Association of Forest Communities of Petén (ACOFOP), and the Centre for Legal, Environmental, and Social Action (CALAS), and provide in-kind donations for the Centre for Conservation Studies in Guatemala (CECON), the National Council of Protected Areas of Guatemala (CONAP), and the Centre for Monitoring and Conservation of CONAP (CEMEC) according to cooperative agreements and work plans.

We have held quarterly partner meetings in order to ensure fluid communication, identify issues requiring leadership attention, contribute to annual work plans and evaluations, and review overall project progress. During the reporting period, we invited two to three representatives from each partner organisation for the first quarterly project partner meeting, focused on creating a deep shared understanding of the project and each partner's role within it. Partners were encouraged to discuss

concerns, and subsequent resolutions were utilized to adapt the logframe and proposed activities in our inception report. In April, we held a second partner meeting focused on developing and building consensus for a strategy to promote the rule of law in the Maya Biosphere Reserve. Subsequent meetings will likely be focused on strategic planning for specific governance themes, as well as project management.

All partners were required to submit quarterly financial and technical reports in order to contribute to project management, learning, and accountability. Implementation achievements were also presented and discussed in a partner meeting, and discussed individually between the Project Manager and each organisation. Partners' financial reports were independently verified by an external auditor, and presented no anomalies or discrepancies. We have experienced minor difficulties with CALAS' fulfilment of obligations and with the reconciliation of some activities due to incongruent interests between state institutions and activist organisations, described in the risk assessment section below.

6. Risk Assessment

Below we list the three main sources of risk to our programme and local partners, in order of decreasing risk level:

Violent Retaliation by Powerful Interests (high impact, medium probability)

Illegal activities, corruption and impunity promoted by powerful interests pose a medium threat to the project. International drug and human trafficking has brought massive amounts of money into Guatemala; governmental capacity to respond to and compete with these nefarious influences is limited. Efforts by government officials to apply stricter law enforcement measures or efforts by civil society to hold governments accountable can sometimes create risks for the organisations and individuals actively involved.

On September 4, 2008, Yuri Melini, the director of WCS/GTF project partner CALAS, was shot seven times outside his home in Guatemala City for vocally denouncing environmental crimes in Guatemala. The shooting is unrelated to participation in the GTF project, coming immediately before his involvement in the project, but demonstrates the risk associated with human and environmental rights activism in Guatemala. Yuri is currently recovering well, and was recognised with the prestigious 2009 Front Line Award for Human Rights Defenders at Risk (<http://www.frontlinedefenders.org/front-line-award-human-rights-defenders-risk>).

Recently, the Regional Director of CONAP, Mariela Lopez Diaz, received death threats directed at her and her family for increased law enforcement efforts in the Maya Biosphere Reserve directly related to WCS/GTF project activities. Project partners, including Yuri Melini, held an emergency meeting to discuss options to ensure her safety. Partners reported the threat to all applicable law enforcement and human rights agencies in Guatemala, published an article in support of her work in the regional press (<http://dca.gob.gt:85/archivo/090619/opinion2.html>), and installed a closed circuit camera system in her office building. We are currently exploring the possibility of nominating these threats and the related criminal activities in the Maya Biosphere Reserve for investigation by the UN-supported International Commission against Impunity in Guatemala (CICIG).

The risk of violence to public officials, human rights defenders, and field personnel is an unavoidable part of application of the rule of law in the current context of the Maya Biosphere Reserve. We will consistently monitor the situation, will take such threats very seriously, and will mitigate risks in every way possible.

Tension between Government and CSOs (low impact, high probability)

In Guatemala, the Government has been increasingly open to civil society participation. This is exemplified by the recent passage and implementation of a new law for public access to information. However, government officials are still often apprehensive about sharing information detailing their management with CSO's or allowing CSO's to take leadership roles on governance issues.

Our GTF project partners include both government agencies and CSO activists known to criticize government agencies. Our project also includes activities to directly support CONAP, and for CSO evaluation of CONAP's performance in the Maya Biosphere Reserve. Other activities, such as the Environmental Justice Forum require coordination and dialogue between the same activist CSO's and CONAP. Furthermore, CONAP has insisted upon taking a leadership role in the roundtable, but has failed to convene it regularly or facilitate neutrally. All of these activities have created tension and presented challenges for project management.

We have attempted to assuage tensions by facilitating dialogue between partners and developing consensus strategies in partner meetings. However, some palpable tension is likely to continue. We hope to maintain potential conflicts at a manageable level of healthy discord that will not disrupt project implementation.

Extreme Climate Events (medium impact, medium probability)

Communities living in the Maya Biosphere Reserve in Guatemala depend upon natural resources and the health of the forest for their livelihoods. However, 2-3 year cycles of unprecedented droughts since 1998 have depleted local water supplies and provoked devastating fires, degrading ecosystems and land-use systems, water quantity and quality, and air quality with calamitous economic and social consequences for local livelihoods. These threats will be exacerbated by global climate change, which is predicted to intensify the magnitude and duration of the dry season.

Such repeated disasters can lead to weakened governance structures with indirect implications for all aspects of local society, often condemning rural households to persistent poverty and conflict. Furthermore, fire is commonly used to sabotage government efforts at forest governance. Although this GTF project is not focused on mitigating the impacts of climate change, WCS and partners are coordinating with other initiatives for fire prevention and potable water storage and delivery. In order to measure the link between forest fires and governance, we will monitor the number and area of forest fires annually within the project M & E programme.

7. M&E Arrangements

There have not been any significant changes to the M&E arrangements for our programme. Since the inception report was approved simultaneously with this annual report, M&E personnel, resources and activities are exactly as specified in our inception report. Baseline data for most indicators are included in Annex 2.2. For indicators whose baselines have not yet been completed, we provide a plan and timetable for their completion. The mid-term review will be undertaken between January and March 2010, and submitted to KPMG by June 30, 2010. The final evaluation will take place between March and June 2013 and submitted to KPMG by September 2013. Some preliminary information products are included in Annex 7.

8. Logframe Changes

The latest version of our logframe is included in Annex 2.1. Since submission of the inception report, we have made a couple of minor changes to our logframe, following suggestions from Triple Line Consulting and KPMG. Responses to comments, including logframe changes are included below.

Comment 1. *Could you include more disaggregated data on certain indicators to see whether or not different vulnerable groups (e.g. indigenous) can be included in monitoring who participates (e.g. O1.5 and O3.2)?*

For indicators measuring participation in the Mirador Roundtable and the Environmental Justice forum, we will disaggregate data by gender. However, since most of the participating communities in the Roundtable are non-indigenous ladino communities, it does not make sense to disaggregate by ethnicity. For socioeconomic indicators included in G1, which includes a larger geographical area with Q'eqchi' Maya communities, we will disaggregate data by gender and ethnicity.

Comment 2. *Could indicators for output 3 include the effectiveness of a) the roundtables and b) the EJP in bringing about change in the governance of El Petén?*

During the elaboration of the logframe, we struggled with the issue of ascribing causality between the roundtable and EJP and improved governance using systematic indicators. Besides the indicators already included, our conclusion was that the goal and output level indicators should measure most relevant changes in governance, and that causality could only be ascribed through anecdotal or case-specific evidence. We will use narratives with supporting evidence to make the case for the effectiveness of the two forums. Press monitoring (indicator O4.3), will also serve as means of verification of the impacts of the two forums.

Comment 3. *Indicator 4.1 appears to be very interesting to ensure that the many CSOs collaborate with one voice in relation to governance of the area. This is seen therefore as being a sign of collaboration and collective voice rather than learning and outreach. However as currently expressed, this indicator refers to project partners. What would be more interesting and relevant to the GTF would be to see the extent to which the project partners can influence others. Please report on whether or not it is possible to describe the extent to which there is consensus amongst stakeholders to improve governance through the same means.*

We have added another indicator to output 3 in order to accommodate this comment. Since the Mirador Roundtable is the forum in which multi-sector consensus can most easily be monitored, and since most project partners are formal members of the roundtable, we will facilitate discussion regarding governance strategies and record consensus decisions therein. The new indicator is: O3.5: Consensus achieved annually amongst Roundtable members with regard to the priority strategies for improving governance in the Eastern MBR.

9. Emerging impact on governance and transparency

This section describes the emerging impact our programme has had on improving **capability, accountability and/or responsiveness** (CAR) in the Maya Biosphere Reserve during the first reporting period, with a focus on the GTF Programme logframe outputs most applicable to our project: 3. Capability, 4. Accountability, and 9. Learning and Outreach. Because this reporting period covers only the first six months of project implementation, impacts are limited, and most indicators lack repeated time series measures in order to report change systematically.

GTF Output 3. Capability- *Leaders and Governments are better able to perform such functions as providing stability, and personal security, regulation, delivering social services and controlling corruption*

▪ **What** has changed

The government agencies responsible for territorial management and control (CONAP and CECON) have increased their capacity in strategic zones of the Maya Biosphere Reserve due to project activities and support. After the first three months of formal support, the following impacts have been achieved:

- San Miguel control checkpoint is now functional, restricting access to the core of the reserve, denying entry of cattle used for narcotics money laundering, and restricting illegal trafficking of timber and wildlife
- Increased multi-institutional patrols with army, police, and CONAP park guards in the Multiple Use Zone
- Cancellation of the forest concession contract for the improperly managed La Colorada management unit, and recovery of illegal land usurpations for large cattle farms therein
- Improved security system for the Regional Director of CONAP
- Increased capacity for the early detection of forest fires, marijuana fields, and other threats using over flights and remote sensors
- Confiscation of several truckloads of illegally logged timber, and capture of 14 persons clear cutting forest in El Zotz Biotope

The community organizations responsible for management of community forest concessions have increased their capacity in the following manner:

- Nine community concession control and protection committees are now equipped with basic equipment necessary to patrol their management units (GPS, digital camera, backpacks, uniforms, first aid kit, etc.)
- Improved administrative and reporting capacity in two community organizations (OMYC y AFICC)
- Plan for debt reduction developed for Cruce a la Colorada Community Concession

▪ **Who** has benefited

Visible evidence of goal or purpose-level benefits to local populations is difficult to report due to the short implementation period. At an institutional level, CONAP, CECON, and their employees have benefited. The approximately 1200 members of nine community concession organizations have also benefited.

▪ **How** the change occurred

General project strategy was discussed amongst partners at group meetings, until consensus was obtained. Work plans were developed jointly with each partner for the first quarter of implementation (Jan. 1 – Mar. 31), including prioritized lists of supplies, materials and services necessary for each activity in the strategy. In many cases, a simple vehicle repair or basic construction materials were sufficient for an activity to be undertaken. When budgeted GTF funds were inadequate to fulfil needs, additional funds were leveraged or reallocated, using the GTF project as a strategic framework. For example, the GTF programme provided subgrants through Balam for community control and protection committees. With US Department of Interior funds, we were also able to supply CONAP and IDAEH park guards with the same equipment, develop a unified crime reporting system for state and CSO organizations, and begin training community and state park guards together in patrols and crime reporting. Due to this work, community guards may even be

formally recognized by CONAP as park guards, and given legal authority to capture flagrant criminals.

▪ **Why** change occurred

One key factor in the successful implementation of activities was the development of a consensus strategy amongst partners through iterative group discussions. New ideas were developed, trust built, and messages unified. This especially bolstered CONAP's ability to take strong corrective action and cancel the La Colorada forest concession contract, a politically difficult decision requiring the backing of CSOs. Partner meetings also helped overcome some distrust between CONAP and CALAS, one of CONAP's main critics, although tension still remains. Effectiveness and accountability was increased due to clear CSO oversight of the mutually agreed upon investments, including an external audit. Over flights were also instrumental to gaining institutional support, since public officials and local leaders were able to see forest devastation with their own eyes.

GTF Output 4. Accountability - *Increased access by citizens to the decision making processes of government, parliaments or assemblies and greater impact on them*

▪ **What** has changed

- Two multi-sector roundtable meetings held with new government
- Increased transparency and oversight of financial management in two community organizations through community oversight committees
- Presence of CONAP auditor for community concessions to ensure transparency and oversight of community organization financial management
- Increased civil society participation and coordination between regional initiatives such as the governmental project Cuatro Balam, a £20 million Interamerican Development Bank Loan, US Department of Interior and USAID forest protection projects, and the DFID GTF project
- Cooperative agreement between four NGOs (FUNDESA, PACUNAM, Counterpart International, Balam) for joint promotion of tourism in the MBR
- Increased CSO influence on allocation of Ministry of Education finances in the MBR

▪ **Who** has benefited

Twelve NGOs and seven community organizations representing approximately 600 families have participated in roundtable meetings with state agencies and private enterprises, giving them increased access to government decisions. Community oversight committees give approximately 200 families greater access to community accounting records. Through second level representation at high-level planning meetings and a CSO tourism consortium, the probability that regional initiatives will benefit local communities is increased, potentially benefiting all inhabitants of Peten.

▪ **How** the change occurred

The GTF Project and its members have promoted spaces for greater citizen input and transparency, including the roundtable, the Environmental Justice Forum (EJF), and community oversight committees. Due to a governmental transition and competition for leadership, facilitation of the roundtable and the EJF has been complicated and delayed, but is now regaining momentum. Asociacion Balam has also played an instrumental role in gaining access to high level decision making spaces such as the MBR Coordinating Committee and the high-level Interamerican Bank loan steering committee, as well as directly approaching government institutions such as the Ministry of Education with proposals based upon discussions with other CSOs. Lastly, partner meetings have resulted in inter-organizational strategies for influencing public policy.

- **Why** change occurred

Several ongoing and incipient initiatives are taking place concurrently in the MBR, including central government investments, institutional investments, the IDB loan, bilateral investments, and private sector development investments. A history of ineffective centralized planning efforts that lead to conflict between local and national authorities has created a demand from both central authorities and local CSOs to search for broad-level agreement on such investments to improve the probability of success. By providing spaces for dialogue, collective decision making, and collective action, such initiatives can be harmonized and coordinated. Furthermore, project partners have actively lobbied governmental authorities for acceptance of CSO and citizen participation in decision making processes.

GTF Output 9. Learning and Outreach - *GTF Grant holders have increased capacity to effectively monitor their own impact, learn lessons and disseminate evidence based findings to different audiences.*

- **What** has changed

- Strategy and work plan for monitoring project impact developed, discussed with project partners, and included in project inception report
- Strategy and indicators discussed with US Department of Interior, and investments coordinated in order to complement each other and increase monitoring scope
- Increased capacity for monitoring and evaluation through direct support to CEMEC and through over flights
- Baseline data and preliminary information products under development, including web page, State of the MBR report and presentations, annual report

- **Who, How, and Why**

All project partners benefit from the reflective analysis of project impacts and outreach strategies. CEMEC has been strengthened through direct support for M & E staff and the purchase of equipment and supplies. More than 80 individuals, including project partners, institutional directors, politicians, prosecutors, judges, NGOs, community leaders, control and protection committees, park guards, and members of the press participated in 30 over flights of the reserve, clocking more than 55 hours of air time. This allowed them to observe the state of the reserve first hand and share insight with colleagues. Baseline data are included in Annex 3.2 and final information products will be available to local, regional, and global audiences by March 2010 (See Annex 7 for preliminary examples of information products).

10. Cross-cutting issues

Environmental sustainability is a fundamental basis of this project. In addition to the governance and transparency objectives it will achieve, the project will concurrently address major global issues. Significant releases of carbon to the atmosphere by anthropogenic forest fires, along with consequent habitat destruction, biodiversity loss and disruption of habitat connectivity important to wildlife will be mitigated by implementation of good governance and more effective management controls.

Gender equality will also continue to be a central cross-cutting theme of all project activities, promoted through leadership positions, educational opportunities, and participation in economic alternatives such as community-based tourism. As an example, in the Uaxactun community forest concession a woman was elected to lead the community financial oversight committee, demonstrating empowerment in an important leadership position.

11. Progress towards sustainability

WCS is dedicated to building the capacity of the MBR's national partner and community organisations over the long-term. Since this is the first year of project implementation, we do not report in detail on project sustainability here. However, even during the very early stages of the project, partners have used the DFID grant to leverage funds and establish long-term working relationships with community organizations, government agencies, donors, and the private sector. For example, Asociación Balam signed agreements with the Ministry of Education, the University of San Carlos, and a consortium on NGO's promoting tourism development that will likely last far longer than the 5-year DFID fund. Project responsibilities are distributed among partners so that each will continue to build its expertise and long-term capacity.

12. Innovation

Project Management as Adaptive Collaborative Management

This project has a different structure than most WCS projects, focusing on coordinating activities with several partners and creating spaces for cooperation, learning, and collective action. The project attempts to create consensus through multiple levels of public participation, beginning with project partners, and extending to multi-stakeholder forums such as the roundtable and the environmental justice forum, high-level decision making spaces, and local communities. The project intends to promote reflexive learning by interpreting monitoring information with project partners and in multi-stakeholder forums. In these spaces, we will attempt to create a shared understanding of the complex dynamics in the MBR and achieve a shared vision of key strategies to improve governance. This, in turn, will dictate adaptations in project management and will serve as a basis for collective action, lobbying, and spin-off collaborations.

Holistic Monitoring, Evaluation, and Outreach System

Our M&E framework is designed not only to produce a series of static products and reports, but as an active and interactive learning tool, and as a basis for decision-making and collective action. Never before has a single monitoring framework in the MBR included evaluations of socioeconomic, environmental, financial, and governance indicators. In order to achieve rigorous but holistic evaluations, we will utilise a combination of qualitative and quantitative information, incorporating logframe indicators, anecdotal and opportunistic supporting evidence, and narratives. This web of evidence will be translated into information products such as annual reports on the state of the MBR, an updated and interactive website, and presentations, and then interpreted in a participatory manner amongst project partners and in key multi-stakeholder forums. Our monitoring framework includes innovative elements such as the frequency of governance keywords in the press presented in word clouds, interactive geospatial maps using Google Earth and Google Maps, and a long-term forest fire database using more than 50 LANDSAT scenes.

A Framework for Governance Investments

Since its formation, the WCS/GTF project was conceptualized as a framework for ordering and coordinating additional investments to promote governance. We recognized that, although the fund is significant, it is not sufficient to revert deeply-rooted problems with governmental and CSO capability, accountability and responsiveness in the Maya Biosphere Reserve. This realization was strengthened by the sudden devaluation of the British Pound. However, the project has already produced some concrete results and has served as a skeleton for other investments

and initiatives. For example, we have coordinated closely with the US Department of Interior and USAID, ensuring that complementary activities are synchronized, and have attempted to raise funds and influence public investments to follow a single, coordinated strategy. This strategy – to provide a partially funded, but holistic strategy for governance, with the expectation of filling gaps with additional fundraising – was innovative for WCS, but has so far proven effective.

13. Learning from GTF

▪ Lessons about the overall project or programme design

Lesson	Audience
Projects can be used as a space for consensus building and collaborative management between governmental institutions and CSOs	Project Managers
It is important to add flexibility into budget, especially when negotiated with partners	Project Managers

▪ Lessons about adapting your methods and approaches

Lesson	Audience
Direct in-kind government investments can work in ineffective institutions if there is sufficient oversight	Development Agencies, Project Managers
Modification of project activities and management arrangements according to partner and stakeholder input can build trust and buy-in	Development Agencies, Project Managers

▪ Lessons about working with partner organisations

Lesson	Audience
Partners with conflicting interests may cause tension (e.g. civil society auditors may intimidate public officials)	Project Managers
Early external audits for partners can identify potential financial management problems and set the stage for increased accountability	Project Managers

▪ Lessons about risk assessment and management

Lesson	Audience
Increased governance efforts may increase risk of retaliation – prepare contingency plans and monitor risk	Project Managers
Managers should be prepared to change plans if risk level is unacceptable (e.g. we did not conduct basic necessities surveys in La Pasadita or La Colorada due to risk)	Project Managers

▪ Lessons about sustainability and scaling up

Lesson	Audience
Distributing project responsibilities among partners can help to build partner expertise and long-term capacity	Project Managers
The incorporation of several levels of public participation allows knowledge and capacity to spread broadly throughout society, improving sustainability	Project Managers

Annex 1 - Achievement Rating Scale

Objective Statement	Achievement Rating 2008-9	Logframe Indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
Purpose To build local capacity to create and run <i>capable, responsive, and accountable</i> government institutions and civil society organizations responsible for upholding the rule of law and management of the natural and cultural resources of the Petén.	3	P1. The annual number of crimes reported in the MBR remains at current levels or decreases annually over a 5 year period P2. The number of inhabitants in prohibited areas of the MBR remains at current levels or decreases between 2008-2014 P3. Average time between crimes reported in project area and successful completion of due judicial process decreases to less than 1 year P4. Number of concessions with Smartwood certification remains stable throughout the project period P5. The Guatemalan Government officially recognises the Roundtable as the forum for the development of public policy in the Mirador-Rio Azul Natural and Cultural Area P6. Government institutions (CONAP, MARN, PNC, Ministerio Público, Minister of Defence, Organismo Judicial) properly implement the new law of access to information	Pending authorization In 2007, 1613 buildings were counted in 15 settlements Pending authorization 10 with active certification in 2009 One resolution, Presidential announcement, and recognition by IDB loan In progress	Partially achieved: The only indicator that can be reported on this period is P5, Guatemalan government recognition of the Mirador-Rio Azul Roundtable. The roundtable continues to be formally recognized through a CONAP resolution, as well as by the IDB loan for sustainable development of Peten.	Because this is the first year of project implementation, it is difficult to attribute purpose-level change to our project activities. However, it can be assumed that increased governmental capacity to patrol and control access will reduce the number of crimes and the incursion of illegal colonists. Furthermore, activities focused on improved management of concessions should improve the likelihood of maintaining certification. The law of access to information has only recently been passed and is currently being implemented. During the next several months, we will test institutional compliance with the law.

Objective Statement	Achievement Rating 2008-9	Logframe Indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
Output 1. Improved Civil Society Governance Increased capacity, efficacy and number of: a) community-based Control and Vigilance committees; b) development councils (COCODES); and c) civil society co-administrators in the Project Area	3	<p>O1.1 Number of field personnel responsible for territorial control increases to at least 1 per every 80 km2 in all community and industrial concessions in the MBR by 2012</p> <p>O1.2 Community control and vigilance committees patrol at least 80% of the total area of each management unit annually</p> <p>O1.3 At least 6 of the 12 community forest concessions in target area demonstrate net annual profits by 2012</p> <p>O1.4 Community development councils (COCODES) from at least 4 key local community management units (Uaxactun, Carmelita, La Colorada, Cruce a la Colorada, La Pasadita, San Miguel y Paso Caballos) submit proposals and obtain financing for projects annually</p> <p>O1.5 Women comprise at least 25% of the local community development councils, the Mirador Roundtable, and the Environmental Justice Forum throughout the lifespan of the project</p> <p>O1.6 Addition of at least 2 co-administration arrangements by 2011</p>	<p>In progress: For Carmelita has 7 CCV members, Uaxactun 4, AFISAP 6 and Arbol Verde 8.</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>2009 - 14 co-administration agreements with forest concessions</p>	<p>Partially achieved: Since the baseline has only been established this year, temporal change cannot be determined for most indicators.</p>	<p>Civil society capacity and efficacy has been improved in the following manner:</p> <ul style="list-style-type: none"> • Nine community concession control and protection committees are now equipped with basic equipment necessary to patrol their management units (GPS, digital camera, backpacks, uniforms, first aid kit, etc.) • Improved administrative and reporting capacity in two community organizations (OMYC y AFICC) • Plan for debt reduction developed for Cruce a la Colorada Community Concession • Increased transparency and oversight of financial management in two community organizations through community oversight committees

Objective Statement	Achievement Rating 2008-9	Logframe Indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
Output 2. Improved State Governance Increased effectiveness of the national park service (CONAP), the Judicial Branch (OJ), and governmental Ministries (Governance, Defense, MP-Prosecution, Environment, Health, Education) in Petén over time	3	<p>O2.1 Annual budgets for Government institutions responsible for governance in Petén increase by at least 20% by 2013 (CONAP, MARN, PNC, Ministerio Público, Ministerio de la Defensa, Organismo Judicial en el Departamento de Petén)</p> <p>O2.2 Number of person-years of personnel dedicated to governance and security in the Eastern MBR increases by 20% across pertinent government institutions (CONAP, DIPRONA, Ministry of Defense, Ministerio Público y Organismo Judicial, etc.) by 2013</p> <p>O2.3 Number of field personnel responsible for territorial control increases to at least 1 per every 20 km2 in all state-managed units in the MBR by 2013</p> <p>O2.4 Park guards, police, and army patrol at least 80% of the total area of each management unit annually</p> <p>O2.5 Number of control checkpoints with permanent infrastructure and presence of the army and police in the Eastern MBR increases from 3 to 6 by 2010 and remains stable thereafter</p>	<p>In progress</p> <p>Pending authorization to use the data</p> <p>Pending authorization to use the data</p> <p>In progress</p> <p>2008 – 3 functional checkpoints 2009 – 4 functional checkpoints</p>	<p>Partially achieved: Since the baseline has only been established this year, temporal change cannot be determined for most indicators.</p>	<p>Governmental capacity and efficacy has been improved, demonstrated by the following achievements:</p> <ul style="list-style-type: none"> • San Miguel control checkpoint is now functional, restricting access to the core of the reserve, denying entry of cattle used for narcotics money laundering, and restricting illegal trafficking of timber and wildlife • Increased multi-institutional patrols with army, police, and CONAP park guards in the Multiple Use Zone • Cancellation of the forest concession contract for the improperly managed La Colorada management unit, and recovery of illegal land usurpations for large cattle farms therein • Improved security system for the Regional Director of CONAP • Increased capacity for the early detection of forest fires, marijuana fields, and other threats using over flights and remote sensors

Objective Statement	Achievement Rating 2008-9	Logframe Indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
<p>Output 3. Strengthened Networks between Civil Society and Government</p> <p>Increased responsiveness of government to civil society through strengthening of 2 multi-stakeholder forums over a 5-year period:</p> <p>a. Multi-sector Roundtable for Mirador-Rio Azul Natural and Cultural Area ("<i>Mesa Multisectorial</i>")</p> <p>b. Environmental Justice Forum (EJF)</p>	3	<p>Roundtable</p> <p>O3.1 Mirador-Rio Azul Roundtable is convened with quorum at least 6 times annually from 2009-2013</p> <p>O3.2 Number of community groups represented in the Roundtable remains stable or increases during the project lifespan</p> <p>O3.3 The amount of funds raised by the Roundtable for field activities increases by 50% by 2012</p> <p>O3.4 At least 80% of Roundtable members report satisfaction with the Roundtable and believe that the decision making process is fair</p> <p>O3.5 Consensus achieved annually amongst Roundtable members with regard to the priority strategies for improving governance in the Eastern MBR</p> <p>Environmental Justice Forum</p> <p>O3.6 The Environmental Justice Forum (EJF) is re-instituted after a 3 year absence in Petén and meets at least 2 times a year until 2013</p> <p>O3.7 Annual % of judges and prosecutors with jurisdiction over the MBR participating in EJF remains over 50% throughout 2013</p>	<p>2006 2 meetings 2007 7 meetings 2008 2 meetings 2009 2 meetings to date</p> <p>During meetings #1-10, 7 groups During Meetings # 11 and 12, 8 community groups</p> <p>See baseline table for breakdown</p> <p>In 2007, 85% reported satisfaction. In 2008, 96% reported satisfaction</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>Partially achieved: Since the baseline has only been established this year, temporal change cannot be determined for most indicators.</p>	<p>Impacts of strengthened civil society and government networks include:</p> <ul style="list-style-type: none"> Two multi-sector roundtable meetings held with the new government Increased civil society participation and coordination between regional initiatives such as the governmental project Cuatro Balam, a £20 million Interamerican Development Bank Loan, US Department of Interior and USAID forest protection projects, and the DFID GTF project Agreement on the scope and management arrangement for the Environmental Justice Forum <p>Despite these results, challenges have arisen in the roundtable management due to CONAP's desired leadership role in the roundtable, although statutes clearly state that the facilitator should be elected. Furthermore, CALAS has not begun implementation of the EJF in a timely fashion. Both of these challenges will be addressed in FY 2009-10.</p>

Objective Statement	Achievement Rating 2008-9	Logframe Indicators	Baseline for Indicators	Progress against the Indicators	Comments on changes over the last year, including unintended impacts
Output 4. Learning and Outreach Timely measurement, interpretation, and use of data for collaborative adaptive project management and outreach	2	O4.1 Consensus achieved annually amongst project partners with regard to the priority strategies for improving governance in the Eastern MBR O4.2 Number of DFID project web page hits increases annually from 2009-2013 O4.3 Number of newspaper articles published with direct input from DFID project activities and products increases annually from 2009-2013	Strategy developed amongst project partners (Partner meeting April 2009) The webpage is expected to be ready in November 2009 In progress. Word frequency analysis completed for 2008 – end of March 2009, including analysis at the national, Peten, and MBR level.	Largely achieved: Partner meetings have been held to develop consensus strategies for governance. Since the baseline has only been established this year, and the website has not yet been finished, temporal change cannot be determined for the latter two indicators.	The following progress has been achieved for the measurement, interpretation, and use of data for collaborative adaptive project management and outreach: <ul style="list-style-type: none"> • Strategy and work plan for monitoring project impact developed, discussed with project partners, and included in project inception report • Strategy and indicators coordinated with US Department of Interior programme in order to be complementary and increase monitoring scope • Increased capacity for monitoring and evaluation through direct support to CEMEC and through over flights • Baseline data and preliminary information products under development, including web page, State of the MBR report and presentations, annual report Several indicators are pending permission or require more work for completion.

Activity	Extent of Progress	Comments on changes over the last year, including unintended impacts
Activity 1D1: Develop Community Education Program as incentive for responsible community management	Partially achieved. Progress includes: a) Presentation of a Project profile to the Ministry of Education, b) Signing of a memorando with the Ministry of Education to institutionalize investments in education, and c) Selection of three target communities (Carmelita, Uaxactún, Paso Caballos).	The DFID investment is being used to leverage Ministry of Education accountability in target communities, ensuring the presence of school teachers and basic infrastructure.
Activity 1D2: Develop formula and criteria for determining project investments to be made in participating management units	Largely achieved: Investments for control and vigilance committees were based upon individual meetings to prioritize necessities	
Activity 1D3: Promote the continued decentralisation of management units not yet under co-administration	Limited progress: To be initiated in upcoming months	
Activity 1D4: Develop formula and criteria for determining project investments to be made in co-administrators in the target area	Largely achieved: Investments for co-administrators were given to CECON based upon an agreed upon work plan	
Activity 1P1: Provide additional financial support to strengthen Community-based Control and Vigilance Committees	Fully achieved: Nine community concession control and protection committees were equipped with basic equipment necessary to patrol their management units	With complementary funds from USDOJ-CAFTA 20 IDAEH park guards were also equipped, and IDAEH's office in Peten strengthened.
Activity 1P2: Technical support and resources for financial revisions of community-concession enterprises	Partially achieved. Progress includes: a) Consensus between CONAP and partners on mechanism for implementation, b) Development of work plan, and c) Hiring of consultant	A strategy is being developed to define criteria for revisions, as well as to raise more funds to expand this activity and incorporate more technical support for community concession financial management.
Activity 1P3: Technical support for production of annual development plans in rural communities	Partially achieved. a) 2 field personnel selected and hired, b) Work plans approved by partners, c) Improved administrative and reporting capacity in two community organizations (OMYC y AFICC), d) Plan for debt reduction developed for Cruce a la Colorada Community Concession, e) Increased transparency and oversight of financial management in two community organizations through community oversight committees	Harmonization of rural development goals with natural resource management goals in forest communities.
Activity 1P4: Provide annual over flights to detect fire and other threats and raise awareness	Fully achieved: a) Two week-long periods of over flights organized in March and April, b) More than 80 individuals, including project partners, institutional directors, politicians, prosecutors, judges, NGOs, community leaders, control and protection committees, park guards, and members of the press participated in 30 over flights of the reserve, clocking more than	Increased attention and understanding of the seriousness of threats to forest and livelihoods through observation from the air. Increased interest from USAID and CONAP to redirect investments and effort toward governance issues.

Activity	Extent of Progress	Comments on changes over the last year, including unintended impacts
	55 hours of air time	
Activity 1P5: Audit the use of DFID project funds invested in community organizations annually	Fully achieved. Project funds were disbursed as in-kind donations for FY 2008-09, and expenses independently audited	
Activity 1P6: Provide financial support for national co-administrators	Fully achieved: a) Purchase of equipment, supplies, and vehicle repair services for forest protection activities in El Zotz Biotope, b) Work plan, inter-institutional coordination, and implementation of combined forces patrols	Confiscation of several truckloads of illegally logged timber, detection of forest destruction, and capture of 14 persons clear cutting forest in El Zotz Biotope
Activity 1P7: Post information on co-administrators on project website	No progress. Project website to be ready in October	
Activity 2D1: Develop a strategy among Roundtable participants to assist Gov agencies in obtaining increased resources	Partially achieved: Discussions have been underway with the CONAP Executive Secretary to take up this theme in a future roundtable meeting	
Activity 2D2: Develop criteria for evaluations of efficacy of Justice System	Limited progress: Literature review undertaken to examine other justice system evaluations	
Activity 2P1: Provide CONAP with materials and supplies for increased supervision of Multiple Use Zone	Fully achieved: Vehicle purchased for patrols in the Multiple Use Zone and utilized for field activities. Fuel was already available, so funds allocated for fuel were passed to activity 2P3 and used for construction materials in San Miguel control post.	Access is now restricted to the core of the reserve, denying entry of cattle used for narcotics money laundering, and restricting illegal trafficking of timber and wildlife. This has caused some tension with local community members since entry with construction materials now requires a permit.
Activity 2P2: Track governmental investments in key governmental agencies/institutions on project website	Partially achieved. Investments have been monitored and requested through the law for access to information but have not been published on the website	
Activity 2P3: Provide funds to strengthen governmental presence in areas of large-scale illegal land invasions	Fully achieved: Increased support has allowed: a) Increased multi-institutional patrols with army, police, and CONAP park guards in the Multiple Use Zone and b) Cancellation of the forest concession contract for the improperly managed, La Colorada management unit, and recovery of illegal land usurpations for large cattle farms therein	Increased law enforcement in this zone has lead to intimidation and threats to CONAP's Regional Director
Activity 2P4: Perform annual review of CONAP's performance in Eastern Maya Biosphere Reserve	Limited progress. CALAS has been slow to begin its work in Peten	
Activity 2P5: Develop annual report on efficacy of Justice System	Limited progress. CALAS has been slow to begin its work in Peten	

Activity	Extent of Progress	Comments on changes over the last year, including unintended impacts
within Eastern Maya Biosphere Reserve		
Activity 2P6: Increase capacity and presence of CSO auditors in the Petén	Limited progress: CALAS office rented, but presence has been limited	
Activity 3D1: Provide misc. funds and "Seed Grants" to strengthen good governance activities in communities	Partially achieved: Plan for partial use of funds developed, including partial scholarships for television high schools and an incentive for good community financial management.	For educational support, effort is linked to institutional agreement with the Ministry of Education
Activity 3D2: Coordinate Multi-sector Roundtable activities with other relevant on-going, developing, or new projects	Partially achieved: Directors of Interamerican development Bank Loan, Consultant for Public Use Plan invited to present at Roundtable meetings	
Activity 3D3: Coordinate EJJF activities with other relevant on-going, developing, or new projects	Limited progress. CALAS has been slow to begin its work in Peten	
Activity 3P1: Increase Roundtable efficacy by funding Roundtable Facilitator over 5 year period	Partially achieved: Facilitator has been hired, but tension between CONAP Executive Secretary over leadership has hindered neutral facilitation	
Activity 3P2: Provide financial support to convene Roundtable meetings Years 2-5	Partially achieved: This year, two roundtable meetings have been held. Progress has been limited by CONAP's desired leadership role in the forum, but lack of capacity to convene meetings regularly or facilitate properly	A new strategy needs to be developed in order to improve facilitation of the roundtable, reduce CONAP's role as facilitator, and follow roundtable statutes
Activity 3P3: Increase information exchange and local participation by funding 2 Roundtable extensionists	Limited progress: A work plan has been developed for a multi-functional outreach campaign including community outreach and other media	
Activity 3P4: Increase focus on improved governance by funding and leading Roundtable workshops w law enforcement	Limited progress. Planned for second half of 2009	
Activity 3P5: Increase local understanding of Roundtable by funding and leading two community workshops	No progress. Will be undertaken in second half of 2009	
Activity 3P6: Increase coordination among governmental institution by funding Environmental Justice	Limited progress. CALAS has been slow to begin its work in Peten	

Activity	Extent of Progress	Comments on changes over the last year, including unintended impacts
Forum meetings		
Activity 3P7: Inform lawmakers of progress/needs in Petén by funding annual trips to Guatemala City	Limited progress: However, lawmakers have been invited to participate in over flights in the Peten	
Activity 3P8: Support bi-annual workshops with Judges, Prosecutors, CONAP, Police, and local managers	Limited progress: However, justice system members have been invited to participate in over flights in the Peten	
Activity 4D1: Determine independent evaluators of mid-term and project end reviews with DFID and project partners	No progress: evaluators will be selected in Fall 2009	
Activity 4D2: Share results with global development and conservation communities	Limited progress: Presentations planned in WCS global headquarters and at Getty Conservation Institute, Los Angeles	
Activity 4P1: Develop security, socioeconomic, and environmental baselines and annual updates	Partially achieved: Baselines partially completed. We still require permission from CONAP for use of some data, and other indicators will be completed by October 2009.	Coordination with USDO for complementary governance monitoring activities in Western MBR, as well as a unified monitoring framework based upon the GTF programme structure.
Activity 4P2: Develop website, update project action lines and lessons learned on project website annually	Partially achieved. Web site under construction, Design and content partially finished, tentative interactive maps produced	
Activity 4P3: Convene annual meetings of project partners to review project progress and adjust, modify, evolve activities	Fully achieved. Two partner meetings convened to date	
Activity 4P4: Fund external review of project efficacy at mid-point and at project end	No progress: Mid-term review will occur in Jan-March 2010.	
Activity 4P5: Public outreach in Guatemala City aimed at Government agencies, Embassy staff, and multilateral donors	Fully achieved: a) Balam and ACOFOP form part of the high level PDP-RBM loan commission b) Balam represents Civil Society in the MBR Steering Comité, c) , e) Agreement signed between FUNDESA, CPI, USDO and Balam to strengthen tourism in the MBR, d) numerous meetings with government officials, embassies, and donors	

Annex 2.1 – Programme Logframe

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
GOAL			
Sustainable management of the natural and cultural patrimony of the Petén generates <i>economic, social, and environmental benefits</i> for local communities, civil society organisations, the National Government, and the global community.	<p>G1. Residents of Eastern MBR communities demonstrate increased access to basic necessities and increased income from sustainable sources (e.g. forest products and tourism) over a 5 year period</p> <p>G2. The annual amount of deforestation is reduced by 5% between 2008 and 2012 as compared to the historical average of 10 previous years</p> <p>G3. The annual amount of forest degraded by fire decreases by 10% as compared to the historical average of 10 previous years</p>	<p>1. Basic necessities survey in Carmelita, Uaxactún, Paso Caballos, La Pasadita and Cruce a La Colorada (CEMEC)</p> <p>2. Remote sensors, historical land cover database, annual land cover change reports (CEMEC)</p> <p>3. Remote sensors, annual forest fire reports (CEMEC)</p>	<p>Global economic stability will permit increased growth of tourism and forest product markets</p> <p>External phenomena such as El Niño events will not overwhelm capacity to manage fires and deforestation</p>
PURPOSE			
To build local capacity to create and run <i>capable, responsive, and accountable</i> government institutions and civil society organizations responsible for upholding the rule of law and management of the natural and cultural resources of the Petén.	<p>P1. The annual number of crimes reported in the MBR remains at current levels or decreases annually over a 5 year period</p> <p>P2. The number of inhabitants in prohibited areas of the MBR remains at current levels or decreases between 2008-2014</p> <p>P3. Average time between crimes reported in project area and successful completion of due judicial process decreases to less than 1 year</p> <p>P4. Number of concessions with Smartwood certification remains stable throughout the project period</p> <p>P5. The Guatemalan Government officially recognises the Roundtable as the forum for the development of public policy in the Mirador-Rio Azul Natural and Cultural Area</p> <p>P6. Government institutions (CONAP, MARN, PNC, Ministerio Público, Minister of Defence, Organismo Judicial) properly implement the new law of access to information</p>	<p>1. Database for tracking criminal reports (police, politur, Ministerio Publico, survey data and press reports) (CEMEC/CALAS)</p> <p>2. Aerial survey of number of houses, estimation of residents per house from census data (CEMEC)</p> <p>3. Database for tracking criminal reports (police, politur, Ministerio Publico, survey data and press reports) (CEMEC/CALAS)</p> <p>4. SmartWood evaluations of persistence of certification green seals of timber concessions;</p> <p>5. Official Government of Guatemala documents citing the Roundtable as a working model for advancing social participation in decision making</p> <p>6. Annual verification of implementation by requesting budget information (CEMEC)</p>	<p>Government must be willing to control nefarious influences of corruption linked to organized crime.</p> <p>Government must be susceptible to the impact of increased scrutiny and negative publicity when failing to comply with social obligations and democratic participation;</p> <p>Government must be open to greater Civil Society participation in the development of more just and economically sustainable society</p>

OUTPUTS			
<p>1. Improved Civil Society Governance Increased capacity, efficacy and number of: a) community-based Control and Vigilance committees; b) development councils (COCODES); and c) civil society co-administrators in the Project Area</p>	<p>O1.1 Number of field personnel responsible for territorial control increases to at least 1 per every 80 km² in all community and industrial concessions in the MBR by 2012</p> <p>O1.2 Community control and vigilance committees patrol at least 80% of the total area of each management unit annually</p> <p>O1.3 At least 6 of the 12 community forest concessions in target area demonstrate net annual profits by 2012</p> <p>O1.4 Community development councils (COCODES) from at least 4 key local community management units (Uaxactun, Carmelita, La Colorada, Cruce a la Colorada, La Pasadita, San Miguel y Paso Caballos) submit proposals and obtain financing for projects annually</p> <p>O1.5 Women comprise at least 25% of the local community development councils, the Mirador Roundtable, and the Environmental Justice Forum throughout the lifespan of the project</p> <p>O1.6 Addition of at least 2 co-administration arrangements by 2011</p>	<p>1.1 Lists of control and vigilance personnel on payroll and authorized formally in letters of recognition from CONAP</p> <p>1.2 Patrol datasheets / patrol database maintained by CEMEC</p> <p>1.3 Annual financial reports of participating forest concessions</p> <p>1.4 Copies of annual project requests developed by COCODES, and evidence of reception by respective Municipality</p> <p>1.5 Annual lists of COCODES members obtained by project extensionists; participant lists of Mirador-Rio Azul Roundtable and Environmental Justice Forum</p> <p>1.6 Co-administration agreements from CONAP</p>	<p>Local communities must desire improved governance and a greater role in guiding the course of governmental development initiatives;</p> <p>Local people perceive tangible benefits of engaging with government</p> <p>State control of Protected Areas will continue to be decentralised</p>

<p>2. Improved State Governance</p> <p>Increased effectiveness of the national park service (CONAP), the Judicial Branch (OJ), and governmental Ministries (Governance, Defense, MP-Prosecution, Environment, Health, Education) in Petén over time</p>	<p>O2.1 Annual budgets for Government institutions responsible for governance in Petén increase by at least 20% by 2013 (CONAP, MARN, PNC, Ministerio Público, Ministerio de la Defensa, Organismo Judicial en el Departamento de Petén)</p> <p>O2.2 Number of person-years of personnel dedicated to governance and security in the Eastern MBR increases by 20% across pertinent government institutions (CONAP, DIPRONA, Ministry of Defense, Ministerio Publico y Organismo Judicial, etc.) by 2013</p> <p>O2.3 Number of field personnel responsible for territorial control increases to at least 1 per every 20 km2 in all state-managed units in the MBR by 2013</p> <p>O2.4 Park guards, police, and army patrol at least 80% of the total area of each management unit annually</p> <p>O2.5 Number of control checkpoints with permanent infrastructure and presence of the army and police in the Eastern MBR increases from 3 to 6 by 2010 and remains stable thereafter</p>	<p>2.1 Annual budget reports per institution, available through access to information law</p> <p>2.2 Data base with effort per institutional, synthesis report (CEMEC)</p> <p>2.3 Lists of park guards employed by CONAP, CECON, and IDAEH</p> <p>2.4 Patrol datasheets (CONAP), patrol database (CEMEC)</p> <p>2.5 Photos, physical verification, personnel lists for each checkpoint</p>	<p>Budget increases must be available for investment;</p> <p>Congressmen from Petén must be able to lobby effectively for increased budgets for the Department;</p> <p>Government must be aware of tracking of governmental investments and subject to social pressure for increased budgets</p>
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<p>3. Strengthened Networks between Civil Society and Government Increased responsiveness of government to civil society through strengthening of 2 multi-stakeholder forums over a 5-year period:</p> <p>a. Multi-sector Roundtable for Mirador-Rio Azul Natural and Cultural Area ("<i>Mesa Multisectorial</i>")</p> <p>b. Environmental Justice Forum (EJF)</p>	<p>Roundtable O3.1 Mirador-Rio Azul Roundtable is convened with quorum at least 6 times annually from 2009-2013</p> <p>O3.2 Number of community groups represented in the Roundtable remains stable or increases during the project lifespan</p> <p>O3.3 The amount of funds raised by the Roundtable for field activities increases by 50% by 2012</p> <p>O3.4 At least 80% of Roundtable members report satisfaction with the Roundtable and believe that the decision making process is fair</p> <p>O3.5 Consensus achieved annually amongst Roundtable members with regard to the priority strategies for improving governance in the Eastern MBR</p> <p>Environmental Justice Forum O3.6 The Environmental Justice Forum (EJF) is re-instituted after a 3 year absence in Petén and meets at least 2 times a year until 2013</p> <p>O3.7 Annual % of judges and prosecutors with jurisdiction over the MBR participating in EJF remains over 50% throughout 2013</p>	<p>Roundtable 3.1 Participant lists, meeting minutes</p> <p>3.2 Participant lists, meeting minutes</p> <p>3.3 Project budgets, synthesized by BALAM, meetings minutes to verify link to Roundtable</p> <p>3.4 Evaluation surveys after Roundtable meetings</p> <p>3.5 Participant lists, meeting minutes</p> <p>Environmental Justice Forum 3.6 Participant lists, meeting minutes</p> <p>3.7 Participant lists, meeting minutes, lists of Judicial Branch employees</p>	<p>A critical mass of stakeholders must continue to participate in the Roundtable to ensure Governmental engagement and respect</p> <p>Support from the Ministry of Interior, the Ministry of Prosecution (MP) and the Judicial Branch will be required to develop the EJF-Petén</p>
<p>4. Learning and Outreach Timely measurement, interpretation, and use of data for collaborative adaptive project management and outreach</p>	<p>O4.1 Consensus achieved annually amongst project partners with regard to the priority strategies for improving governance in the Eastern MBR (Adaptive collaborative management)</p> <p>O4.2 Number of DFID project web page hits increases annually from 2009-2013</p> <p>O4.3 Number of newspaper articles published with direct input from DFID project activities and products increases annually from 2009-2013</p>	<p>4.1 Annual reports signed and validated by all project partners</p> <p>4.2 Statistics report of visits to webpage</p> <p>4.3 Report on annual trends and relevancy of thematic subjects in Prensa Libre</p>	<p>Project partners must be willing to put aside differences and focus on common goals</p> <p>Government, CSOs, and donors must be willing to adapt according to lessons learned</p>

Output 1: Improved Civil Society Governance - Increased capability, accountability, and responsiveness of: a) community-based Control and Vigilance committees; b) development councils (COCODES); and c) civil society co-administrators in the Project Area
Activities to be designed with partners (D)
Activity 1D1: Develop program of annual deposits in Community Education Funds of management units as incentive for acceptable fire management Approach: work with project partners to develop draft version of system including amounts of investments, and share with Forum participants until approved by consensus
Activity 1D2: Develop formula and criteria for determining project investments to be made in participating management units in the target area Approach: work with project partners to develop draft formula, present to the Roundtable, and finally to Forum, and adjust to obtain consensus (see 1P1)
Activity 1D3: Promote the continued decentralisation of management units not yet under co-administration Approach: convening workshops with project partners, Roundtable and CSO's working in Petén
Activity 1D4: Develop formula and criteria for determining project investments to be made in co-administrators in the target area Approach: work with project partners to develop draft formula, present to Roundtable, and finally to Forum, and adjust to obtain consensus (see 1P6)
Planned activities approved by partners (P)
Activity 1P1: Provide additional financial support to strengthen Community-based Control and Vigilance Committees (see also Activity 1D2)
Activity 1P2: Technical support and resources for financial revisions of community-concession enterprises in conjunction with CONAP
Activity 1P3: Technical support for production of annual development plans to COCODES in rural communities and their linkage to local forest management authorities
Activity 1P4: Provide annual over flights to community committees, CSO co-administrators, government officials, politicians, and the media to detect fire and other threats and raise awareness
Activity 1P5: Audit the use of DFID project funds invested in community organizations annually
Activity 1P6: Provide financial support for national co-administrators (see 1D4)
Activity 1P7: Post information on co-administrators on project website; develop web links to websites of national co-administrators on project website

Output 2: Improved State Governance - Increased capability, accountability, and responsiveness of the national park service (CONAP), the Judicial Branch, and governmental Ministries (Interior, Defense, Public Prosecution, Education, Health, Environment) in Petén over time
Activities to be designed with partners (D)
Activity 2D1: Develop a strategy among Roundtable participants to assist CONAP and other Gov agencies in obtaining increased resources in the Petén (invitations to key lawmakers to Roundtable; letters of support, etc.) Approach: develop a multi-institutional working group to develop and present the strategy to the Roundtable, and seek consensus on its content
Activity 2D2 (4D1): Develop criteria for evaluations of efficacy of Justice System. Approach: develop by consensus with Roundtable participants
Planned activities approved by partners (P)
Activity 2P1: Provide CONAP with materials and supplies for increased supervision of Multiple Use Zone
Activity 2P2: Track CONAP's annual budget (national; and Petén) on the project website; track governmental investments in key governmental agencies/institutions on project website
Activity 2P3: Provide front-loaded (Years 1-3) funds to strengthen governmental presence (i.e. checkpoints w/ CONAP and Police) in areas of large-scale illegal land invasions
Activity 2P4: Perform annual review of CONAP's performance in Eastern Maya Biosphere Reserve
Activity 2P5 (4P2): Develop annual report on efficacy of Justice System within Eastern Maya Biosphere Reserve
Activity 2P6 (4P1): Increase capacity and presence of CSO auditors in the Petén

Output 3: Strengthened Networks between Civil Society and Government - Strengthening and Increased Effectiveness of 2 multi-stakeholder forums over a 5 year period: a. Multi-sector Roundtable for Mirador-Rio Azul Natural and Cultural Area (" <i>Mesa Multisectorial</i> ") and b. Environmental Justice Forum (EJF)
Activities to be designed with partners (D)
Activity 3D1: Provide misc. funds for strengthening the Roundtable and "Seed Grants" to strengthen good governance activities in communities. Approach: design and designate use of resources with Roundtable participants
Activity 3D2: Coordinate Multi-sector Roundtable activities with other relevant on-going, developing, or new projects. Approach: invite other projects to participate in the Roundtable and/or program meetings with the Roundtable Executive Committee
Activity 3D3: Coordinate EJF activities with other relevant on-going, developing, or new projects Approach: invite other projects to participate in the EJ Forum
Planned activities approved by partners (P)
Activity 3P1: Increase Roundtable efficacy by funding Roundtable Facilitator over 5 year period
Activity 3P2: Provide financial support to convene Roundtable meetings Years 2-5
Activity 3P3: Increase information exchange and local participation by funding and leading 2 community Roundtable extensionists (outreach personnel)
Activity 3P4: Increase focus on improved governance by funding and leading Roundtable workshops focused on improving grassroots linkages with governmental agencies responsible for law enforcement (2 per year x 5 years)
Activity 3P5: Increase local understanding of Roundtable by funding and leading two community workshops with Roundtable representatives (Uaxactun, Carmelita) in 1st year
Activity 3P6: Increase coordination among governmental institutions responsible for improved governance by funding Environmental Justice Forum meetings Years 1-5
Activity 3P7: Inform lawmakers of progress/needs in Petén by funding annual trips by Environmental Justice Forum representatives to Guatemala City
Activity 3P8: Support bi-annual workshops with Judges, Prosecutors, CONAP, Police, and local managers focused on greater awareness of legislation and roles of each group

Output 4: Learning and Outreach: Timely measurement, interpretation, and use of data for collaborative adaptive project management and outreach
Activities to be designed with partners (D)
Activity 4D1 (6D1): Determine independent evaluators of mid-term and project end reviews with DFID and project partners
Activity 4D2 (6D2): Share results with global development and conservation communities (e.g. CBD, CSD, CCAD, IDB, WB, etc)
Planned activities approved by partners (P)
Activity 4P1 (5P1): Develop security, socioeconomic, and environmental baselines and annual updates
Activity 4P2 (6P1): Develop website, update project action lines and lessons learned on project website annually
Activity 4P3 (6P3): Convene annual meetings of project partners to review project progress and adjust, modify, evolve activities as well as respond to Forum requests
Activity 4P4 (6P2): Fund external review of project efficacy at mid-point and at project end
Activity 4P5 (6P4): Public outreach in Guatemala City aimed at Guatemala Government agencies, Embassy staff, and multilateral donors

Annex 2.2 – Baseline Details Table

	Indicators*	Baseline	Methodology	Responsibility
Goal	G1. Residents of Eastern MBR communities (Carmelita, Uaxactún, Paso Caballos, La Pasadita and Cruce a La Colorada) demonstrate increased access to basic necessities over a 5 year period	2008: Poverty index Carmelita = 0.55 2009: Poverty index Uaxactun = 0.51 2009: Poverty index Paso Caballos in progress, will be calculated by July 2009 For examples of basic necessities survey results, see annex 7	Adapted Basic Necessities Survey (BNS) method developed by Rick Davies in 1997	CEMEC, WCS, ACOFOP, BALAM
	G2. The annual amount of deforestation is reduced by 5% between 2008 and 2012 as compared to the historical average of 10 previous years	Historical average between 1999 – 2008 is 2199 ha annually. Preliminary value for 2009 is 5243 ha or 238% of the value of the baseline. Values for 2007-2009 averaged since there is no good source image for 2008. Values for 2007 – 2009 under revision, so given number is preliminary.	Remote sensing analysis using the best images available (among LANDSAT, ASTER, ALOS AVNIR-2, ALOS PALSAR)	CEMEC
	G3. The annual amount of forest degraded by fire decreases by 10% as compared to the historical average of 10 previous years	Historical average of 10 previous years is 15547 ha annually. Preliminary value for 2009 is 30641 ha or 197% of the value of the baseline.	Remote sensing analysis using the best images available (among LANDSAT, ASTER, ALOS AVNIR-2, ALOS PALSAR)	CEMEC
Purpose	P1. The annual number of crimes reported in the MBR remains at current levels or decreases annually over a 5 year period	Pending authorization to use the data, baseline expected to be ready on October 2009	Field data collection and input into a database, analysis and synthesis of data	CEMEC, CALAS
	P2. The number of inhabitants in prohibited areas of the MBR remains at current levels or decreases between 2008-2014	In 2007, 1613 buildings were counted in 15 settlements (Carmelita, Corozal, Corozal Pasadita, Cruce a la Colorada, Cruce dos Aguadas, La Colorada, La Milpa, La Pasadita, Laguna Larga, Paso Caballos, San Miguel la Palotada, Santa Rosa la Zarca, Sibal and Uaxactún). Data for 2009 has been collected and processed for 9 settlements (La Milpa, Sibal, La Colorada, Corozal Pasadita, La Pasadita, Uaxactún, Laguna Larga, Paso Caballos and Cruce dos Aguadas). For these 9 settlements 434 new buildings were identified in 2009, a 35% increase.	Aerial photography collection, georeferencing and number of households digitizing and extraction by visual interpretation, yearly updates	CEMEC
	P3. Average time between crimes reported in project area and successful completion of due judicial process decreases to less than 1 year	Pending authorization to use the data, baseline expected to be ready on October 2009	P01 Database analysis	CEMEC, CALAS

	Indicators*	Baseline	Methodology	Responsibility
	P4. Number of concessions with Smartwood certification remains stable throughout the project period	10 with active certification in 2009: Carmelita, San Andrés I, La Gloria, Las Ventanas, Rio Chanchich, Chosquitán, La Unión, Yaloch, Uaxactún y Paxbán	Web search and download of certification summaries	CEMEC
	P5. The Guatemalan Government officially recognises the Roundtable as the forum for the development of public policy in the Mirador-Rio Azul Natural and Cultural Area	2006- CONAP resolution recognizing and institutionalizing the RT 2008 – President Colom announces at RT that that RT will be discussion forum for Cuatro Balam investments 2009- Operational rules for IDB loan recognizes RT as forum for coordinating government investments	Compilation of means of verification, summary	BALAM
	P6. Government institutions (CONAP, MARN, IPNC, Ministerio Público, Minister of Defense, Organismo Judicial) properly implement the new law of access to information	In progress, expected to be ready in October 2009	Compilation of means of verification, summary	BALAM
Output 1	O1.1 Number of field personnel responsible for territorial control increases to at least 1 per every 80 km2 in all community and industrial concessions in the MBR by 2012	We have data for 4 concessions. For Carmelita there are 7 people in the CCV, for Uaxactun 4, for AFISAP 6 and for Arbol Verde 8. The baseline is under progress and expected to be ready in October 2009.	Field data collection and input into a database, analysis and synthesis of data	CEMEC, ACOFOP, BALAM
	O1.2 Community control and vigilance committees patrol at least 80% of the total area of each management unit annually	In progress, expected to be ready in October 2009, depending on full implementation of the Field Form for Patrols.	Field data collection and input into a database, GIS analysis and synthesis of data	CEMEC, WCS, ACOFOP, BALAM
	O1.3 At least 6 of the 12 community forest concessions in target area demonstrate net annual profits by 2012	In progress, baseline expected to be ready in October 2009	Compilation of financial data, summaries	ACOFOP, BALAM
	O1.4 Community development councils (COCODES) from at least 4 key local community management units (Uaxactun, Carmelita, La Colorada, Cruce a la Colorada, La Pasadita, San Miguel y Paso Caballos) submit proposals and obtain financing for projects annually	In progress, baseline expected to be ready in October 2009	Compilation of means of verification, summary	ACOFOP, BALAM

	Indicators*	Baseline	Methodology	Responsibility
	O1.5 Women comprise at least 25% of the local community development councils, the Mirador Roundtable, and the Environmental Justice Forum throughout the lifespan of the project	In progress, baseline expected to be ready on October 2009	Compilation of means of verification, summary	BALAM
	O1.6 Addition of at least 2 co-administration arrangements by 2011	2009 - 14 co-administration agreements with forest concessions	Compilation of means of verification, summary	BALAM
Output 2	O2.1 Annual budgets for Government institutions responsible for governance in Petén increase by at least 20% by 2013 (CONAP, MARN, PNC, Ministerio Público, Ministerio de la Defensa, Organismo Judicial en el Departamento de Petén)	In progress, baseline expected to be ready on October 2009	Data collection and input into a database, analysis and synthesis of data	ALL PARTNERS
	O2.2 Number of person-years of personnel dedicated to governance and security in the Eastern MBR increases by 20% across pertinent government institutions (CONAP, DIPRONA, Ministry of Defense, Ministerio Publico y Organismo Judicial etc.) by 2013	Pending authorization to use the data, baseline expected to be ready on October 2009	Field data collection and input into a database, analysis and synthesis of data	CEMEC, WCS, BALAM
	O2.3 Number of field personnel responsible for territorial control increases to at least 1 per every 20 km ² in all state-managed units in the MBR by 2013	Pending authorization to use the data, baseline expected to be ready on October 2009	Field data collection and input into a database, analysis and synthesis of data	CEMEC

	Indicators*	Baseline	Methodology	Responsibility
	O2.4 Park guards, police, and army patrol at least 80% of the total area of each management unit annually	In progress, expected to be ready in October 2009, depending on full implementation of the Field Form for Patrols.	Field data collection and input into a database, GIS analysis and synthesis of data	CEMEC
	O2.5 Number of control checkpoints with permanent infrastructure and presence of the army and police in the Eastern MBR increases from 3 to 6 by 2010 and remains stable thereafter	2008 – 3 functional checkpoints (Achiotal, Zocotzal, and Yaloch) 2009 – 4 functional checkpoints (San Miguel, Achiotal, Zocotzal, and Yaloch)	Compilation of means of verification, summary	BALAM
Output 3	O3.1 Mirador-Rio Azul Roundtable is convened with quorum at least 6 times annually from 2009-2013	2006: 2 meetings. 2007: 7 meetings 2008: 2 meetings 2009: 2 meetings to date	Compilation of means of verification, summary	BALAM
	O3.2 Number of community groups represented in the Roundtable remains stable or increases during the project lifespan	During meetings #1-10, there were 7 community groups directly represented (Carmelita Cooperative and COCODE, Uaxactun (OMYC and COCODE), Laborantes, Custosel, and Arbol Verde), as well as the second-level organization ACOFOP During Meetings # 11 and 12, AFISAP joined, and 8 community groups were directly represented.	Compilation of means of verification, summary	BALAM
	O3.3 The amount of funds raised by the Roundtable for field activities increases by 50% by 2012	Funds for facilitation of Roundtable Meetings -CEPF \$40,000 (07 Y 08). -Overbrook Foundation, \$20,000 (07 Y 08). -Flora Family Foundation, \$45,000 (07 y 08). -USDOI \$25,000 (07 y 08). Funds related to accords reached during Roundtable meetings: GHF/WCS \$30,000 for Jaguar research TNC-USDOI (\$30,000), Master Plan for Park APANAC, \$20,000 San Miguel control post WCS (DFID), £1.3 million for 5 years. (08-13). FUNDESA \$1,400,00 for 2 years (09) USDOI-CAFTA, \$181,000 (09).	Compilation of means of verification, summary	BALAM

	Indicators*	Baseline	Methodology	Responsibility
		Funds raised through political lobbying: -\$3 million PDP-RBM Vice-Presidential request for development of El Mirador (09-12). -\$500,000 for control post in the Eastern MBR (PDP).		
	O3.4 At least 80% of Roundtable members report satisfaction with the Roundtable and believe that the decision making process is fair	In August 2007, 85% reported satisfaction with RT and 68% satisfaction with the decision making process. In October 2008, 96% reported satisfaction with RT and 84% satisfaction with the decision making process	Evaluation surveys, input into a database, analysis and synthesis of data	WCS, BALAM
	O3.5 Consensus achieved annually amongst Roundtable members with regard to the priority strategies for improving governance in the Eastern MBR	N/A	Collection of relevant documents, summary	WCS, BALAM
	O3.6 The Environmental Justice Forum (EJF) is re-instituted after a 3 year absence in Petén and meets at least 2 times a year until 2014	N/A	Compilation of means of verification, summary	CALAS
	O3.7 Annual % of judges and prosecutors with jurisdiction over the MBR participating in EJF remains over 50% throughout 2014	N/A	Compilation of means of verification, summary	CALAS
Output 4	O4.1 Consensus achieved annually amongst project partners with regard to the priority strategies for improving governance in the Eastern MBR	Strategy developed amongst project partners prioritizing areas of interventions and list of actions for the route to Carmelita (Partner meeting April 2009)	Collection of relevant documents, summary	WCS
	O4.2 Web page visitation statistics	The webpage is expected to be ready in November 2009	Analysis of visits, synthesis	CEMEC
	O4.3 Press monitoring	Word frequency analysis completed for 2008 – end of March 2009, including analysis at the national, Peten, and MBR level.	Analysis and classification of press articles, analysis of word counts, synthesis	CEMEC, WCS

Annex 4 – Materials produced during the reporting period

No materials have been produced to date

Annex 5 – Web Update for your programme



The Wildlife Conservation Society and its Guatemalan partners believe that conservation and sustainable management of the natural and cultural patrimony of the Maya Biosphere Reserve in the Petén, Guatemala is essential to generate long term social, political, economic, and environmental benefits for local residents, the people of Guatemala, and the global community.

To achieve this vision, the project builds on our long-term commitment to the Petén by strengthening and consolidating local capacity to create and manage representative, accountable, transparent and effective institutions responsible the management of the natural and cultural resources of the last intact areas of the Petén.

Major outputs include:

- Improved Civil Society Governance: Increased capability, accountability, and responsiveness of: a) community-based Control and Vigilance committees; b) community development councils; and c) civil society co-administrators in the Project Area
- Improved State Governance: Increased capability, accountability, and responsiveness of the national park service (CONAP), the Judicial Branch, and governmental Ministries in Petén
- Strengthened Networks between Civil Society and Government
- Learning and Outreach: Timely measurement, interpretation, and use of data for collaborative adaptive project management and outreach

INFORME DE AUDITORIA ADMINISTRATIVA EXTERNA
DE CONTADOR PÚBLICO Y AUDITOR INDEPENDIENTE

Señor:

Jeremy Radachowsky

Director Proyecto DFID

Avenida 15 de marzo, Casa No. 03. Ciudad Flores, Peten

Hemos realizado una Auditoria Administrativa del Proyecto DFID y Asociados, del cual usted es el Director General por el período comprendido del 01 de agosto del 2008 al 31 de marzo del 2009. Nuestra responsabilidad es expresar una opinión sobre los procedimientos administrativos relacionados con la ejecución presupuestaria, basados en los contratos y sub-contratos existentes.

Efectuamos nuestra auditoria de acuerdo con normas de auditoria generalmente aceptadas. Estas normas requieren que una auditoria sea planificada y realizada para obtener certeza razonable. Incluye también la evaluación de los principios de contabilidad utilizados y de las estimaciones importantes hechas por la administración, así como una evaluación en la presentación general de los estados financieros correspondientes en cada socio. Consideramos que nuestra auditoria provee una base razonable para nuestra opinión.

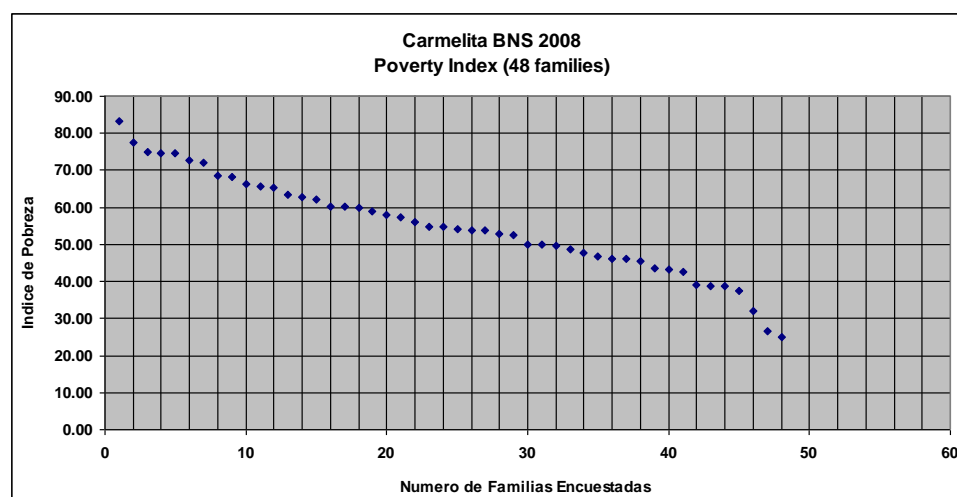
En nuestra opinión, los informes de gastos y sus respectivos presupuestos, presentan razonablemente en todos los aspectos importantes, la ejecución presupuestaria del PROYECTO DFID al 31 de marzo del 2009; basándonos en los anexos que se acompañan al presente informe de auditoria administrativa.

RENE VICENTE CASTILLO HERNANDEZ
Contador Público y Auditor
Colegiado No. 7,916

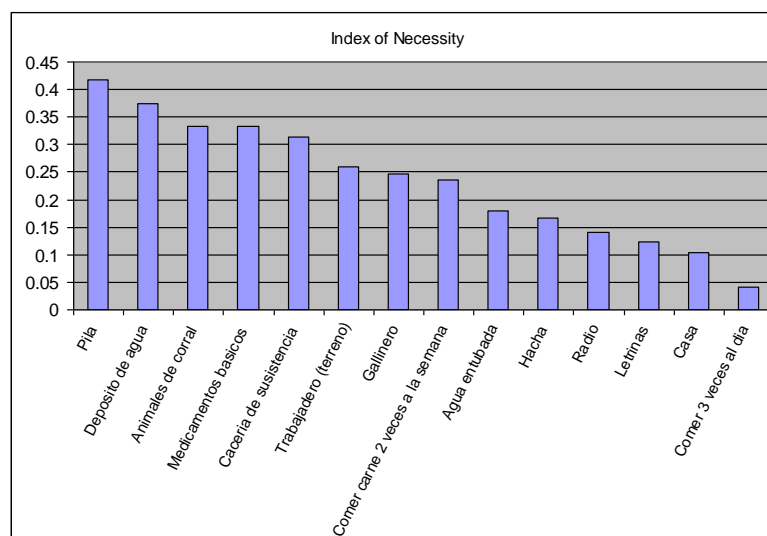
Annex 7 – Preliminary M&E Information Products

Basic Necessities Surveys

Rick Davies (<http://www.mande.co.uk>), an independent monitoring and evaluation expert working for ActionAid in 1998, developed a participatory approach to listing and ranking basic necessities, improving on methods first developed in the late 1980s in the UK by Mack and Lansley (1985). The Basic Necessities Survey (BNS) is a quick and relatively inexpensive way to measure and analyze household level poverty and to track changes in poverty levels over time. The BNS method relies on a locally assessed basket of assets and services considered to be “basic necessities” (i.e., things that all families should have and none should live without). Basic necessities can consist of goods (e.g., wash basin, bicycle, radio, wheelbarrow, machete) or services (e.g., all school age children attending school, walking distance to a health clinic, eating bush rodent every week). Using this locally determined measure of poverty, any family that fails to own or hold all items within this basket of basic necessities is considered, from a local perspective, to be below the poverty line. WCS recently conducted baseline basic necessities surveys in each of the three target communities of this proposal, and large gaps in goods and services were identified. Below are some preliminary products from these analyses:

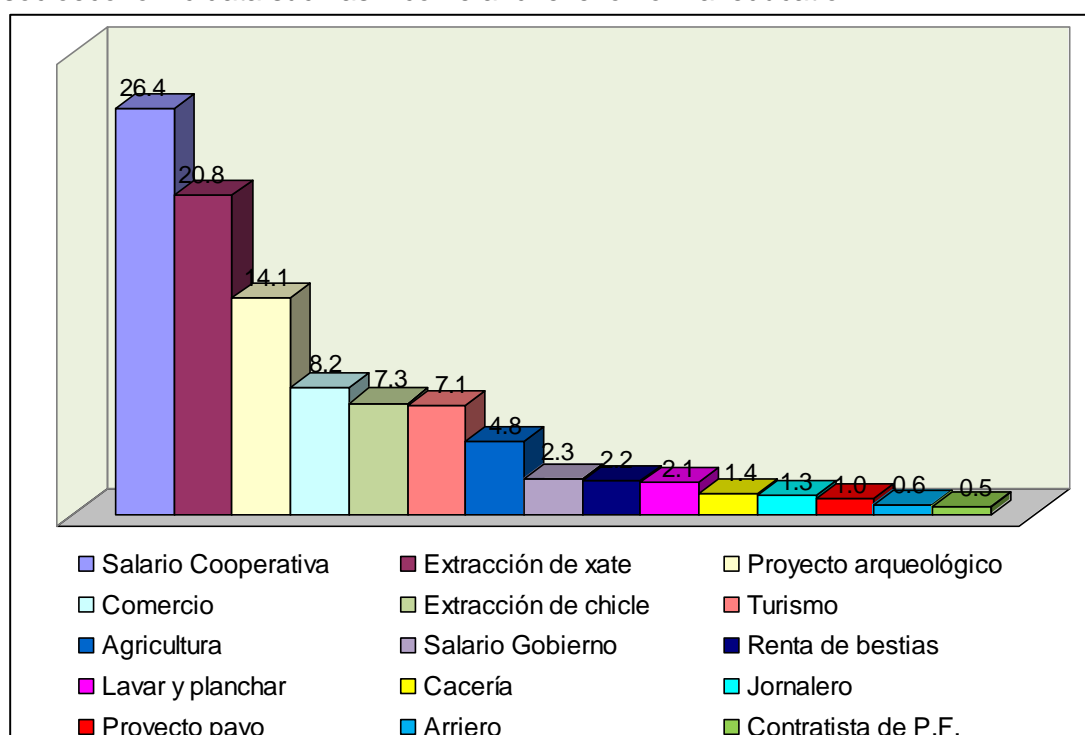


Distribution of basic necessities poverty index in Carmelita

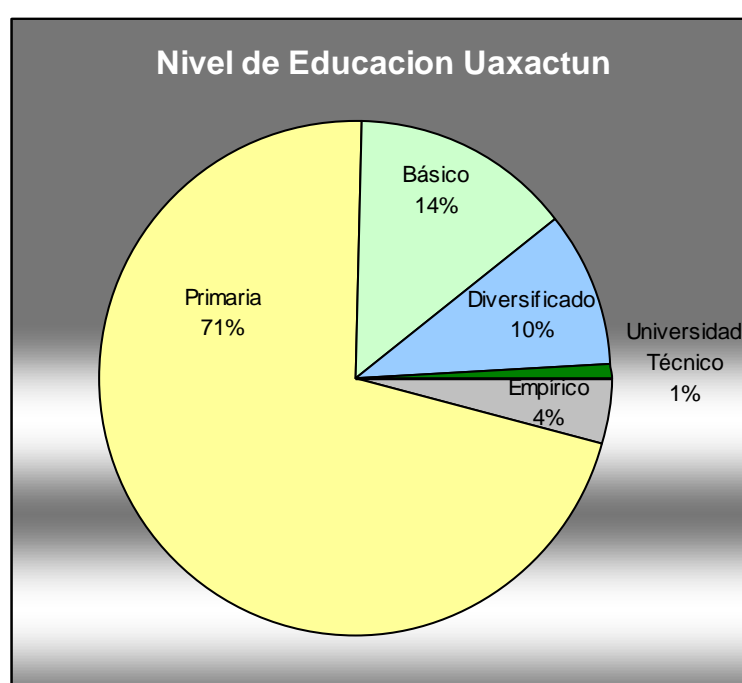


Prioritization of necessary goods and services according to Carmelita community members

In conjunction with the Basic Necessities survey, we survey for other basic socioeconomic data such as income and level of formal education.



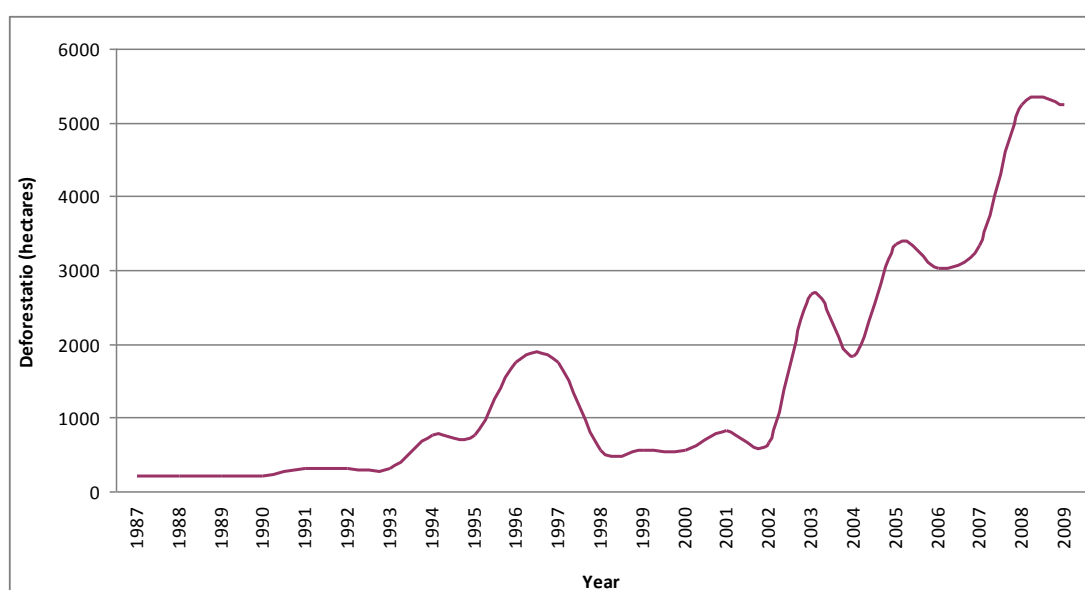
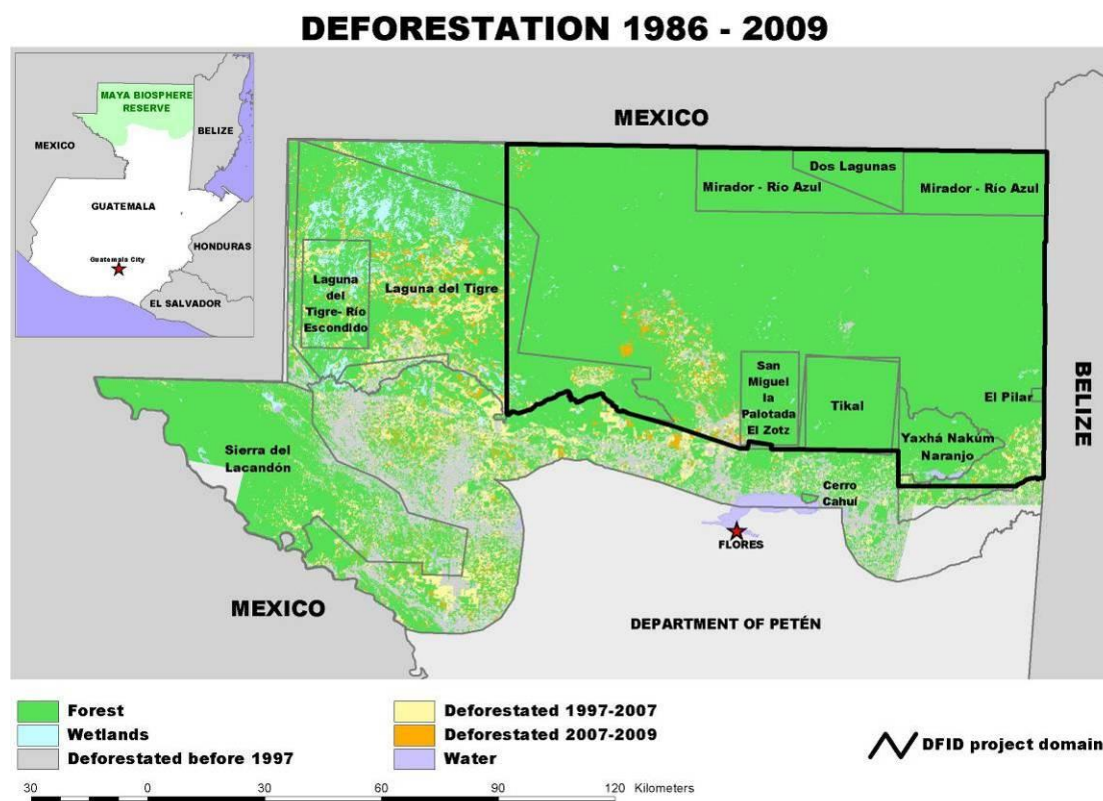
Source of income (percentage) in Carmelita: Note that forest products such as timber (the source of Cooperative revenue), xate (an understory palm), and chicle (chewing gum resin harvested from trees) comprise 55% of reported local income



Distribution by level of formal education in Uaxactun. Note that 75% of inhabitants have no more than a primary education

Deforestation

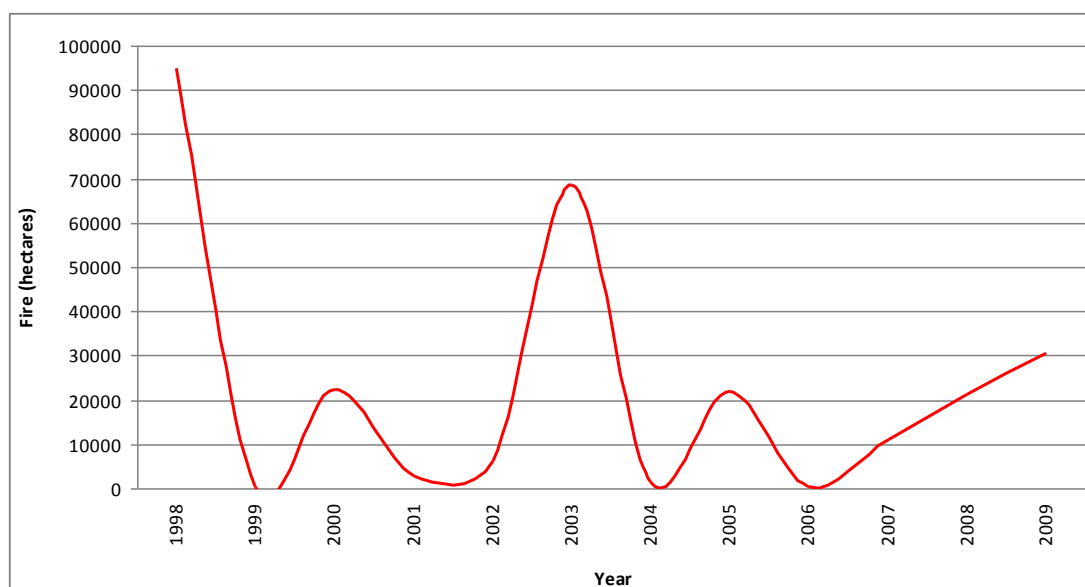
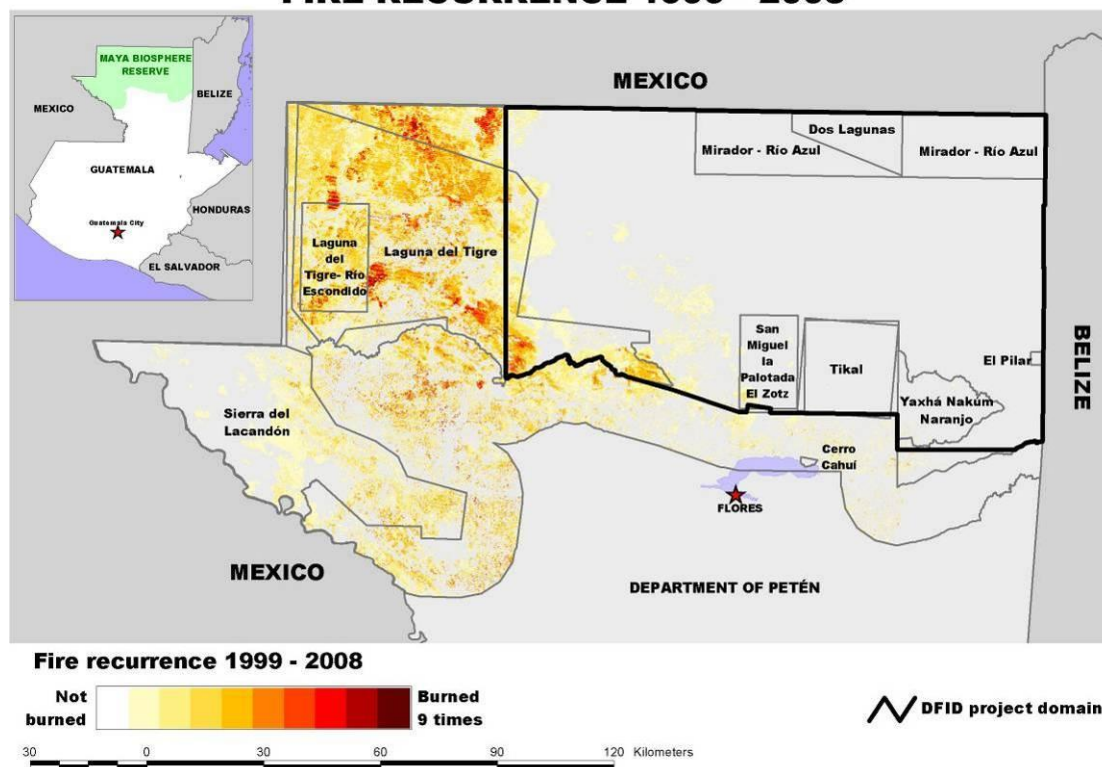
We have monitored deforestation using analysis of satellite imagery from 1986-2000. Spatial distribution of deforestation can be demonstrated using static or interactive maps, or animations. Temporal trends in the rate of deforestation can be shown in time series graphs.



Forest Fires

Similarly, we have monitored forest fire occurrence since 1999, and are producing information products including maps, animations, and time series graphs.

FIRE RECURRENCE 1999 - 2008

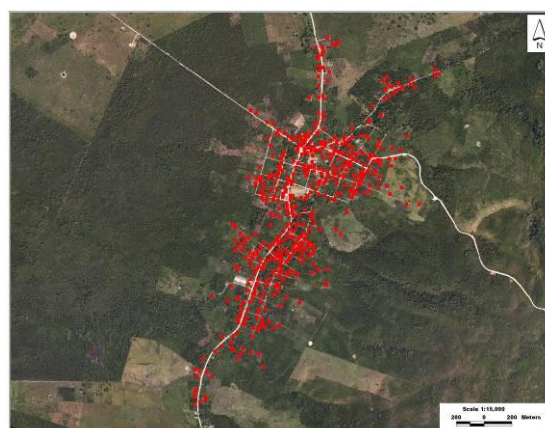
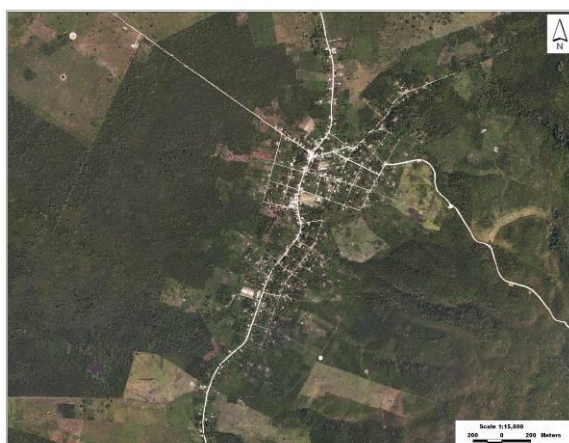


Population Monitoring

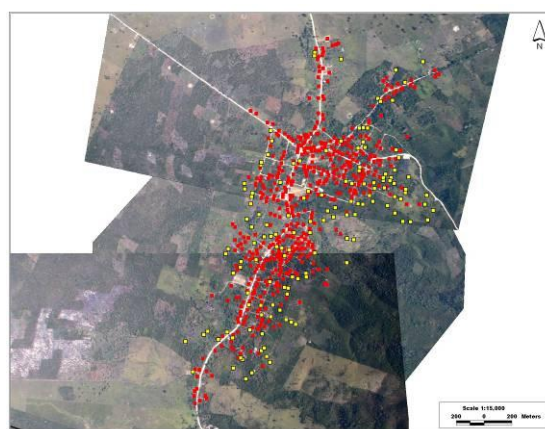
In order to monitor population trends in remote areas of the Maya Biosphere Reserve, we utilize digital photographs taken from light aircraft and digitize manmade constructions. Population is extrapolated from the number of constructions using an algorithm based on previous census data.



Cruce a Dos Aguadas 2006: 504 Constructions



Cruce a Dos Aguadas 2009: 640 constructions



We have created a database starting in 2007 of all newspaper articles in the main national press. We monitor the number of articles referring to governance issues, the GTF project, and also the frequency of governance keywords. We can present the frequency of words in word clouds or time series graphs. Interestingly, in the national press, the frequency of the word “justice” peaked after the assassination of lawyer Rodrigo Rosenberg and accusations of involvement by the presidency.

