

Public Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized



AMAZON
Sustainable
Landscapes Program

**Lessons Learned
in Effective Donor
Collaboration
for Amazon
Conservation
and Sustainable
Development**

**AN ANALYSIS OF
CHALLENGES,
BEST PRACTICES, AND
RECOMMENDATIONS
ACROSS THE AMAZON REGION**

OCTOBER 2022

SUPPORTED BY



LED BY



WORLD BANK GROUP

Author

Amy Juelsgaard

Study Coordination

Ana Maria Gonzalez Velosa

Suggested Citation

Juelsgaard, Amy. 2022. Lessons Learned in Effective Donor Collaboration for Amazon Conservation and Sustainable Development: An Analysis of Challenges, Best Practices, and Recommendations Across the Amazon Region. Washington D.C.: Amazon Sustainable Landscapes Program.

Rights and Permissions

The material in this work is subject to copyright. This work may be reproduced, in whole or in part, for noncommercial purposes as long as full attribution to this work is given. Any queries on rights and licenses, including subsidiary rights, should be addressed to the ASL team, e-mail: asl-info@worldbank.org

About the Amazon Sustainable Landscapes Program

The Amazon Sustainable Landscapes Program (ASL Program), is an Impact Program funded by the Global Environmental Facility (GEF) with the objective to improve integrated landscape management and ecosystem conservation in priority areas of the Amazon in Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, and Suriname. It aims to strengthen management effectiveness of more than 87 million hectares of protected areas, facilitate the creation/expansion of 4.4 million hectares of protected areas, promote sustainable practices on 3.7 million hectares, restore 48,500 hectares of forests, and directly benefit 60,079 people. The ASL national projects are led by the countries' Ministries of Environment and are being executed collaboratively between public and private entities. The World Bank (lead agency), WWF, CAF, FAO, UNIDO, IFAD, and UNDP act as GEF Implementing Agencies providing support and supervision. A regional coordination project, implemented by the World Bank, provides technical assistance and knowledge management opportunities to the participant countries.

Contact

ASL Coordinator

Ana Maria Gonzalez Velosa asl-info@worldbank.org

ASL website:

<https://www.worldbank.org/en/programs/amazon-sustainable-landscapes-program>

ASL Community of Practice:

<https://collaboration.worldbank.org/content/sites/collaboration-for-development/en/groups/amazon-sustainable-landscapes-program-cop.html>

CONTENTS

- ACRONYMS..... 4
- FOREWORD..... 6
- ACKNOWLEDGMENTS..... 8
- EXECUTIVE SUMMARY..... 9
- INTRODUCTION..... 14
 - The Amazon: characteristics, threats, and opportunities..... 14
 - The Amazon Sustainable Landscapes Program..... 18
 - About this Report..... 19
- METHODOLOGY..... 20
- FINDINGS..... 22
 - Literature review..... 22
 - Case study analysis..... 24
 - Challenges that hindered donor collaboration..... 24
 - Best practices for effective collaboration..... 25
 - Recommendations from the respondents..... 26
 - Conclusion and Recommendations..... 28
 - Recommendations from the ASL..... 30
- APPENDICES..... 33
 - Case studies..... 33
 - Integrated Legacy of the Amazon Region
(*Legado Integrado da Região Amazônica - LIRA*)..... 33
 - MapBiomas..... 38
 - Expansion of Chiribiquete National Park..... 45
 - Colombian Forest and Carbon Monitoring System
(*Sistema de Monitoreo de Bosques y Carbono - SMBByC*)..... 52
 - Peru’s Natural Legacy (*Patrimonio Natural del Perú - PdP*)..... 58
 - Amazonian Georeferenced Socio-Environmental Information Network
(*Red Amazónica de Información Socioambiental Georeferenciada - RAISG*)..... 64
 - Survey questions..... 69
 - Interview questions..... 71
 - List of organizations interviewed in alphabetical order..... 73
 - Bibliography..... 74

ACRONYMS

AAF	Andes Amazon Fund & Bluemoon
ARPA	Amazon Region Protected Areas
ASL	Amazon Sustainable Landscapes Program
BNDES	Brazil's National Development Bank (<i>Banco Nacional de Desenvolvimento Econômico e Social</i>)
CAF	Development Bank of Latin America (<i>Corporación Andina de Fomento</i>)
CBD	Convention on Biological Diversity
COP	Conference of the Parties
FAB	Funders of the Amazon Basin
FAO	United Nations Food and Agriculture Organization
FCDS	Foundation for Conservation and Sustainable Development (<i>Fundación de Conservación y Desarrollo Sostenible</i>)
FCPF	Forest Carbon Partnership Facility
FPIC	Free, prior, and informed consent
FUNAI	National Indigenous Foundation (<i>Fundação Nacional do Índio</i>)
GEF	Global Environment Facility
GHG	Greenhouse gas
GIZ	German Agency for International Cooperation (<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>)
HeCo	Heritage Colombia (Herencia Colombia)
ICMBio	Chico Mendes Institute and Conservation of Biodiversity (<i>Instituto Chico Mendes de Conservação da Biodiversidade</i>)
IDEAM	Institute of Hydrology, Meteorology and Environmental Studies (<i>Instituto de Hidrología, Meteorología y Estudios Ambientales</i>)
Ideflor-Bio	Institute of Forestry and Biodiversity of the State of Pará (<i>Instituto de Desenvolvimento Florestal e da Biodiversidade do Estado do Pará</i>)
IFAD	International Fund for Agricultural Development
IMAZON	Institute of People and Environment of the Amazon (<i>Instituto do Homem e Meio Ambiente da Amazônia</i>)
IPÊ	Institute of Ecological Research (<i>Instituto de Pesquisas Ecológicas</i>)
ISA	Socio-environmental Institute (<i>Instituto Socioambiental</i>)
LCC	Land cover change
LIRA	Integrated Legacy of the Amazon Region (<i>Legado Integrado da Região Amazônica</i>)
LUC	Land use change
Minambiente	Ministry of Environment and Sustainable Development of Colombia
MINAM	Ministry of Environment of Peru
MoU	Memorandum of understanding
NGO	Nongovernmental organization
NICFI	Norway's International Climate and Forest Initiative

PdP	Peru's Natural Legacy (<i>Patrimonio Natural del Perú</i>)
PFP	Project Finance for Permanence
PNN	Colombia's National Park Service (<i>Parques Nacionales Naturales de Colombia</i>)
Profonanpe	Peruvian Trust Fund for National Parks and Protected Areas
RAISG	Amazonian Georeferenced Socio-Environmental Information Network (<i>Rede Amazônica de Informação Socioambiental Georreferenciada</i>)
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SEMA-AM	State Secretariat of the Environment of Amazonas (<i>Secretaria de Estado Do Meio Ambiente do Amazonas</i>)
SERNANP	Peruvian National Protected Area Service (<i>Servicio Nacional de Áreas Naturales Protegidas por el Estado</i>)
SINANPE	National System of Natural Protected Areas of Peru (<i>Sistema Nacional de Áreas Naturales Protegidas por el Estado</i>)
SMBYC	Colombian Forest and Carbon Monitoring System (<i>Sistema de Monitoreo de Bosques y Carbono</i>)
SPDA	Peruvian Environmental Law Society (<i>Sociedad Peruana de Derecho Ambiental</i>)
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WWF	World Wildlife Fund



FOREWORD

The Amazon is home to 47 million people and the planet's greatest biodiversity. The world's largest remaining tropical rainforest contains twenty percent of global freshwater and has a key role in regulating global climate cycles. The ecosystem services provided by the Amazon require protection through conservation measures and sustainable management of natural resources to safeguard the future of the region and its myriad benefits, for those who call it home and for the rest of the world too. A rich and diverse ecosystem like the Amazon is central to any efforts that we make to recover and rebuild from Covid-19, climate change, and biodiversity crises. The region's vast diversity offers immense opportunities for the region to become an epicenter of a thriving bioeconomy of standing forests and flowing rivers. But the region confronts the paradox of hosting enormous natural and cultural capital, while at the same time housing many of the countries' poorest regions. It is therefore crucial that the sustainable recovery path be inclusive, with fair benefit sharing.

The Global Environment Facility (GEF)-funded initiative, the Amazon Sustainable Landscapes (ASL) Program aims to improve integrated landscape management and conservation of ecosystems in targeted areas in the Amazon region. The high-impact Program works at the local, regional, and national levels and includes seven countries: Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, and Suriname. National projects are led by the environmental authorities in each country and executed locally with support from public and civil society organizations. To achieve regional and national level goals, the ASL program emphasizes activities that enhance collaboration across stakeholders and sectors while sharing knowledge and information among beneficiaries and partners.



Under the broader objective of promoting collaboration towards conservation and sustainable development in the Amazon, the ASL, under the World Bank’s leadership, released a report last year on donor conservation funding in the Amazon for the 2016-2019 period, building on efforts by the Gordon and Betty Moore Foundation. Together the studies identified close to US\$4.8 billion in investments toward promoting the protection and preservation of this region since 2007. This number is impressive, but we know that it is insufficient to address the whole scale of the climate and biodiversity crises in the region and strengthen inclusive sustainable development paths. Increased commitments are required coupled with investments from public budgets and the private sector.

Donor coordination will also bring synergies making the use of the funds efficient and more impactful. The study I am delighted to introduce to you was prepared responding to a request by a group of donors to distill lessons learned on effective donor collaboration in the Amazon through an in-depth analysis of case studies. The six case studies reviewed demonstrate critical factors that can either enable or hinder collaboration, including the need for a champion to lead collaborative efforts. This study aims to provide valuable lessons on what has worked well and what have been the major challenges to donor collaboration in the Amazon in addition to presenting concrete recommendations for donors, recipients, and other stakeholders to engage in effective collaboration efforts across the region.

On behalf of the World Bank, as lead agency for the ASL coordination project, we thank all the donors, recipients, and their teams for their participation in ongoing efforts to enhance collaboration in the Amazon in order to increase our chances of protecting valuable biological and cultural diversity and safeguarding essential ecosystem services.

Genevieve Connors

Practice Manager, Environment, Natural Resources, and the Blue Economy (ENB)



ACKNOWLEDGMENTS

The World Bank's Amazon Sustainable Landscapes (ASL) Program team wishes to recognize the many government officials and institutions who have committed their time and resources to implement reforms and develop on the ground actions required to protect the Amazon. This study is possible thanks to the participating governments of the ASL. The program could not be implemented without the generous contributions from the Global Environment Facility and the World Bank's coordination. Partners of the ASL program are diverse and provide critical support to the regional and national projects. The ASL team also wishes to thank the technical specialists involved in the program's projects.

The author wishes to thank the World Bank's ASL coordination team, in particular **Ana María González Velosa** and **María Belén Durán**, who provided early guidance and advice in the survey design, identifying key contacts, and review of this report. **Jorge Muñoz**, World Bank Lead Land Administration Specialist, provided valuable guidance for the methodology and review of this report. **Genevieve Connors**, Practice Manager for the Environment, Natural Resources and Blue Economy Global Practice in Latin America and the Caribbean and **Valerie Hickey**, Global Director, Environment, Natural Resources and Blue Economy provided overall advice and review. Peer review for the report was provided by **Mark Zimsky**, Biodiversity Coordinator, and Regional Coordinator for Latin America, for the Global Environment Facility; **Avecita Chicchón**, Program Director of the Andes-Amazon Initiative for the Gordon and Betty Moore Foundation; **Nancy Lozano**, World Bank Lead Economist; **Peter Kristensen**, Lead Environmental Specialist for the World Bank; and **Philippe Dardel**, Senior Natural Resources Management Specialist for the World Bank. The author would also like to thank **Renata Zincone** for her graphic design work and **Sunny Kaplan** for revising and editing the text.

The author would also like to thank the numerous individuals from all the participating organizations who were patient and supportive in providing input, answering questions, and actively participating in the focus groups. Without their support, this analysis would not be possible. Among these the author would like to thank the representatives from the following institutions in alphabetical order: **Amazon Fund; Andes Amazon Fund; EcoCiencia; EcoMetrica; Fundación Amigos de la Naturaleza; Fundación Avina; Fundación de Conservación y Desarrollo Sostenible; Fundación Gaia; the GEF; GIZ–German Agency for International Cooperation; Good Energies Foundation; Gordon and Betty Moore Foundation; Instituto Arapyaú; Instituto Clima e Sociedade; Instituto de Hidrología, Meteorología y Estudios Ambientales; Instituto de Pesquisa Ambiental da Amazônia; Instituto de Pesquisas Ecológicas; Instituto del Bien Común; Instituto do Homem e Meio Ambiente da Amazônia; Instituto Humanize; Instituto Socioambiental; KfW; MapBiomass; Norway's International Climate and Forest Initiative; the government of Norway; Parques Nacionales Naturales de Colombia; Peruvian Trust Fund for National Parks and Protected Areas; Provita; Servicio Nacional de Áreas Naturales Protegidas por el Estado; Rainforest Foundation Norway; the government of the United Kingdom; United States Agency for International Development; Wataniba; and the World Wildlife Fund.**

EXECUTIVE SUMMARY

The Amazon region contains a wealth of biological and cultural diversity, contributing crucial ecosystem services at the local, regional, and global levels. Representing the largest intact rainforest remaining, it covers nearly 40% of South America and spans eight countries: Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela, as well as the French overseas department of French Guiana, providing a home for millions of people. The Amazon plays a vital role in weather patterns and climate cycles, supplying one-fifth of the world's freshwater and storing significant amounts of carbon. However, the region is facing grave threats and this decade will be critical for its future.

Recognizing the international importance of the Amazon, the diminishing time to correct course, and the strategic role international cooperation has towards integrated conservation and sustainable development in the Amazon, the GEF-funded Amazon Sustainable Landscapes (ASL) Program led by the World Bank commissioned this study to assess the level of effective donor collaboration for projects related to conservation and sustainable development of natural resources in the Amazon. The research is the result of an in-depth analysis from which to extract best practices, challenges, and recommendations for effective donor collaboration in the Amazon. The study provides a follow-up to previous studies¹ on funding flows to the region, including those commissioned by the Gordon and Betty Moore Foundation (Moore Foundation), with the goal of developing greater coordination to increase the impact of the financial resources going to integrated conservation and sustainable development in the region.

The report covers six case studies from Brazil, Colombia, Peru, and basin-wide, representing projects funded by various types of donors (multilateral, bilateral, private foundation, and nongovernmental), with differing strategies, amounts, and recipient types. The study aims to distill lessons learned from case studies by understanding what worked well, what didn't work, and what recommendations emerged from each of the case studies regarding effective donor collaboration. A literature review on donor collaboration was conducted as well.

1 <https://pubdocs.worldbank.org/en/515541615843979595/International-Funding-for-Amazon-Conservation-and-Sustainable-Management-A-Continued-Analysis-of-Grant-Funding-Across-the-Basin.pdf>
https://www.moore.org/docs/default-source/default-document-library/amazon-intl-conservation-funding-analysis_2014.pdf?sfvrsn=2

https://www.moore.org/docs/default-source/environmental-conservation/andes-amazon-initiative/international-conservation-funding-in-the-amazon_updated-analysis8eda0461a10f68a58452ff00002785c8.pdf?sfvrsn=d6d56c0c_8

During the study, many respondents stated the need for increased collaboration between donors, and between donors and recipients, as well as a general perception that more could be done in this direction. In fact, all participants agreed on the urgency for greater coordination in the Amazon highlighting two points: 1) the Amazon is approaching a tipping point and requires an all-hands-on-deck response; and 2) the Amazon has received new investors, organizations, and companies working in the region. Harmonizing the activities and funds of all these players to avoid duplication of efforts and resources represents a challenge. However, it is critical to find synergies to increase the overall impact of efforts and resources committed.

Collaboration among donors includes transaction costs given the resources, effort, and time involved. The net value of collaborating - which could bring access to pooled information, potential to achieve greater impact, among others - needs to be greater than the transaction costs for donors to consider joint projects or joint decision making. Donor collaboration takes different forms. Not all projects require extensive coordination among donors; however, it is critical that donors be aware of the funding landscape at a minimum to avoid duplication of efforts.

Key findings from the case studies:

CHALLENGES

The case studies identified a series of shortcomings, which would need to be addressed, including:

Lack of communication, transparency, and information sharing: The lack of communication between the different types of donors and broken communication between donors and recipients represents a major challenge to collaboration.

Limited leadership/ motivation from recipients to coordinate: Donor coordination without leadership from the recipient can be difficult, if not impossible.

Differing agendas make it difficult to compromise and relinquish control: Each donor has their own strategy and objectives which can present barriers to aligning project goals and activities with other donors.

Challenging to organize: Differing internal administrative procedures related to operations and project execution and monitoring, including grant requirements, make collaboration difficult.

Require time and commitment: Donor collaboration necessitates significant time and commitment to be effective.

BEST PRACTICES

The case studies also pinpointed both interpersonal and operational best practices, which aid in the collaboration process, including:

Communication and transparency: Cases with effective collaboration included regular, open, and frank communication to exchange knowledge and information.

Shared vision: Cases in which the donors agreed on the project impact and shared a long-term, common vision with the same objectives and indicators helped ensure collaboration.

Governance structure: Cases with effective collaboration occurred when the donors developed a governance structure in which each participating organization had a role to move the project forward and relied on a dedicated team with defined focal points for each donor and recipient entity.

Trust: Creating an environment of trust in which the different stakeholders can share, learn, and exchange information with one another is a key ingredient for effective donor collaboration.

Flexibility and willingness to make it happen: Cases in which donors had a willingness to work cooperatively and not step on each other's toes aided the collaboration process.

Common monitoring and evaluation framework: Having a common monitoring and evaluation framework, including shared indicators to measure project progress among donors proved effective for collaboration.

Leadership from the recipient: Cases in which the recipient acted as a champion of collaborative efforts proved incredibly beneficial to the coordination of the donors; whereas cases in which the recipient hindered collaboration made it nearly impossible.

Regular meetings: Creating a space for dialogue and providing an opportunity to inform on project results through recurring meetings helped encourage regular collaboration throughout all phases of the project.

RECOMMENDATIONS FROM RESPONDENTS

Respondents from the case studies put forward the following recommendations to mitigate the shortcomings in collaboration:

Dedicate time to build trusting relationships with open communication and information sharing:

Participants agreed on the need to build trust and relationships among donors.

Find common interests to develop inclusive, long-term partnerships:

Donors and recipients highlighted the need to promote joint interventions with win-win situations.

Encourage champions of coordination from recipients with defined governance structure:

Recipients should take the leadership role in bringing donors together and facilitate collaboration by providing information or establishing forums for donors to meet regularly.

Ensure board-level buy in: Donors and recipients acknowledged the need to have support from the highest levels at donors' agencies, namely the Board of Directors, for effective collaboration.

Map actions in intervention areas:

Respondents agreed on the importance of avoiding duplication in funding and suggested a platform to track funds to help create this kind of transparency and information sharing.

Find ways to collaborate that are efficient from a time and cost perspective:

Participants stated the desire to make collaboration easier by reducing the amount of time and resources it takes.



RECOMMENDATIONS FROM THE ASL

Based on the findings in the study and the process of collecting data and engaging with donors and recipients, the following recommendations from the ASL emerged:

Facilitate donor collaboration: Establish and/or strengthen Amazon Donor Working Groups or forums composed of all types of donors (bilateral, multilateral, private foundations) that convenes virtually/in-person periodically to increase communication and exchanges.

Map actions and funding: Continue to gather data on international funding flows, updating the financial analysis periodically, and mapping actions of all the projects related to conservation and sustainable development in the region as an additional level of analysis.

Support capacity-building for government recipients: Strengthen technical capacity of government recipients in the Amazon by helping to develop their international cooperation teams to engage with donors through technological systems, communications, and other methodologies.

Promote donor-government-civil society dialogue: Donors and the relevant government agencies of the Amazonian countries where they work should engage in regular discussions to align their priorities and objectives.

Capitalize on strengths of participants: Each donor collaboration structure should be analyzed on a case-by-case basis, utilizing the strengths of the participating donors.

Identify dedicated leader: Donors select a leading donor organization with a dedicated individual to manage collaboration over the lifetime of an investment in a project area or a theme.

This analysis provides valuable insight into the existence, or lack thereof, of donor collaboration efforts in the Amazon region and can be used to inform and strengthen future efforts.

INTRODUCTION

The Amazon: characteristics, threats, and opportunities

The Amazon² formed over

10
million years ago



and today is the world's largest tropical area, representing

40%
of the planet's remaining rainforest.

Spread across eight countries—**Brazil, Bolivia, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela** - and one territory, **French Guyana**, the geographical boundaries of the Amazon are approximately the size of the forty-eight contiguous United States at more than **6.5 million square kilometers**.

The region includes

563 accounting for
protected areas

24.6%
of it's surface, and



6,443 representing
indigenous territories³

27.5%
of the region,



with nearly half of the total area under some form of protection.
The Amazon houses the greatest amount of biodiversity in the world, home to

10%

of all known plants and animals.



² Amazon, or Amazon region, in this report refers to the maximum limits of the Amazon, including the biome, administrative regions, and hydrographic basins. This is the classification used by the Amazonian Georeferenced Socio-environmental Information Network (RAISG).

³ Executive Summary. Science Panel for the Amazon.

The basin contains
20%
of the world's freshwater



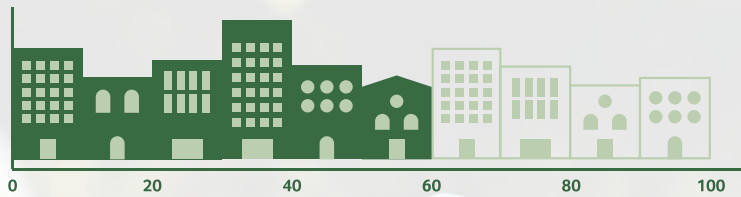
and has a fundamental role in the global and regional climate cycles. This unique region stores

150-200 tons of carbon making it a vital tool for solving climate change.

For over **11.000** years indigenous groups have inhabited the Amazon.

Today the region is home to over **47** million people, with more than

60%
living in urban areas.

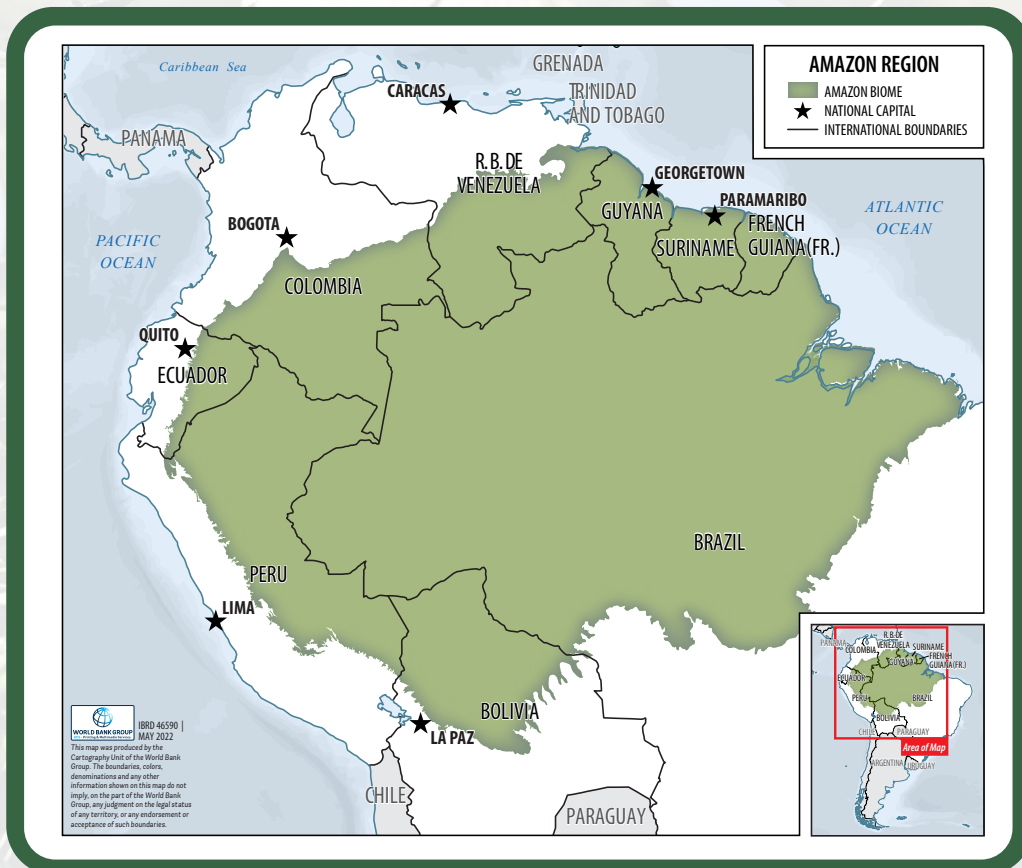


Approximately
 **410**
indigenous groups live in the Amazon.

It is one of the last places on the planet where isolated tribes live, with an estimated

82
groups in voluntary isolation.

Map 1. Amazon region



The Amazon's waters and forests are of vital importance to the social and economic well-being of South America, but the region and its diversity are under threat from deforestation, land degradation, water contamination, ecosystem fragmentation, and over-exploitation of resources. Around 75 million hectares of natural vegetation cover—about 17% of the Amazon⁴—have been lost since 1985 due to a variety of activities, including agriculture, mining, and infrastructure⁵. In 2021, around 1.9 million hectares of Amazonian rainforest were lost according to Monitoring of the Andean Amazon Project⁶. This deforestation threatens the integrity of the system and experts warn that the Amazon could be nearing a tipping point, which they estimate at 20–25% total deforestation, in which the rainforest would turn into a fire-prone, dry savanna⁷.

The region is facing great pressure to rebuild the economies severely impacted by the COVID-19 pandemic and meet the development needs of the local populations, while also addressing climate and biodiversity crises. Rich and diverse ecosystems like the Amazon are central to any efforts to recover and rebuild from the health and environmental emergencies for the region and at the global level. The Amazon's extraordinary cultural and biological diversity offers immense opportunities for the region to become an epicenter for conserved landscapes and a thriving bioeconomy of standing forests and free-flowing rivers.

Prominent scientists agree that this decade is the deciding factor for the future of the Amazon, and consequently the world. The Science Panel for the Amazon⁸, a group of more than 200 scientists from the region, conducted a comprehensive assessment of the Amazon and released a report with specific policy recommendations for governments to adopt underscoring the urgency to promote, disseminate, and scale solutions and develop pathways for integrated conservation and sustainable development. Now more than ever collaboration at different jurisdictions, and between governments, institutions, and communities is needed to tackle a challenge of this scale and prevent the ever-approaching tipping point.

Global efforts, including the commitments made during the 2021 United Nations Climate Change Conference of the Parties (COP26), demonstrate the increased attention on forests, and the Amazon in particular, in addition to the vital importance of supporting and partnering with Indigenous Peoples and local communities. Later in 2022, at the Convention on Biological Diversity (CBD) COP15 in Montreal, Canada, countries will agree on and adopt a post-2020 global biodiversity framework bringing new commitments to prevent catastrophic biodiversity loss. The framework serves as a pathway towards achieving the CBD 2050 vision of “living in harmony with nature,” replacing the 2011–2020 Strategic Plan for Biodiversity.

4 <https://www.science.org/doi/10.1126/sciadv.aba2949>

5 <https://mapbiomas.org/en/unprecedented-mapbiomas-amazonia-survey-loss-of-vegetation-cover-in-36-years-is-equivalent-to-one-chile>

6 <https://www.maaproject.org/2022/amazon-hotspots2021/>

7 Nobre, Carlos and Lovejoy, Thomas. (2019) Amazon Tipping Point: Last Chance for Action. *Science Advances*. A July 2021 article shows that in certain Amazon regions the service as carbon sink has declined due to deforestation and climate change. <https://www.nature.com/articles/s41586-021-03629-6>

8 <https://www.theamazonwewant.org/amazon-assessment-report-2021/>

Regionally, governments—at national and subnational levels—of Amazonian countries continue to demonstrate interest in conserving the Amazon and acting collaboratively, shown by the 2019 signing of the Leticia Pact⁹, as reaffirmation of their commitment to protect the Amazon. Also, during the Governors’ Climate and Forests Task Force¹⁰ 12th Annual Meeting held in Manaus, Brazil, in 2022, governors launched the Manaus Action Plan for a New Forest Economy. Commitments within this plan include a minimum of 80% reduction in deforestation by 2030, increased reforestation and adaptation efforts, and enhanced resiliency of tropical forests, all contingent on long-term, sufficient financing and support. At the sub-basin level, for example, governments of Brazil, Colombia, Ecuador, and Peru are joining efforts towards integrated management of the shared freshwater ecosystems of the Putumayo-Içá basin, aiming to sustain the region’s unparalleled biological and cultural diversity and improve well-being for its inhabitants.

Increased attention towards the Amazon has resulted in more resources flowing into the region and a rising number of organizations and donors working toward its conservation and sustainable development. The Moore Foundation committed \$300 million to avoid the tipping point of the Amazon, the Amazon Bioeconomy Fund received \$279 million from the Green Climate Fund, the Bezos Earth Fund has pledged over \$150 million to support the 30x30 Initiative¹¹ in the Andes Amazon, and the GEF has approved a third Amazon-level Integrated Program to be funded during its 8th replenishment period, to provide a few examples. In terms of public commitment, an example is the Brazilian State of Amazonas’ \$200 million World Bank loan to strengthen fiscal sustainability and integrate forest conservation and development in the state. The complexity and scale of the problem requires a coordinated approach among the donors and public and private sectors in the Amazon to ensure the highest impact from the resources invested.



9 In 2019, the presidents of seven countries—Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, and Suriname—signed the Leticia Pact, an agreement to create a coordination mechanism for the Amazon rainforest focused on sustainable forest use, restoration, satellite monitoring, and empowering indigenous groups.

10 The Governor’s Climate and Forests Task Force is a group of 38 states and provinces from tropical countries working to promote forest conservation and low-emissions development. Of the Amazonian countries Brazil, Colombia, Ecuador, and Peru have participating states and provinces in the task force.

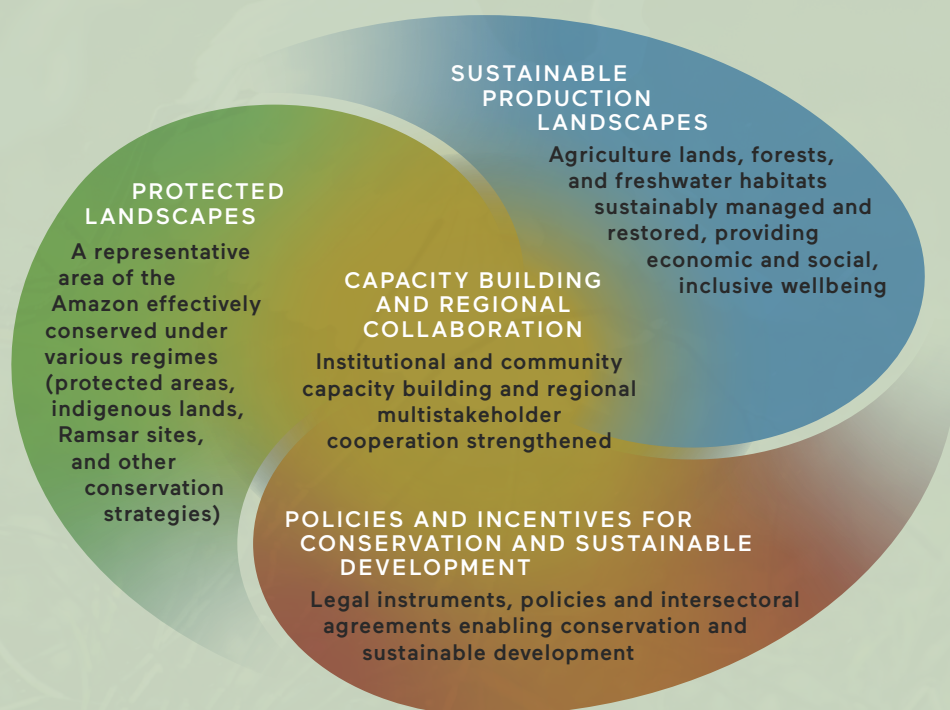
11 <https://30x30initiative.org/>

The Amazon Sustainable Landscapes Program

The [ASL](#) is a regional initiative funded by the GEF that seeks to improve integrated landscape management and ecosystem conservation in priority areas of the Amazon in Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, and Suriname.

Built from national- and regional-level interventions and technical assistance efforts, the ASL incorporates a regional approach under the rationale that the protection of significant biodiversity and the integrity of ecosystem services of the Amazon region can be achieved if: (a) A representative area of the Amazon is effectively conserved under various regimes (protected areas, indigenous lands, Ramsar sites, and other conservation strategies); (b) Agriculture lands, forests, and freshwater habitats are sustainably managed and restored, providing economic and social, inclusive well-being; (c) Legal instruments, policies, and intersectoral agreements are enabling conservation and sustainable development; and, (d) the institutional and community capacity is built and regional multistakeholder cooperation is strengthened. See **Figure 1** below.

FIGURE 1. ASL's four areas of intervention.



The national-level environmental agencies of each country lead the implementation of their respective projects, and multiple public and private institutions execute the projects, along with civil society and community organizations. The World Bank is the lead agency for the ASL and, together with World Wildlife Fund (WWF), CAF, UN Food and Agriculture Organization (FAO), United Nations Industrial Development Organization (UNIDO), International Fund for Agricultural Development (IFAD), and United Nations Development Programme (UNDP), supports countries in the preparation, implementation, and monitoring of national projects.

The program also includes a regional Amazon Coordination Technical Assistance project, led by the World Bank and designed to support capacity building and collaboration among national projects towards common goals, fostering intergovernmental, multi-sectoral and multiagency cooperation, tracking program-level progress, promoting south-south learning and capacity building opportunities, and developing communication and awareness-raising strategies.

One of the key activities of this regional project is to enhance donor coordination in the Amazon. In line with this, the ASL coordination team developed and released a publication and eBook of a donor funding analysis for conservation and sustainable development in the Amazon covering the 2016-2019 period. This analysis was built on previous studies commissioned by the Moore Foundation covering the 2007-2015 period. The three studies combined demonstrated that more than \$4.8 billion worth of grants have been invested in Amazon conservation since 2007. The ASL coordination team collected data from 49 donors (bilateral, multilateral, and foundations) and presented the results showing trends in funding by country, strategy, funder, grantee, and year. The study provided a better understanding of the current financing flows for conservation and sustainable management and created space for dialogue between the donors.

In meetings with donors while working on the most recent funding analysis study, the ASL received a request from donors to complete additional in-depth case studies to strengthen the information available about the international cooperation in the Amazon region. One of the suggestions focused on using case studies in the region to extract lessons learned for effective donor collaboration for donors financing conservation and sustainable development activities in the Amazon. This study responds to that request by conducting an analysis of selected case studies from which to extract best practices, challenges, and recommendations for effective donor collaboration in the Amazon. Building on the prior work completed with the funding analysis, the ASL aims to build stronger cooperation to assist in increasing the impact of the financial resources flowing to integrated conservation and sustainable development in the region.

About this report

This report presents the results of the study requested by donors working toward conservation and sustainable development in the Amazon region.

The study has two overall objectives:

1. To conduct a deep-dive analysis of selected case studies from which to extract best practices, challenges, and recommendations regarding donor collaboration and effective cooperation.
2. To provide recommendations towards effective approaches to increase donor collaboration and establish synergies.

METHODOLOGY

The research conducted during this study focused on effective donor collaboration, defined as building successful relationships and developing a common purpose to achieve the intended outcomes of a defined project in the Amazon. This study did not conduct an impact assessment of projects, or an evaluation of their results based on the presence, or not, of donor collaboration – that would require a control group to isolate influencing variables – but instead focused on gathering lessons about donor coordination from experience. The research was completed under the premise and recognition that collaboration has many benefits, and the effort here was to identify what helps and what hinders effective collaboration.

Literature review: The study examined past research and case studies on donor collaboration across multiple sectors, including global health, education, and environmental conservation. Forty-five articles, papers, and reports found through an online search were reviewed. The literature review provided background information on challenges, best practices, and recommendations for donor collaboration at large. This study also reviewed project documents for each case study selected, including project proposals, reports, and published papers. An online search was conducted in addition to outreach to donors and recipients to find the documents. This analysis provided information on project specifics, including amount of funding, donors involved, recipients involved, timeline, project results, etc.

In-depth case studies of six programs/initiatives/projects: The study selected six¹² case studies based on recommendations received from donors and from the ASL coordination team. The six cases represent a balanced combination of thematic area of work, geographic focus, recipient type, and donor type.

STUDY CRITERIA

Geographic focus –

The study includes programs/initiatives/projects implemented in the Amazon, including in the following countries or territories:

1. Brazil
2. Colombia
3. Peru
4. Basin-wide: Used as a category when donors have a basin-focused intervention or when a project is implemented in multiple countries.

Donor types –

Donors are grouped into one of the following categories:

1. Bilateral institutions
2. Multilateral institutions
3. Foundations
4. International nongovernmental organizations (NGO)

Recipient types –

Recipients are put into one of the following categories:

1. National governments
2. Subnational or local governments
3. National or local NGOs
4. Academic institutions
5. Researchers or research groups

Case project strategies –

This study includes programs/initiatives/projects representing a range of strategies, leading to:

1. Protected areas creation and management
2. Georeferenced information, monitoring, and public communications
3. Indigenous Peoples and territorial rights

12 The study originally considered 11 case studies but narrowed them down to 6 due to insufficient information.

Surveys: Two sets of surveys, one for donors and one for recipients, for each case study were prepared and disseminated in Spanish, Portuguese, and English depending on the native language of the donors and recipients. Individuals from each of the donor and recipient organizations receiving the survey were selected based on their role in the project. Thirty donors received the survey and 21 responded, representing a response rate of 70% for all the case studies. Fifteen recipients were sent the survey and 13 responded, totaling a response rate of 87% for all the case studies. One of the questions within the survey asked respondents to rate the effectiveness of donor collaboration achieved in the project on a scale of 1–10 with 1 being low and 10 being high, using the following definition for effective donor collaboration: building successful relationships and developing a common purpose to achieve the intended outcomes of a defined project in the Amazon. The average of all responses was calculated to represent the overall rating and is shown in the individual case studies¹³.

Interviews: Two separate interviews for each case study with focus groups of donors and recipients were conducted. The interview questions and agenda were shared ahead of time with each group to allow time to think through the questions in advance. The interviews were held in Spanish, Portuguese, and English depending on the native language of the participants. Individuals from each of the donor and recipient organizations were selected to participate in the interview based on their role in the project. All interviews were conducted from February–March 2022. These were held virtually due to the COVID-19 pandemic and the multiple locations of participants. Invitations were sent to 30 donors to interview, and 17 donors participated for a total of 57% of the donors. Invitations were sent to 15 recipients to interview, and 12 recipients participated for a total of 80% of the recipients.



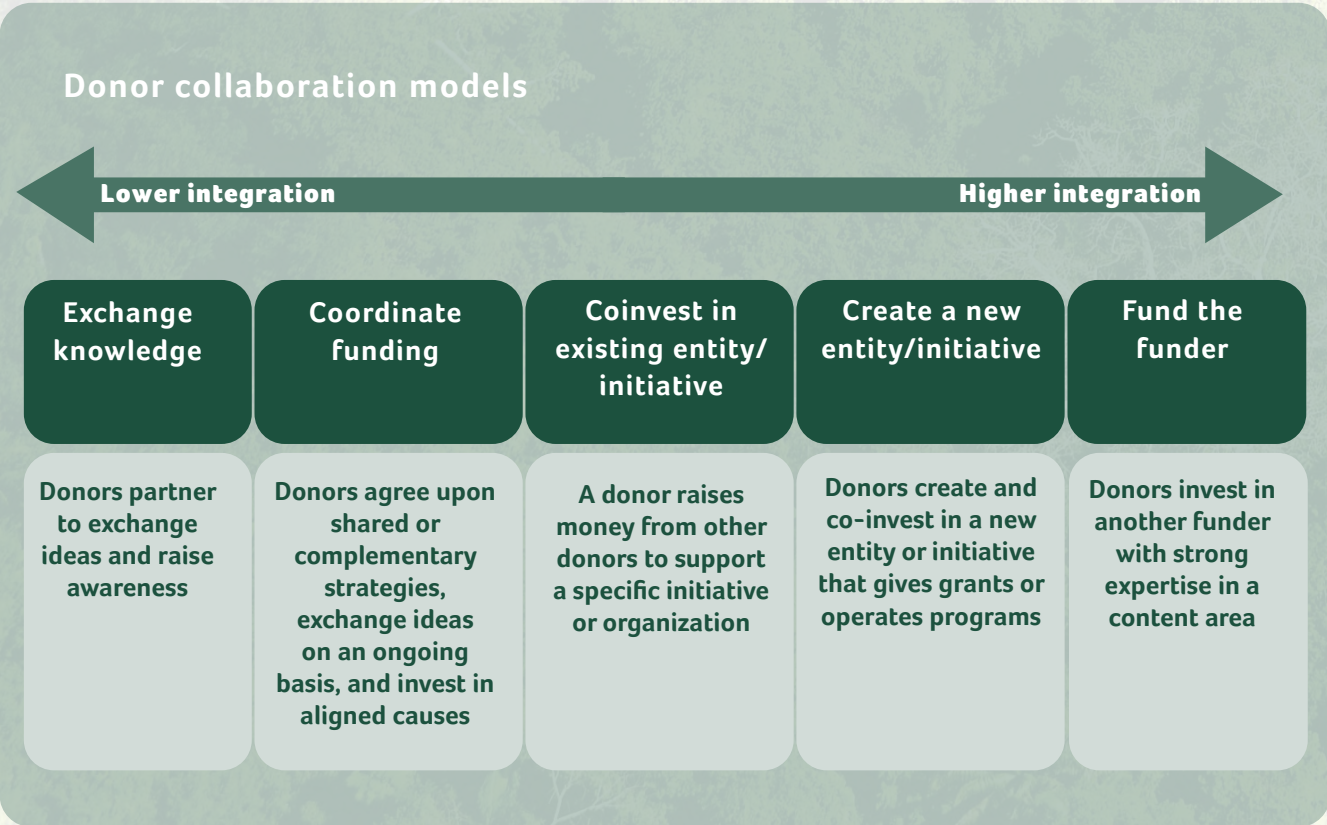
¹³ The rating was calculated using just the responses received in the surveys, and does not account for every donor involved in each project.

FINDINGS

Literature review

This study began with an extensive review of literature on donor collaboration across multiple sectors, including global health, education, and environmental conservation. During this process, 45 academic research papers, published articles and reports, and blogs were examined. The literature provided valuable insights into the different types of donor collaborations, the reasons to participate in a collaborative effort, the challenges, and finally the key ingredients for success. The information compiled during the literature review was compared to the findings from the case studies and used to validate those findings.

Five types of donor collaboration: The literature cited five main types of donor collaboration ranging from lower to higher integration among donor activities.



Benefits of collaboration: Collaboration rarely results from stakeholders being compelled by principles or an “ethics of cooperation”, but when the net benefits of cooperation are perceived to be greater than the net benefits of non-cooperation, and the distribution of these net benefits is perceived to be fair¹⁴. The literature frequently referred to several expected benefits, both collective and individual, of donor collaboration.

- Support national governments to improve the scale and efficiency of their activities
- Access to pooled information, expertise, technical assistance, and networks
- Opportunity to develop new grantmaking strategies
- Ability to leverage resources resulting in more money and efficient use of available resources
- Increased public attention to critical issues
- Opportunity to share the risk with partners
- Creation of additional partnerships
- Potential to achieve greater progress and impact

Challenges of collaboration: The literature commonly named a few challenges in collaboration.

- Time commitment and patience
- Compromise
- Sacrifice autonomy and recognition

Key ingredients for effective collaboration: The following aspects to effective collaboration were identified from the literature review.

- Good personal relationships in which there is trust, candor, and open communication
- Clear structure and process that are inclusive, adaptable, and flexible
- Alignment on common vision and goals with a clear fit to strategy
- Willingness to invest time and staff to engage in a long-term agenda
- Definition of group purpose, goals, and roles clearly and early on
- Support of host-country leadership
- Recognition and use of the different strengths of private and public donors
- Demonstrated commitment with time, money, networks, and institutional support
- Time to understand and acceptance of collaborating organizations’ grantmaking, procurement, and compliance processes

¹⁴ <https://openknowledge.worldbank.org/handle/10986/24048>

CASE STUDY ANALYSIS

The research on the case studies conducted in this study suggests elements that can potentially increase effective donor collaboration. Several factors relay the challenges that hindered collaboration among donors in the case study examples. Others focus on what worked well and can be considered best practices. The findings demonstrate many interdependencies between the factors of what worked well and what did not work well. For example, the good practice of having regular meetings leads to communication and transparency that results in trust. Similarly, within the challenges, the difficulty of compromising and relinquishing control makes it hard to organize effective coordination. The more projects can incorporate the factors of what worked well, the greater the chance of effective donor collaboration. Considering the factors of what worked well and what did not, participants generated suggestions on how to enable effective donor collaboration.

Each of the case studies did not necessarily have all the challenges or all the best practices listed below, and instead included a combination of several challenges and several best practices. This means that it was not possible to categorize which challenges or which best practices were the most critical for donor collaboration. The degree of importance of both challenges and best practices varied among each of the case studies depending on the specific context, but it was still possible to identify commonalities among them. The following lists of challenges, best practices, and recommendations emerged from the responses received in the surveys as well as the interviews conducted with both donors and recipients. Specific results for each case study are included in the annex of the report.

Challenges that hindered donor collaboration

Lack of communication, transparency, and information sharing: The lack of communication between the different types of donors and broken communication between donors and recipients represents a major challenge to collaboration as indicated by respondents. Open, transparent, and clear communication is missing in some cases. In others there is limited willingness among donors to share details on portfolios and among recipients to share details on funding sources. Another issue is the limited capacity for information management and archive within recipient organizations, which makes finding information challenging and much worse in the case of staff turnover. There is also a lack of information on financing among different donors.

Limited leadership/motivation from recipients to coordinate: Donor coordination without leadership from the recipient can be difficult, if not impossible. In some cases, the recipient did not promote collaboration, neglecting to convene the donors and not responding to donor attempts to do so. This could be due to limited capacity within the recipient to identify synergies and promote articulation. Sometimes, recipients see projects in isolation, instead of looking at them as different pieces of the puzzle and making the necessary connections among donors to coordinate.

Differing agendas making it difficult to compromise and relinquish control: Different interests and priorities make it challenging to coordinate. Each donor has their own strategy and

objectives—often times with pressure to implement—which can present barriers to aligning project goals and activities with other donors. The challenge then is to articulate these varying interests toward a common objective. In some instances, there is misalignment between donors and recipients. Several respondents noted that countries have their own needs, which might not necessarily match the priorities of donors, resulting in funding gaps.

Challenging to organize: Donors have different approaches, methods, and mechanisms. Differing internal administrative procedures related to operations and project execution and monitoring, including grant requirements, make collaboration difficult. Most protocols in project preparation are not set up to promote collaboration. A governance structure that allows for joint decision making between different co-financiers is lacking within projects, and the donors themselves have differing governance structures. Another challenge is the fact that donors have different project timelines, including time to approve a project and disburse funds.

Require time and commitment: Donor collaboration necessitates significant time and commitment to be effective. For example, developing confident relationships and creating trust among individuals representing different interests can be a long process. Outcomes in the environmental conservation realm are delayed in time and require a long-term commitment to see results. Cases in which the donors and recipients were not willing to invest the time and commitment required were not effective at collaborating.

Best practices for effective collaboration

Interpersonal best practices

Communication and transparency: Cases with effective collaboration included regular, open, and frank communication to exchange knowledge and information. Clear communication is key and, in many instances, involves transparent information sharing, including funding allocated to the project. Respondents cited the need for transparency in negotiating the terms of collaboration. The need for communication and transparency applies not only to donors, but also recipients.

Trust: Creating an environment of trust in which the different stakeholders can share, learn, and exchange information with one another is a key ingredient for effective donor collaboration. Importantly, participants noted that the specific individuals involved in the project from the donor side matter greatly in creating such trust. Having a group of naturally collaborative individuals representing different donors helps develop trusting relationships, which in turn solidifies the coordination of the group.

Leadership from the recipient: Cases in which the recipient acted as a champion of collaborative efforts proved incredibly beneficial to the coordination of the donors; whereas cases in which the recipient hindered collaboration made it nearly impossible. Having clear leadership from the recipient with the donors under the direction and guidance of the recipient can be very powerful. It was also noted that having one single focal point from the recipient organization facilitated the donor collaboration.

Shared vision: A joint effort to conceive of and design the project helps create a shared vision. Cases in which the donors agreed on the project impact and shared a long-term, common vision

with the same objectives and indicators helped ensure collaboration. Respondents cited the importance of having alignment of interests among donors in order to more effectively coordinate resources.

Flexibility and willingness to make it happen: Cases in which donors had a willingness to work cooperatively and not step on each other's toes aided the collaboration process. A powerful practice involves donors and recipients building something together, adapting to the local reality, and being open to different governance structures. Having flexibility and inclination to make concessions to find solutions was identified as a critical element for collaboration.

Operational best practices

Regular meetings: Donors were able to create a space for dialogue through recurring meetings, providing an opportunity to inform on project results and encourage regular collaboration throughout all phases of the project. The frequency of the meetings most suggested was quarterly in addition to having a multi-day annual meeting with more time to discuss the project's impact, lessons learned, and future planning. Cases with a recipient who regularly convened all the donors resulted in coordinated actions.

Governance structure: Cases with effective collaboration occurred when the donors developed a governance structure in which each participating organization had a role to move the project forward and relied on a dedicated team with defined focal points for each donor and recipient entity. The roles and subsequent responsibilities were established at the beginning in conjunction with a joint declaration of intent or memorandum of understanding to formalize the structure for coordinated decisions and actions. Cases in which there was a clearly defined governance structure with a joint work plan and standardized execution procedures resulted in collaborative design and management of the project.

Common monitoring and evaluation framework: Having a common monitoring and evaluation framework, including shared indicators to measure project progress among donors proved effective for collaboration. Shared reporting with one standard report to submit to all donors versus a different report for each donor provided benefits to both donors and recipients, including the same information being disclosed to the different donors and increased dialogue among donors during the review of reports. Additionally, frequent reporting contributes to transparency about funding sources and project results.

Recommendations from the respondents

Dedicate time to build trusting relationships with open communication and information sharing: Participants agreed on the need to build trust and relationships among donors. One of the first steps is identifying individuals who are more open to collaboration and then practicing clear and transparent communication in order to build confident relationships. Maintaining open dialogue to share timely and detailed information; discuss project reports, evaluations, and lessons learned; and meeting more frequently would enable effective donor collaboration. Donor collaboration groups can be helpful to regularly exchange information on processes,

initiatives, and results and to share agendas and portfolios to identify gaps. At times, it is important to also include members from government agencies and technical collaborators in these meetings as well.

Encourage champions of coordination from recipients with defined governance structure:

Donors highlighted the fact that the recipient is key to convening all the donors. Recipients should take the leadership role in bringing donors together and facilitate collaboration by providing information or establishing forums for donors to meet regularly. In cases where the government serves as the recipient, they need to lead the effort and be willing to facilitate coordination. This requires competent guidance by the national authority and can help link donor efforts to government policies and programs. Additionally, it is important to have a defined governance structure with a role assigned to each donor and participating entity. Such a structure creates accountability and ownership.

Map actions in intervention areas: Respondents agreed on the importance of avoiding duplication in funding and suggested a platform to track funds to help create this kind of transparency and information sharing. Carrying out studies on the topic also provides insights. Further information on current activities being funded in the region and gaps in funding was identified as a need.

Find common interests to develop inclusive, long-term partnerships: Donors and recipients highlighted the need to promote joint interventions with win-win situations. It is important for donors to engage in long-term partnerships—since it takes time to see impact—with shared goals, visions, and values making collaboration a firm commitment from the beginning. To do so, it is important to develop a common strategy at the onset with a clear north star that donors can work toward using an explicit, written agreement. The current donor coordination groups should be more inclusive. Collaborations would benefit from having various types of donors (bilateral, multilateral, foundations) since some of the most effective collaborations involved private donors with public donors. It was recommended to promote networking opportunities for donors to discuss a common vision of the future for the Amazon and a shared agenda.

Ensure board-level buy in: Donors and recipients acknowledged the need to have support from the highest levels at donors' agencies, namely the Board of Directors, for effective collaboration. Given the effort, time, and resources required to collaborate, having the backing of this level of leadership to ensure institutional commitment and pride is key to such an undertaking. Additionally, the board can motivate and encourage collaboration by explicitly demonstrating their interest in the project's impact and the need to establish synergies with others. Boards can foster collaboration by asking their teams to map out who else is active in an area, what can be learned from them, and what opportunities exist for coordination before approving a strategy or project.

Find ways to collaborate that are efficient from a time and cost perspective: Participants stated the desire to make collaboration easier by reducing the amount of time and resources it takes. An example given to increase the efficiency for coordinating included spending less time on missions for donors.

The full details of the six case studies can be found in the annex of this report.

CONCLUSION AND RECOMMENDATIONS

This study stems from the previous work on funding flows for conservation and sustainable development in the Amazon and conducts an in-depth analysis of six case studies in the region providing valuable insights for increasing effective donor collaboration and collective impact. The research compiled during the study, from both the literature review and the case study surveys and interviews, demonstrates specific factors that both benefit and hinder donor collaboration. The key findings gathered were:

- **Effective donor collaboration requires communication, exchange of information, and transparency among all working in the Amazon.** The cases with effective donor collaboration in this study relied on extensive communication and information sharing among both donors and recipients. The ability to discuss the project and necessary data, including portfolios and funding sources, led to transparency around the project and those participating in it and supporting it. In these cases, meetings were held regularly between donors as well as between donors and recipients. Cases with limited communication and information sharing did not demonstrate effective donor collaboration and suffered from a lack of transparency creating greater obstacles for coordination.
- **Effective donor collaboration in the Amazon is important at different phases and requires someone to lead (champion) the effort at all phases with motivation, time, and resources.** Prior to project implementation, most of the cases with effective donor collaboration benefited from donors discussing their priorities, areas of work, and themes with one another. Donors took the initiative to organize themselves and propose joint support for a particular initiative or project. In these cases, the collaboration continued once the project got underway and the leadership of the effort transferred to the recipient who then took on ownership of coordinating the donors. Cases that did not have a leader from the donor or recipient throughout the cycle of the project had very limited collaboration among the donors. At the end of a project, donors have an opportunity to lead the collaboration efforts again by reflecting on lessons learned, sharing information, and determining post-project support or an exit strategy among themselves.
- **Effective donor collaboration entails more than pooling funds for projects in the Amazon.** While all the cases involved pooled resources, effective donor collaboration is much more than just combining funds. Cases with intentional and effective coordination involved a co-design effort with collaboration throughout all phases of the project or initiative by sharing information and problem solving together. For those cases with limited donor collaboration, pooling funds was the main element involved in the coordination.

- **Donor collaboration will be effective if explicit roles and responsibilities of those working in the Amazon are clearly defined at the onset.** Cases in which each donor and recipient had a clearly defined role established in the beginning of the project or initiative had more effective collaboration. In these examples, the roles were defined based on the strengths of each participating organization to create the greatest impact. Importantly, for most of these cases there was a formalized governance structure that explicitly laid out the terms of collaboration and roles in the cases with effective collaboration. Having such a structure created accountability among the participating organizations.
- **Public-private partnerships can lead to very effective collaboration in the Amazon.** There are great benefits in combining public and private donors given the unique strengths of each. Despite the differences between the types of donors, pairing the scale of resources of public donors with the nimbleness of private donors proved very beneficial in most cases with effective donor collaboration. In those cases, it was key for the different donors to make concessions in order to satisfy the needs of each—resulting in a win-win situation, thus demonstrating that the net benefits in collaborating were greater than the net benefits of not collaborating.

During the study, many respondents expressed the need for greater collaboration among donors, as well as between donors and recipients. Not one participant responded that the conservation community in the Amazon has done enough in this area, and most stated an urgency for more coordination considering two factors: 1) the Amazon is nearing a tipping point and, as a result, an all-hands-on-deck response is required; and 2) New donors, investors, organizations, and companies are coming to work in the Amazon region. The challenge then is to harmonize the activities of all these players to avoid duplicating funding, and instead find synergies and complementarities to increase the overall impact of the resources and efforts committed. In light of this challenge and considering the research conducted in this study, the ASL coordination team puts forward several recommendations.

Recommendations from the ASL

The recommendations below result from the findings in the study and the process of collecting data and engaging with donors and recipients. Most of the recommendations are geared towards donors working in the Amazon region and they aim to promote effective donor collaboration, provide transparency¹⁵ through data collection and display, and increase the capacity of recipients to lead coordination efforts.

15 Under the [World Bank's Policy on Access to Information](#) the public has access to information about projects under preparation, projects under implementation, analytic and advisory activities, and Board proceedings. This policy serves as a great example for others to follow in terms of access to information and disclosure.

Recommendations from the ASL

Challenge: Lack of communication, transparency, and information sharing between the different types of donors/ Differing agendas making it difficult to compromise and relinquish control

Proposed response: Facilitate donor collaboration: Establish and/or strengthen Amazon Donor Working Groups or forums composed of all types of donors (bilateral, multilateral, private foundations) that convenes virtually/in-person periodically to increase communication and exchanges. Current donor groups are organized by types of donors, such as Funders of the Amazon Basin (FAB), which only includes private foundations. There is no all-encompassing donor group for the Amazon region at this moment, and as a result communication and coordination efforts tend to be siloed between similar-type funders. A working group that meets and builds a community would lead to more transparent flows of information and dialogue. Increasing dialogue and sharing information between the different types of donors would allow them to create new partnerships, pool valuable resources, and avoid potential duplication.

The Amazon Donor Working Group should plan strategic periodical meetings (at least bi-annual) with specific goals and objectives contributed by the donors themselves. Several specific objectives could be:

- Share current and prospective funding strategies and portfolios (identifying thematic areas, beneficiary groups, geographic areas, timeframes) to promote greater learning and strategic planning
- Identify new partnerships for specific cases
- Provide information on working with different recipients
- Identify challenges and lessons for priority topics

Additional meetings to collaborate on specific themes (i.e., Indigenous Peoples) or jurisdictions of interest (i.e., Putumayo-Iça watershed) would also be beneficial to track activities and put together joint action plans.

In addition to meetings, the working group could publish a quarterly newsletter on donor activities in the region, including project information, commitments, stories, etc.

Challenge: Lack of communication, transparency, and information sharing between the different types of donors and recipients

Proposed response: Map actions and funding: Continue to track international funding for conservation and sustainable management in the Amazon and publish results regularly (suggested every two years). Conducting this study every two years would provide ongoing tracking information and more frequent input for donors' strategic planning. Additionally, this will help to improve the quality of data available, comparative analysis, transparency¹⁶, and data exchange. Beyond the funding analysis, it is also important to understand the different projects in the region. Some countries, such as Colombia, have started creating public databases that map out all the projects in the Amazon portion of their country (see here). It would be incredibly valuable to have this on a regional scale, so that in addition to dollar amounts, all actors in the region can also see where donors and organizations are active and what types of projects they are working on.

¹⁶ The [World Bank's Policy on Access to Information](#) has enabled the organization to become a global leader in transparency and can serve as an example of how to make information available to the public. Under this policy, the public has information about projects under preparation, projects under implementation, analytic and advisory activities, and Board proceedings.

Challenge: Limited leadership/motivation from recipients to coordinate

Proposed response: Support capacity-building for government recipients: Strengthen technical capacity of government recipients in the Amazon by helping to develop their international cooperation teams to engage with donors through technological systems, communications, and other methodologies. It is recommended to have a designated small team comprised of staff experienced in international cooperation that specializes in this topic and understands how, when, and from whom to ask for funding. While each government agency does not need to have its own international cooperation team, there should be someone serving as the liaison between the different agencies and the international cooperation team. Governments need to have donors mapped out and understand the priorities and processes of each donor. Having a member of the team that has experience in communicating with donors would increase their effectiveness and communications. The team should have access to a specialized system to track and monitor different projects. This could be software with more capabilities than spreadsheets, that can store and track information on cooperation projects in order to know what is being financed in the country to then try to coordinate. Many governments in the Amazon do not have such a system, and as a result it takes time to find this information or in the worst cases, it is not possible to find the information at all. Core government personnel should rely on public budgets, however international cooperation could support setting systems in place, hiring short term advisors and trainers for staff.

Challenge: Broken communication between donors and recipients/ Differing agendas making it difficult to compromise and relinquish control

Proposed response: Promote donor-government-civil society dialogue: Donors and the relevant government agencies of the Amazonian countries where they work should engage in regular discussions to align their priorities and objectives. The opportunity to communicate and understand the perspective and demands of one another will allow the different parties to compromise and agree on a common path forward, which is critical to meeting the needs of the country while optimally using the resources of the donor community. Establishing frequent exchanges by project, jurisdiction, etc., between donors and government agencies would increase understanding and coordination while also allowing for lessons learned to be shared among the different actors. International and national NGOs also need to be involved in these meetings and share information on their portfolios which are significant in terms of amounts and impact, and which tend to be unaccounted for by the governments.

Challenge: Challenging to organize

Proposed response: Capitalize on strengths of each participant: Rather than viewing the differences in procedures among various donors as a barrier to collaboration, donors should utilize the individual strengths of each organization considering a coordinated effort to their advantage. For example, if one entity can only fund the personnel involved in a project and another entity can only fund other direct expenses (e.g., travel, communication materials, workshops), this joint funding would be complementary to the project. The structure of each donor collaboration should be analyzed on a case-by-case basis; however, implementing creative solutions can lead to positive results for collaboration.

Challenge: Require time and commitment

Proposed response: Identify dedicated leader: Donors should select a leading donor organization with a dedicated individual to manage the collaboration over the lifetime of an investment in a project area (e.g., a protected area system, a park etc.) or a theme (e.g. adding value to products from the Peruvian Amazon). This individual would be fully committed to keeping the organizations involved working in tandem. It is important that the selected individual embody a spirit of collaboration and have the capacity to develop trusting relationships.

This decade is considered the defining decade for the future of the Amazon according to prominent scientists. More than ever, collaboration among donors, recipients, and governments will be vital to addressing the scale and complexity of the challenge. This study provides important lessons learned for the donor community to increase effective collaboration and ensure that every resource allocated achieves maximum impact. It highlights challenges, best practices, and recommendations from both donors and recipients for six different case studies in the region that can serve as a framework for current and future projects. Only with increased collaboration will donors be able to maximize their resources toward conservation and sustainable development efforts to safeguard the Amazon and its wealth of biological and cultural diversity, that is not only vital for the millions inhabiting the region, but for the rest of the world too.



APPENDICES

Case studies

Donors

Amazon Fund of BNDES
Moore Foundation

Geography

Brazil

Dates

2017 - present

Status

Active

Donor Funding Amount


\$20 million

Effective Donor Collaboration Rating

The respondents rated the level of effective coordination among donors in this project a 9.5 on a scale of 10 with 1 being low and 10 being high

Integrated Legacy of the Amazon Region (Legado Integrado da Região Amazônica – LIRA)

The Integrated Legacy of the Amazon Region (LIRA) project secured \$20 million to improve protected area management in 80 million hectares of the Brazilian Amazon, effectively increasing resilience to deforestation and other threats to the region's natural resources and ecological integrity. The project covers 34% of the Brazilian Amazon's protected areas, including 20 national protected areas, 23 state protected areas, and 43 indigenous territories. LIRA was envisioned as a strategy to create an innovative financial mechanism to fill a financial sustainability gap with areas not covered under Brazil's Amazon Region Protected Areas (ARPA) program, which aims to conserve 60 million hectares in perpetuity. A joint intervention between the Amazon Fund of Brazil's National Development Bank (BNDES) and the Moore Foundation along with the Institute for Ecological Research (IPÊ) acting as the main implementing organization, the LIRA project also partners with the National Indigenous Foundation (FUNAI), the Chico Mendes Institute and Conservation of Biodiversity (ICMBio), the State Secretariat of the Environment of Amazonas (SEMA-AM), and the Institute of Forestry and Biodiversity of the State of Para (Ideflor-Bio). A public call for proposals was launched in 2019 and eight projects were selected to improve management and financing of protected areas and indigenous lands and to develop sustainable production alternatives. In addition to funding for implementation activities, each project received funds for social participation in territorial management, to increase employment and improve livelihoods of forest communities. The project began in 2017 and is still under implementation.



Shared Objective: To increase and accelerate the consolidation status of 86 protected areas and indigenous lands, accounting for 80 million hectares in the Brazilian Amazon, and establish their resilience against deforestation and other threats.

Project-specific objectives included:

- Carry out public call for proposals to select up to 12 projects to implement actions that help consolidate protected areas and indigenous lands across six mosaics (Xingu, Calha Norte, Alto Rio Negro, Baixo Rio Negro, Madeira, and Rondônia/Purus), with up to two projects from each mosaic.
- Promote social participation in the management of the territory to increase employment opportunities, improve the quality of life of the local populations, and promote territorial development aligned with environmental conservation.
- Support capacity building through courses, technical visits, and exchanges.

Activities and Executing Partners

The LIRA project was born out of a strategic partnership between the Moore Foundation and the Amazon Fund to maximize their resources in a three-to-one match toward similar conservation objectives in the Brazilian Amazon. The Amazon Fund and the Moore Foundation selected the NGO IPÊ to implement the project. In this structure, IPÊ received \$20 million in funding from the two donors and redistributed the funds to other organizations whose projects were selected in a public call for proposals.

IPÊ plays a critical role serving as the interface between the donors and the recipients, coordinating the entire process from the bottom-up and top-down.

LIRA has a defined governance structure with a donor committee, an institutional engagement committee, and a network of partners. The role of the donor committee is to set guidelines and monitor the execution of the project. The Amazon Fund, Moore Foundation, and IPÊ all sit on the donor committee. The institutional engagement committee monitors learning and results and encourages information exchange thereby strengthening the network to garner more knowledge. This committee is made up of FUNAI, ICMBio, SEMA-AM, IDEFLOR-Bio, National Council of Extractive Populations, Coordination of Indigenous Organizations of the Brazilian Amazon, IPÊ, and the Moore Foundation. In addition to the committees, the organizations receiving funding under the LIRA project form part of a network along with indigenous and extractive associations involved in these projects at the local level. Within the network, organizations share lessons, challenges, and results with one another to enhance the learning on good practices.

The LIRA project operates on two fronts: 1) technical and financial manager of the network of partners and 2) direct executor of the actions in the territories. IPÊ works with eight NGOs whose proposals were selected. The lines of action include territorial and environmental management plans or management, governance mechanisms, sustainable use of natural resources, monitoring and protection systems, integration with regional development, and strengthening of public policies. The project includes six components:

1. Public call for proposals
2. Strategic actions to consolidate integrated management
3. Integration and knowledge dissemination
4. Elaboration of socioeconomic promotion plans
5. Adaptation of available technologies to optimize the costs of territorial protection, monitoring of biodiversity and threats
6. Assessment of management effectiveness

Key Executing Partners Involved

- IPÊ
- Instituto Socioambiental (ISA)
- Associação de Defesa Etnoambiental Kanindé
- Associação dos Moradores da Reserva Extrativista Mapuá
- Associação SOS Amazônia
- Fundação Vitória Amazônica
- Instituto de Conservação e Desenvolvimento Sustentável da Amazônia
- Instituto Internacional de Educação do Brasil
- Instituto Kabu

Donor Coordination

Donors that co-financed this project or related investments

LIRA received funding from both the private and public sector. The Amazon Fund within BNDES provided \$15 million and the Moore Foundation provided \$5 million to the project for a total of \$20 million.

Key benefits resulting from donor coordination

The Amazon Fund and the Moore Foundation worked very closely with one another and with IPÊ to build the LIRA project from the ground up and align objectives. The three organizations and the individuals representing them openly discussed issues that were important to each one and demonstrated an availability and willingness to make concessions to find solutions, which was key to the project success. Despite the differing legal and institutional requirements of each donor, they were willing to navigate and negotiate to find solutions.

The project benefited from the experiences and strengths of each donor, in particular the flexibility of the Moore Foundation and the large resources of the Amazon Fund. The collaboration showcased the LIRA project bringing public attention to it. The ability to pool funds allowed the donors to pursue and achieve an ambitious project with much greater impact than they would have been able to without one another. The LIRA project created a community of practice that enhances learning and collaboration between recipients and thus increases the impact of the work. Their actions promoted and expanded integrated management for biodiversity conservation and landscapes, and the socio-environmental and cultural development of Indigenous Peoples and local communities. The project also provided capacity building to several recipient organizations to navigate the requirements of managing financial resources from the Amazon Fund for future projects, allowing them to request funds in the future. Additionally, IPÊ's institutional capacity has grown significantly in its role as project implementer, having transitioned from a strictly technical organization to one that manages funds and administers projects. IPÊ has also increased its reach and network of partners and collaborators through the LIRA project.

Joining forces brought several benefits to both donors. The financial collaboration of two donors increased the resources for civil society organizations in the Amazon and directed resources to themes (protected areas) that were of interest to both. Donors benefited from the increased resources they had together. The Amazon Fund and the Moore Foundation established common indicators for the project with the former agreeing to use the latter's indicators, and with IPÊ they developed a call for proposals around the fulfillment of those indicators. The call for proposals process brought new recipients to the Moore Foundation. Working together also allowed the donors to collectively mitigate the risks associated with the project, joining efforts and capacity building to address them.

Key Outcomes

1. Thirty-four projects supported covering 58 million hectares and directly benefitting 37,000 people, including Indigenous Peoples and local communities.
2. Increased impact in territorial management by empowering the local organizations and governance with actions and promoting knowledge (116 organizations involved in the collaborative network).

Key challenges for collaboration

The two donors have significantly different internal procedures and operations, including project timelines and requirements. These differences needed to be addressed by both the donors and the recipient in order for the collaboration to move forward. Creative solutions were implemented and supported the coordination between the different organizations.

Top lessons learned

The LIRA project successfully aligned the objectives between the Amazon Fund and the Moore Foundation and brought benefits to both donors. They developed the project to include demands, goals, and activities important to each donor. Organizations are more willing to engage in a collaboration when there is a win-win situation, and the participating organizations were able to create that together. They demonstrated openness to jointly conceive of and design something from the ground up. In this case the role of IPÊ as an effective implementer for a large project and a trusted broker with high technical and management skills has been key to the success of the project.

Throughout the entire project, the Amazon Fund, Moore Foundation, and IPÊ worked very closely with one another. This was aided in part by regular meetings, including between donors, between the two donors and IPÊ, and between each donor individually with IPÊ. The meetings provided good, frequent, and open communication among the different parties. Both sides demonstrated transparency with one another. Having shared indicators also helped, since it created one way of measuring the success of the project and eased reporting requirements from the recipients by submitting just one shared report for both donors.

The LIRA project demonstrates the complementarity between flexible, private funding with smaller resources from the Moore Foundation and stricter, public funding with greater resources from the Amazon Fund. In this case, the bulk of the funds were used for the projects selected during the call for proposals and these funds came from the Amazon Fund. The more flexible funds from the Moore Foundation were used for other project needs since some expenses were not eligible for the Amazon Fund but were for the Moore Foundation.

Donors

Avina Foundation

Children's Investment Fund Foundation

Climate and Land Use Alliance

Global Wildlife Conservation

Good Energies Foundation

Moore Foundation

Norway's International Climate and Forest Initiative (NICFI)

Instituto Arapyau

Instituto Clima e Sociedade

Instituto Humanize

OAK Foundation

Quadrature Climate Foundation

Walmart Foundation USA

Wellspring Philanthropic Fund

Skoll Foundation

Geography

Brazil/Pan-Amazon

Dates

2015 - present

Status

Active

Donor Funding Amount

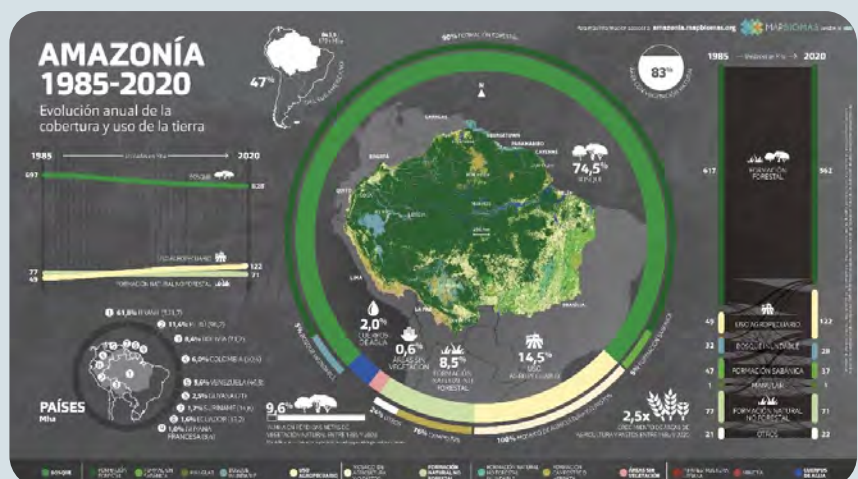
~\$15.2 million

Effective Donor Collaboration Rating

The respondents rated the level of effective coordination among donors in this initiative a 7.4 on a scale of 10 with 1 being low and 10 being high

MapBiomass

An initiative of the System for Greenhouse Gas Emissions and Removals Estimates from Brazil's Climate Observatory, MapBiomass has secured approximately \$15.2 million to develop annual land use change (LUC) and land cover change (LCC) maps from 1985 to the present through a collaborative global network of civil society organizations, universities, technology companies, and governmental agencies. Together the network uses science to reveal the transformations in territories and makes land use information accessible to the public, with the goal of contributing to conservation and climate change initiatives. MapBiomass envisions a future where the land system in Brazil operates as a net sink of greenhouse gas emissions, making Brazil the first large-size country to achieve net zero emissions. The initiative combines remote sensing, computer science, and experts on land use with global satellite images to develop the most comprehensive information on Brazilian land cover and land use available with real-time insights. In recent years, MapBiomass started mapping all fire scars and water surface of Brazil since 1985 monthly and monitoring mining, infrastructure, soil degradation in pastureland, and secondary vegetation or forest regrowth. The initiative has validated every deforestation alert in Brazil since 2019 as well. All MapBiomass data, methods, and source codes are provided free and open to the public through an interactive data portal. Moving beyond Brazil, MapBiomass has expanded throughout South America and Indonesia undergoing a period of growth.





Shared Objective: To develop and implement a fast, reliable, and low-cost methodology to generate annual LUC/LCC maps.

Project-specific objectives included:

- Produce annual LUC/LCC maps since 1985
- Validate and elaborate reports for each deforestation event in Brazil since January 2019
- Monitor water surface and fire scars monthly since 1985

Activities and Executing Partners

The initiative came about from a seminar in 2015 in which remote sensing specialists gathered to understand if it was possible to produce annual LUC/LCC maps for all of Brazil in a way that's affordable, fast, and up-to-date with historical data as well. Many projects monitor deforestation, but there was little information on transformations taking place after deforestation, and traditional methods to map land cover and land use take a long time to be processed and are expensive to deliver. MapBiomass responded positively to this challenge with the belief that a group of experts from each biome and cross-cutting themes combined with unprecedented processing capacity and automation could meet this demand. From there, the group made contact with Google and established a technical cooperation to develop the initiative using Google Earth Engine, which the company provides free of charge to MapBiomass since it is a scientific, environmental initiative. Google Earth Engine provides high-capacity and high-performance cloud computing to MapBiomass.

MapBiomias works with two additional software engineering companies, Terras and EcoStage, which support the initiative by building scripts and applications capable of translating the local organization's knowledge on LUC/LCC into image processing and classification within Google Earth Engine. These companies also develop MapBiomias' web platform, which serves as the interface for consultation and distribution of the initiative's products.

MapBiomias utilizes an independent scientific advisory committee to provide technical and scientific advice for developing the initiative. The committee, which consists of nationally and internationally recognized remote sensing experts, verifies and provides recommendations for the methodologies adopted by the MapBiomias teams.

Since MapBiomias is not an institution or established legal entity, it cannot receive funds directly from donors. This has meant that several agencies receive funds from donors on behalf of MapBiomias and facilitate fund administration and distribution among the organizations within the network. However, not all organizations within MapBiomias depend on the fundraising from the initiative to support their activities for the network's work. Some organizations within the network use their own resources for MapBiomias activities.

MapBiomias relies on a collaborative network of partners, including NGOs, universities, and technology companies organized by biomes, themes, and working groups. The initiative has formed interdisciplinary teams with extensive knowledge on LUC/LCC mapping composed of NGO and university professionals from many fields, including remote sensing, forest, environmental and social sciences, geology, and more. MapBiomias has one team for each of the six biomes in Brazil: Amazon, Caatinga, Cerrado, Atlantic Forest, Pampa, and the Pantanal. Additionally, there is a team for cross-cutting themes, including agriculture, coastal zones, mining, forest plantations, urban areas, and pastures. In other countries, there is one team for each country. MapBiomias has a technical coordinator, scientific coordinator, and general coordinator.

The initiative includes three components:

1. Produce annual large-scale LUC/LCC maps at a 30-metre resolution, from 1985 onwards, for the Brazilian continental area.
2. Create a platform to facilitate the dissemination of the methodology to other interested countries and regions using the same base of algorithms.
3. Establish a collaborative network of specialists in Brazilian biomes to map soil cover and its change dynamics.

Key Executing Partners Involved

- Amazon – Institute of People and Environment of the Amazon (Imazon)
- Caatinga – Feira de Santana State University, Northeast Plants Association and GeoDatin
- Cerrado – Amazon Environmental Research Institute
- Atlantic Forest – SOS Mata Atlantica Foundation and ArcPlan
- Pampa – Federal University of Rio Grande do Sul and GeoKarten
- Pantanal – SOS Pantanal Institute and ArcPlan
- Pasture – Federal University of Goiás
- Agriculture – Agrosatelite
- Coastal Zone and Mining – Vale Technological Institute and Solved
- Urban Areas– University of São Paulo, Federal University of Bahia and Federal University of São Carlos
- Google
- EcoStage
- Terras App Solutions
- World Resources Institute Brasil
- Avina Foundation
- Embrapa
- Brazilian Institute of Environment and Renewable Natural Resources
- National Institute for Space Research
- Federal University of Amazonas
- University of Maryland
- University of Brasilia
- Clark University
- Instituto de Manejo e Certificação Florestal e Agrícola
- Instituto de Energia e Meio Ambiente
- ISA
- Instituto Centro de Vida
- Instituto Democracia e Sustentabilidade
- The Nature Conservancy
- WWF Brasil

Donor Coordination

Donors that co-financed this initiative or related investments

MapBiomass has received funding from both the private and the public sector. Within the group of donors from the private sector, there are both international and national (Brazilian) entities. The following organizations have provided financial resources to MapBiomass: Avina Foundation, Children's Investment Fund Foundation, Climate and Land Use Alliance, Global Wildlife Conservation, Good Energies Foundation, Moore Foundation, NICFI, Instituto Arapyaú, Instituto Clima e Sociedade, Instituto Humanize, OAK Foundation, Quadrature Climate Foundation, Walmart Foundation USA, Wellspring Philanthropic Fund, and the Skoll Foundation.

Key benefits resulting from donor coordination

Donor collaboration helped transform LUC/LCC mapping through support of an innovative, cloud-based, open-source network resulting in the production and publication of the most complete, comprehensive time series mapping of land cover and land use in Brazil. Donors jointly provide support for the entire initiative of MapBiomass, which gives flexibility for new ideas to emerge. New products, including MapBiomass Alert, MapBiomass Water, and MapBiomass Fire have been developed with input and collaboration from the donors.

The general coordinator tries to avoid earmarked funds and instead have all funds support the entire program, including all outcomes and results, regardless of the size of the contribution. In this way, all MapBiomass donors feel part of something greater independent of how much funding they provide.

This collaboration has been consolidated through the MapBiomass Funders Committee, which includes all previous and current funders and meets 3-4 times a year to share and discuss the developments of the project and lessons learned. The nature of MapBiomass facilitates knowledge sharing and capacity building within the network.

The donors have also coordinated the monitoring and evaluation for the initiative by accepting simplified and shared reports. This facilitates the reporting process for the recipient organizations and allows for donors to receive and review the same information. The reports always show all project results.

Key Outcomes

1. Development of the MapBiomass Alerts system. The Alerts system enables, for the first time, the systematic monitoring of illegal deforestation of native vegetation at a feasible cost. This means that legal action may be taken against deforesters remotely, without on-site inspection. Public prosecutors in Brazil using deforestation data produced. Platform has prompted over 8,000 actions against deforestation.
2. Launch of collection 6.0 of annual maps (1985–2020), including water, fire, and mining macros with fully free access to LUC/LCC data for Brazil. Produced 35 years' worth of maps in less time and budget than it takes to create one year of maps by traditional methods.
3. Generated over 100,000 unique users annually, including government agencies, banks, meatpackers, and agricultural companies.

Key challenges for collaboration

The biggest challenge identified by respondents is the structure of the quarterly donor meetings. The meetings do not provide enough time for donors to speak among themselves and would benefit from identifying specific topics or issues to discuss and being led by someone from the donor group. This has caused a perception among some of the donors that there is a lack of clear direction for donor collaboration.



Top lessons learned

MapBiomass is an innovative program, and innovative projects attract people to join. The entire methodology of MapBiomass has been described as collaborative, with everything they do incorporating joint action and partnerships. Collaboration is part of the essence of the initiative in large part due to the leadership of the MapBiomass general coordinator.

Described as a “champion of collaborative efforts,” the general coordinator has extensive experience in developing these types of networks—which is not common—leading the facilitation of donor coordination by convening all the donors each quarter. In this way there is transparency on who is involved with MapBiomass through the regular meetings and updates. The combination of having a lead figure from the recipients who can convene donors and having substantive project results and updates to share with the donors has been effective for collaboration.

The quarterly donor meetings have been crucial for MapBiomass. They allowed for a community of trust to be built and for information sharing. During the meetings participants discuss what is lacking and what is needed for the future with complete transparency regarding where the money is going and the funding gaps. The coordinator allots time at the end of the meeting for the donors to speak to each other. Given the large number of funders, there are many opportunities to learn from one another in these meetings. However, it was noted that having a feedback channel and allotting more time for donors to speak during meetings to provide feedback would enhance collaboration.

The coordinator has centralized decision making on fundraising and major agreements with donors. Respondents noted that it would be greatly beneficial to distill the lessons learned over the years by this coordinator into guidelines for other organizations who do not have this type of leader.

Everybody involved in the MapBiomass network appreciates collaboration. Their ability and willingness to work collaboratively is their greatest strength. They collaborate to learn together, not to think or do the same. It’s a loose collaboration based on learning instead of imposition. A network of organizations and a strong and enthusiastic leadership have been essential to the successful implementation of the initiative.

Donors

AAF

USAID

GEF

WWF

Mario Santo Domingo
Foundation

Moore Foundation

Geography

Colombia

Dates

2017 - 2018

Status

Completed

Donor Funding Amount

~\$1.5 million

Effective Donor Collaboration Rating

The respondents rated the level of effective coordination among donors in this project a 5.5 on a scale of 10 with 1 being low and 10 being high

Expansion of Chiribiquete National Park

The second expansion of Colombia's Chiribiquete National Park secured close to \$1.5 million from various donors to carry out all the necessary activities to increase the area of size of the park by 55%, making it the world's largest tropical rainforest national park. Chiribiquete National Park was declared a national park in 1989 at 1.2 million hectares and was expanded for the first time by around 1.5 million hectares through Resolution No. 1038 of August 21, 2013, issued by the Ministry of Environment and Sustainable Development (Minambiente). In this expansion, the park was extended to the municipalities of Cartagena del Chairá, San Vicente del Caguán, and Solano in Caquetá, and Calamar in the Guaviare. The second expansion added another 1.5 million hectares through resolution 1256 of July 10, 2018, by Minambiente and was carried out in the municipalities of San José del Guaviare, Miraflores, and Calamar in Guaviare, and in San Vicente del Caguán and Solano in the department of Caquetá. Combined, the two expansions have made the Chiribiquete National Park the largest protected area in the Colombian Amazon currently with a total of 4,268,095 hectares. The expansion of Chiribiquete was the result of an intervention financed by the Andes Amazon Fund (AAF), the GEF via the World Bank, the Moore Foundation, WWF, the Mario Santo Domingo Foundation, and the United States Agency for International Development (USAID). Colombia's National Park Service (PNN) was the main recipient of the funds and implementing agency and had an alliance with Fundación de Conservación y Desarrollo Sostenible (FCDS) to implement work on the expansion. The projects took place between 2017–2018.





Shared Objective: To expand the area of the Chiribiquete National Park in the Colombian Amazon by 1.5 million hectares.

Project-specific objectives included:

- Develop and carry out consultations with indigenous communities directly related to the expansion initiative of the park in compliance with ILO 169¹⁷.
- Generate inputs for the expansion, including technical information on the different sectors to be expanded, through expeditions and overflights.
- Produce documents on plant cover, geology, and geomorphology, and an analysis on regional pressures and threats.

Activities and Executing Partners

Colombia’s National Development Plan for 2014–2018 “Todos por un Nuevo País” highlighted the need to conserve and ensure the sustainable use of the country’s terrestrial and marine natural capital. The country set ambitious targets, including the designation of 2.5 million hectares of protected areas by 2018, as part of several commitments under the framework of the CBD and part of the country’s National Biodiversity Policy and the National Policy for the Comprehensive Management of Biodiversity. These goals also support other international commitments, including the Aichi Targets and the 2020 Agenda for Sustainable Development.

¹⁷ Established in 1989, ILO 169 recognizes and protects Indigenous Peoples’ land ownership rights and sets a series of minimum UN standards regarding consultation and consent.

At the same time, PNN expressed a commitment to increasing ecosystem representation through the declaration and expansion of protected areas within its 2011–2019 Institutional Action Plan. The expansion of Chiribiquete was prioritized in this plan due to its biological, ecological, and cultural importance, and its central location connecting the Amazon, Andes, and Orinoquia biomes. The area in question was also facing severe pressure from increasing agriculture and cattle ranching post-peace deal, and the expansion was seen as way to minimize this pressure.

The 2018 expansion of Chiribiquete National Park aimed at ensuring the protection of different habitats that support a great number of plant and animal species. The expanded park area and its area of influence have been historically affected by deforestation. In 2018, the government considered that if deforestation were not contained in this area, it would ultimately threaten key conservation areas. Per official documents, the expansion of Chiribiquete National Park was conceived as one of the strategies to halt deforestation (logging, establishing pastures, and burning) in this region.

PNN created a clearly defined work plan—considered the backbone of the expansion—and sought technical support from NGOs to implement the proposal. NGOs were involved in specific activities of the work plan to expand the park through different projects funded by various donors. Throughout the projects, PNN and FCDS spearheaded the work and division of activities. This close relationship between the two was due in part to the fact that the executive director of FCDS had worked previously with PNN. The expansion process involved consultation with different entities involved in the area of interest, including the Ministry of Mines and Energy, the National Agency for Hydrocarbons, the National Mining Agency, the National Agency for Infrastructure, Minambiente, the National Environmental Licensing Authority, the Corporation for the Sustainable Development of the North and East of the Amazon, the Ministry of Agriculture and Rural Development, the National Land Agency, the Development Agency Rural, the Comprehensive National Program for the Substitution of Illicit Crops, the Ministry of the Interior, and the communities of two indigenous territories. The free, prior, and informed consent (FPIC) process between the government and the indigenous groups was a critical piece of work in addition to the field visits to collect information on the ground.

The projects included three components:

1. Technical reports
2. Social outreach
3. Advocacy through communications and events

Key Executing Partners Involved

- PNN
- FCDS
- Minambiente
- Instituto Sinchi
- Gaia Amazonas
- Field Museum
- Amazon Conservation Team - Colombia
- The Nature Conservancy
- WWF Colombia
- Wildlife Conservation Society Colombia
- Fundacion Mario Santo Domingo
- Frankfurt Zoological Society
- Agencia Nacional de Tierras
- Agencia de Desarrollo Rural



Donor Coordination

Donors that co-financed these projects or related investments

The projects to expand Chiribiquete National Park received funding from both the private and the public sector. The following organizations provided financial resources: AAF, the GEF through the Corazon de la Amazonia with the World Bank as GEF agency, the Moore Foundation, WWF, Mario Santo Domingo Foundation, and USAID.

Key benefits resulting from donor coordination

There was some coordination within one donor group, Funders of the Amazon Basin (FAB)—made up mainly of private foundations—that led to donors working out a strategy to complement each other’s funding plans and generated additional support and advocacy for the park’s expansion as well as funding for the management costs once the area was expanded. For example, some donors funded the technical studies needed to present to the National Academy of Science and the social outreach and prior consent processes required, some focused efforts in the mosaic around the national park, some contributed to the costs of managing the expanded park, and some worked on developing a long-term funding mechanism—Heritage Colombia (HeCo). This collaboration, which occurred among the private foundations, helped leverage resources and free up funds to go to other needs. The private donors aligned activities utilizing the shared objective of the project. Working together for the expansion of this protected area also helped identify lessons learned and create conditions to understand other projects, such as HeCo.

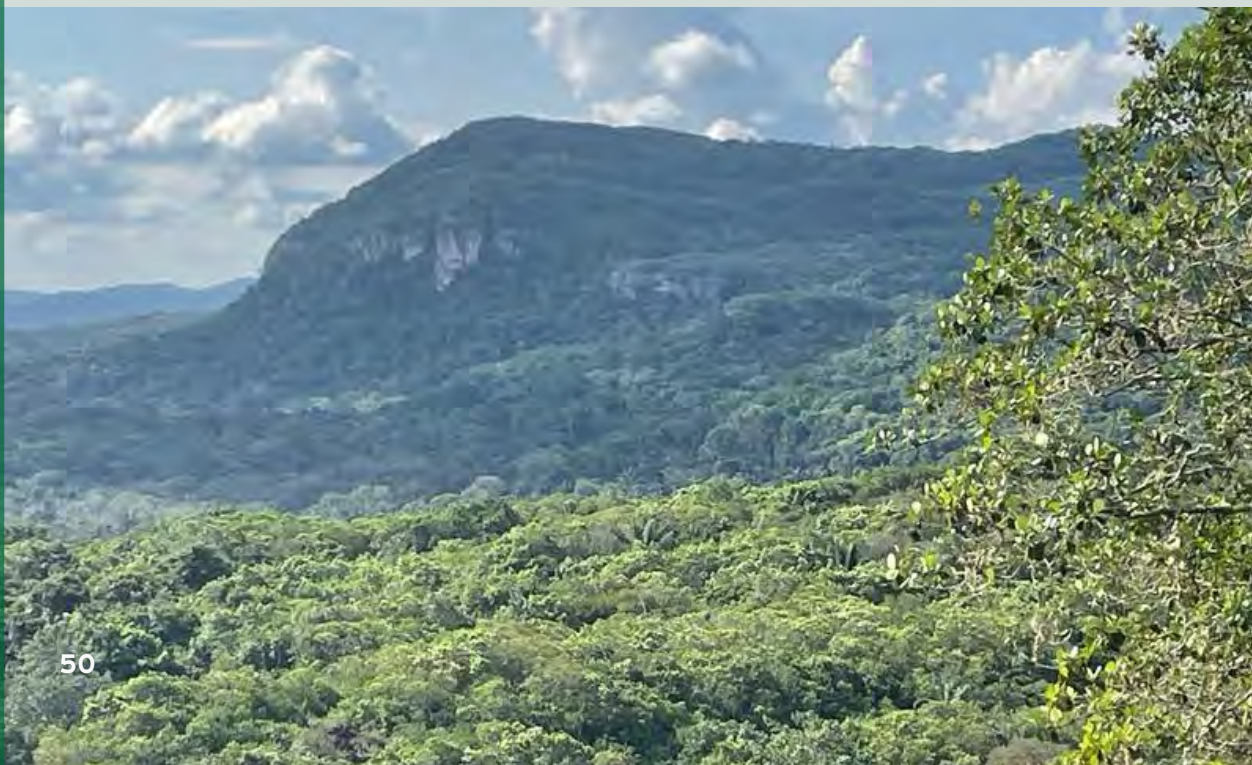
The greatest benefit was the actual expansion of the Chiribiquete National Park by 2.5 times its original size, an incredible achievement to be able to have such a large area protected and so many actors committed to its protection. This demonstrated the recognition of the biological, ecological, and cultural importance of this area, not only at the national level but at the global level as well, given the support of the multiple donors. The area of expansion for Chiribiquete hosts an enormous array of species, both endemic and threatened, and provides critical connectivity within the region. There are four indigenous groups living in voluntary isolation within the expansion area of the park. All the energy and investment helped achieve targets for Colombia’s national-level goals related to development and planning instruments. Involvement from the World Bank via the GEF funding also added value in terms of securing social and environmental safeguard instruments that were put in place in the expansion-related activities. Donor collaboration helped raise the profile of this historical event, which sparked a great deal of interest in Chiribiquete and the Colombian Amazon, spurring more donors to support work in the park’s buffer zones.

Key Outcomes

1. Participatory diagnostic of the region and impacts from the expansion. This included social, cultural, and economic information collected on the ground, as part of the roadmap for the expansion (identification of area to expand, costs, and benefits).
2. The FPIC processes carried out with indigenous organizations to consult with them on the expansion of the park.
3. The successful expansion of the Chiribiquete National Park by 2.5 times its original size, protecting areas of subnational, national, and global importance.

Key challenges for collaboration

The projects did not have a formal system to promote donor collaboration, and instead relied on individuals from the different donor entities reaching out to one another to coordinate. The absence of a coordination space for different categories of donors created this barrier, and in this case the recipient organizations did not take the lead to convene donors or discuss alignment. The reports provided by the recipients acknowledged contributions from other donors, but the recipients did not promote dialogue among the donors. This lack of structured governance and communication among donors hindered collaboration. The expansion of the park involved multiple projects with different donors and recipients working on different activities, but there was no collaboration between the projects. Some donors supported PNN and others supported NGOs under these projects, with insufficient communication between the different stakeholders. For example, one NGO received funding for activities related to the expansion but did not directly involve PNN in charge of Chiribiquete in calls with donors, resulting in broken communication.



Top lessons learned

The government of Colombia successfully expanded the size of the Chiribiquete National Park with the support of multiple donors and national and international NGOs. During the process, the government also succeeded in registering Chiribiquete as a UNESCO world heritage site in recognition of its value to nature and people in 2018. There was a small political window of opportunity to expand the park given favorable administration, and the process to do so did not take a long time. This made it an easier objective to fundraise for and in some ways allowed for a successful result that was unaffected by insufficient donor collaboration. If it had been a project encountering significant obstacles, it might have required more collaboration. Having a clear north star with one priority and the political will to achieve the expansion made financing a lot easier.

Respondents did, however, acknowledge the benefit if there had been more donor collaboration. Even a joint meeting among donors and recipients to show and discuss project results would have been useful. The projects lacked a structure and formal way of communicating with all the different actors. There was bilateral communication between several of the donors independent of the Colombian government. Donor collaboration occurred where there were already functioning coordination groups established with ongoing opportunities for communication, such as FAB. However, the current groups of donors do not include different categories of donors (NGO, multilateral, bilateral, etc.) so some opportunities to coordinate and collaborate were missed. Collaboration among donors is harder in cases like this one where donors are funding activities on the ground that target different agencies. For such cases, respondents indicated that the governments could play a key role as convener and facilitator of collaboration.

In discussions about this case, respondents highlighted the need for the government to have the capacity to build systems to efficiently systematize information related to international cooperation flows and projects. For this study, it was evident that much of the data about the expansion and knowledge lies with specific personnel within the park service, or in archaic repository systems and there is not much institutional memory left behind.

Donors

The GEF

United Kingdom AID

KfW Development Bank

Norwegian Ministry
of Climate and
Environment

German Agency
for International
Cooperation (GIZ)

UK Space Agency

UN-REDD+, Forest
Carbon Partnership
Facility (FCPF)

Moore Foundation

Geography

Colombia

Dates

2012 - present

Status

Active

Donor Funding Amount

\$10 million

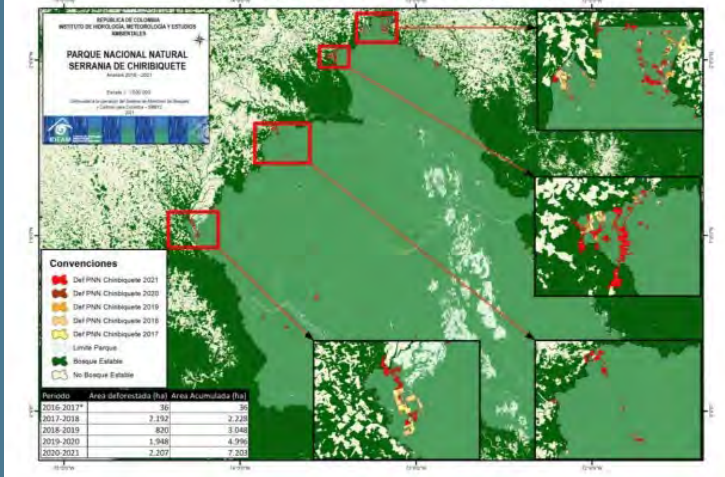
Effective Donor Collaboration Rating

The respondents rated the level of effective coordination among donors in this project a 6.7 on a scale of 10 with 1 being low and 10 being high

Colombian Forest and Carbon Monitoring System (Sistema de Monitoreo de Bosques y Carbono - SMBByC)

The Forest and Carbon Monitoring System (SMBByC) provides continuous and frequent monitoring of forest area and deforestation in Colombia and has received \$10 million from multiple sources. Under the United Nations Framework Convention on Climate Change (UNFCCC), the Colombian government developed the monitoring system to meet the convention's conditions for applying to REDD+ mechanisms. Led by the Institute of Hydrology, Meteorology, and Environmental Studies (IDEAM), an institute that belongs to the national environmental system led by Minambiente, SMBByC began in 2012 to annually generate official information on the monitoring of forest cover and deforestation, early warnings for deforestation, and to estimate carbon stocks and greenhouse gas (GHG) emissions related to natural forests. In 2017, the Colombian government issued Decree 1655 formalizing the system, which made the information public and official along with creating methodological and implementation guidelines for its operation. The SMBByC data generation is based on the digital processing of satellite images and the analysis of available primary and secondary information. Using the information generated by the SMBByC, IDEAM monitors Colombia's biophysical resources, in particular forest resources, and generates statistics, reports, and maps that relay the status and dynamics of those resources. This information supports the design and implementation of national policies on climate change and forests. The monitoring system is still active in Colombia and has also served as a tool to measure effectiveness of activities financed via international cooperation.

Figura 7
Dinámica de la deforestación en el PNN Serranía de Chiribiquete



Shared Objective: To strengthen the technical, scientific, and technological guidelines necessary for monitoring forests in Colombia.

Project-specific objectives included:

- Generate official information on land cover and changes of the forest, and early deforestation alerts.
- Produce and compile necessary data sets to estimate carbon stocks in different forest areas and national GHG emissions due to deforestation and forest degradation.
- Document the causes and drivers that determine or influence deforestation and forest degradation on a national scale and generate reports based on these results.
- Provide guidelines, tools, methodological procedures, and standards for monitoring land cover and changes in the forest, carbon stocks, and the characterization of causes and agents of deforestation and forest degradation.
- Strengthen forest monitoring capacity for regional and local environmental authorities.

Activities and Executing Partners

The SMyC combines technology, information analysis, procedures, and trained professionals to generate accessible and high-quality information at the regional and national levels, identifying forest cover and changes in the carbon inventory. The system came about from the Colombian government's initiative to meet the conditions laid out by the UNFCCC. IDEAM plays a dual role of capturing and administering funding while also overseeing and executing all the technical activities of the monitoring system. Personnel from Colombia are hired by IDEAM to staff the SMyC allowing people within the country to play a leading role and make decisions on how to manage the system. The SMyC relies on six teams to run it, comprised of professionals from multiples areas of expertise as follows: a) generate annual figures; b) early alerts; c) causes and drivers of forest transformation; d) technological infrastructure calculation; e) scenarios, projections, and modelling; f) participatory community monitoring; and g) technological platform.

The Colombian government decides on the main priorities for the monitoring system but incorporates input from the donors. Over the years, donors have provided strategic guidance to the system's design and worked closely with the Colombian government to ensure effective implementation by accompanying program activities. Many donors participate at both a technical and political level, contributing to decision making processes and influencing public policy related to the system. Some donors provided technical experts to define the protocols for monitoring and reporting deforestation. For example, one donor required the payment for results component.

Annual reports with information on the land cover of natural forests, deforestation, carbon stock estimates, and the causes and drivers of deforestation are published by IDEAM. This information in turn helps shape national policies on climate change and forests.

The system includes three components:

1. Monitoring of forest/deforestation
2. Monitoring of biomass in natural forests
3. Analysis and monitoring of deforestation drivers

Key Executing Partners Involved

- IDEAM
- Minambiente
- Donor Coordination

Donors that co-financed this system or related investments

The current financing of SMByC operations is mainly through projects supported by bilateral and multilateral donors. The following projects currently provide support to SMByC: REM Vision Amazonia, GEF Corazon de la Amazonia, Forests 2020, and the FCPF. REM Vision Amazonia is funded through a collaboration between the United Kingdom, Germany, and Norway. They signed a joint declaration of intent that states the main goals of cooperation of the countries with Colombia and part of the funds support the SMByC. Corazon de la Amazonia is a World Bank-led, GEF-financed project within the ASL program. Similar to the former project, Corazon de la Amazonia uses part of the funding for the monitoring system. Forests 2020 is a global initiative that received funding from the UK Space Agency to work on monitoring in six countries, including Colombia. FCPF is a global partnership of governments, businesses, civil society, and Indigenous People's organizations focused on reducing emissions from deforestation and forest degradation. Initially, several private foundations supported the design and set up of the monitoring system, including the Moore Foundation.

Key benefits resulting from donor coordination

The SMByC significantly improved mapping of forest cover and deforestation and is a key development for Colombia. The country uses the data generated from the monitoring system to make many decisions, such as control and forest surveillance based on the weekly deforestation early alerts. Estimates on GHG emissions coming from deforestation give strategic input to the national GHG inventory, forest emissions reference level, and Nationally Determined Contribution figures. Support from multiple donors helped consolidate the SMByC and strengthen the technical and scientific guidelines to monitor forest coverage. International cooperation has ensured the sustainability of the monitoring system and enabled the implementation of the results-based payments in the Colombian Amazon by establishing a solid supply of data.

Having the support of multiple prominent donors has encouraged Colombia to be ambitious and take the monitoring system to the next level. Donors have helped increase the capacities within national and local teams on forest monitoring through their funding. IDEAM and Minambiente have strengthened their coordination on forest monitoring as a result of the SMByC, and there has also been better alignment between Minambiente and other institutions tackling deforestation, including the Ministry of Defense.

Joining forces brought several benefits to the donors as well. The financial collaboration provided a more efficient use of resources from the donors. Donors were able to share technical expertise, support on processes, and teamwork with one another. Working together helped donors get closer to the program and understand where to allocate future funding and programming support. Donor collaboration helped reinforce greater collaboration between Germany, Norway, and the UK, and gave them a stronger voice in discussions with Colombia.

Key Outcomes

1. Generated 15 Early Warning Deforestation reports over a four-year period.
2. Published an annual report with updated information on forest area and deforestation.
3. GHG emission levels established annually for the Amazon region.
4. Enabled implementation of results-based payments in the Colombian Amazon.

Key challenges for collaboration

A big challenge was the lack of donor coordination for the monitoring system in general. Donors trusted the recipient to handle the coordination with other donors, instead of taking it upon themselves to do so. The recipient shared information on funding sources to the monitoring system with donors when this was requested, and substantiated arguments as to what was needed for more funding. However, the recipient did not plan any meetings with all the donors or have a joint presentation to facilitate information sharing on the project with all the donors. This could be due to the limited capacity within the Colombian government to identify synergies and promote articulation, or to dedicate time to foster collaboration via communications and meetings. Donors are also each requesting their own reporting template, creating a burden on the recipient to have to spend extra time writing separate reports for each donor. The monitoring system depends on a small number of people within the Colombian government making it vulnerable as information is consolidated with a handful of people. As indicated by respondents, coordination between donors would have also facilitated the timely request for the data and submission by the system managers to be made accessible to the public, would have allowed better engagement with new government officials, and would have allowed the donors to provide feedback and technical support towards the common goal of an effective monitoring system.

Top lessons learned

Donor coordination depends on the leadership of the country itself and technical groups within the government are the ones to communicate the country's priorities and provide guidance on how donors can coordinate to address such priorities. Having the government as a champion makes collaboration among donors easier and more effective. However, donors could have the initiative to request such collaboration and request engagement from the recipient. This is easier to achieve when good lines of communication with the government are developed.

Respondents noted that it is important for donors to understand that collaboration will save time in the long run. Despite the time it takes to coordinate, the benefits of working together and finding ways to be more efficient with resources would enhance the work. A possible step in that direction would be for donors to utilize the same reporting template to reduce the burden on the recipient.

The discussion around the SByC led to an important additional consideration in terms of sustainability. Government-led systems that provide strategic information ideally should not rely on international cooperation that has a specific closing date, or at least have a financial mechanism that ensures public funds cover the basic long-term needs.



Donors

AAF

GEF

Moore Foundation

WWF

Geography

Peru

Dates

2014 – present

Status

Active

Donor Funding Amount

\$70 million

**Effective Donor
Collaboration Rating**

The respondents rated the level of effective coordination among donors in this project a 8.3 on a scale of 10 with 1 being low and 10 being high

Peru's Natural Legacy (Patrimonio Natural del Perú - PdP)

Peru's Natural Legacy (PdP) secured \$70 million from multiple donors to permanently protect 16.7 million hectares in the Peruvian Amazon. The initiative covers 21% of the Peruvian Amazon's protected areas, including 34 Natural Protected Areas and 4 Reserved Zones. Activities within PdP will contribute to the creation of new protected areas, improved protected area management effectiveness, and lead to stronger protected area financing and investment. PdP utilizes the Project Finance for Permanence (PFP) model, which brings together different partners who agree on a long-term vision, plan, and strategy to finance the costs of managing the entire protected area network. The financial model to meet the goals of PdP spent over 11 years was estimated at \$140 million. To cover this model, funds were raised from external sources to create a \$70 million sinking fund and economic mechanisms are being designed to be implemented and contribute the remaining \$70 million to complement the sinking fund over 11 years and cover the financial needs indefinitely. PdP is a joint intervention between the AAF, the GEF via the ASL, the Moore Foundation, and WWF who provided funding to the sinking fund. Peru's Ministry of Environment (MINAM) and the Peruvian National Protected Area Service (SERNANP) serve as the main implementing organizations, and partner with the Peruvian Trust Fund for National Parks and Protected Areas (Profonampe) as the fund administrator. WWF provides key technical support serving a dual role. The initiative was launched at the 2014 World Parks Congress in Sydney, Australia, and is still under implementation.



Shared Objective: To promote long-term financial sustainability for the effective management of the National System of Natural Protected Areas of Peru (SINANPE) for the protection of globally important biodiversity and ecosystem services in the Amazon Biome.

Project-specific objectives included:

- Increase the priority areas for the conservation of the Amazon biome in Peru, under a modality of conservation in perpetuity, through the classification of at least two reserved zones.
- Establish timely surveillance strategies that effectively mitigate threats to natural protected areas within the Amazon biome through strengthening their basic and structural management capacities.
- Strengthen the commitments between SERNANP and the local population by developing sustainable economic activities for the use of renewable natural and landscape resources (tourism).
- Cover the costs of basic and structural management completely and permanently, along with certain prioritized investments at the optimal level of management in the Amazon biome natural protected areas.

Activities and Executing Partners

PdP was officially launched during the 2014 World Parks Congress, in which MINAM, SERNANP, Profonampe, the Moore Foundation, WWF, AAF, and the Peruvian Environmental Law Society (SPDA) signed a memorandum of understanding (MoU) to begin the design phase. Another agreement was signed by the same parties (except for SPDA) in 2019 to close the design phase and begin the implementation phase of the initiative (financed partly by the GEF via the ASL).

A Board of Directors comprised of seven members chaired by MINAM's Vice Minister for Strategic Development of Natural Resources govern the initiative. The director of SERNANP, the executive director of Profonampe, the representative of the regional governments of Profonampe's Board of Directors, the representative of SINANPE's Coordination Committee (a member of the civil society organizations), and two representatives of the donors that signed the MoU (selected by the donors themselves) sit on the board as well. The board, as the highest decision-making body, has two main responsibilities: 1) monitoring compliance with the agreed-upon objectives and goals; and 2) approving financial disbursements from the transition fund.

Profonanpe was selected as the transition fund administrator for PdP and is responsible for ensuring that the execution of the financial resources within the fund fall within the framework of the implementation strategy for PdP and financial model. Additionally, Profonanpe guarantees and confirms compliance with the grant agreements that have been signed with donors of the transition fund.

PdP relies on a coordination unit that guides implementation and reports to the director and the general manager of SERNANP. In addition, the directors of the different natural protected areas are responsible for the direct implementation of the initiative, conducting the activities needed to achieve the agreed-upon goals in accordance with their annual operating plans.

PdP needs could be aggregated in four components:

1. Development of a multi-partner, public-private initiative for long-term financial sustainability of the Natural Protected Areas in the Peruvian Amazon
2. Diversification of sources to increase natural protected area financing
3. Implementation of PdP Action Plan Measures to consolidate and improve the effective management of Amazon natural protected areas
4. Coordination, management, and monitoring and evaluation

Key Executing Partners Involved

- Sernanp
- Profonanpe
- MINAM

Donor Coordination

Donors that co-financed this initiative or related investments

PdP has received funding from both the private and public sector. The four original donors of the initiative contributed to the \$70 million sinking fund. The external donors committed resources as follows: \$12 million from the Moore Foundation, \$5 million from WWF, \$2.3 million from AAF, and \$5 million from the GEF.

Key benefits resulting from donor coordination

The coordination between AAF, the GEF, Moore Foundation, and WWF allowed for the world's fourth PFP to be realized in Peru. The added value of a PFP is joining financing so that it is more effective and efficient than having several separate projects with different objectives. The model is a public-private partnership and therefore also helps leverage private funds raising visibility of the project, and its conservation goals in protected areas. Such an ambitious, large-scale, and long-term initiative attracted the donors to work together and would not have been possible without the collaboration of these donors and their work with the government of Peru. PdP demonstrates the government of Peru's commitment to conservation and provides a solution to the key issue of financing for protected areas by developing instruments for sustainable funding.

Donors took interest in the project because they understood that the ability to pool funds would allow them to achieve a much greater impact than they would have been able to without one another. It is attractive for donors to work on ambitious projects and to leverage other funds, as people want to be a part of something big with a large impact. According to respondents, each partner of PdP had a role in moving the initiative forward—some to get things started, others to remove roadblocks, and some to mobilize even more—and it could not have been done without the actions of each one. Donor collaboration went far beyond pooling resources together, it was a co-design effort.



Key Outcomes

1. Designing a program to bring long-term financial sustainability to 17 million hectares of the Peruvian Amazon.
2. The Board of Directors was set up and became operational, and its members approved the annual operating plan for 2020.
3. Funding goal of \$140 million met.

Key challenges for collaboration

The biggest challenge in the beginning was understanding and motivating key stakeholders to develop a PFP model that required long-term commitment and a strategic vision. Additionally, the model involves a governance structure that needs to harmonize the needs of all donors in a single agreement. The challenge is aligning the variety of donor interests and programmatic directions with government needs and priorities. Every donor has their own objectives, and the project needs to fit each one's programmatic needs. Donors whose requirements were too specific or who had longer project timelines were not able to join the project.

Given the geographic locations of the different actors involved, in-person meetings and discussions were not always possible. The distance meant that there were few opportunities to talk in person, which makes it harder to create trust. Developing trust among all the participating organizations and deciding which ones to involve or not was a challenge for this initiative, since there was not always agreement on which organizations to invite.

The recipient did not have the systems in place to aggregate and track the different contributions from the donors, which made it difficult to identify gaps in funding and look for new sources of financing. As the project initiated, the same level of communication was not always kept among all the partners, since each of the donors had bilateral meetings with the implementation agencies at times. Lastly, sharing credit for the joint work was a challenge. It was not always obvious that the success of the project was due to the collective work of many parties. Agencies had visibility policies that were not always followed.

Top lessons learned

Donor collaboration is immersed into the PFP methodology and is key since all funding needs to be committed at once. Using the PFP model, PdP created a coalition of organizations with different interests, but which shared the same global goal. It was critical to have a clear common conservation goal and utilize an MoU with an explicit, written agreement that lays out what everyone is working for. This was made possible through transparent communication among the donors and transparency in negotiating the terms of collaboration.

In addition to the agreement around a common mission, it was important for each organization to have a role to move the project forward and to employ a long-term vision and not act in the short term. There needs to be clarity in the roles of each organization and their contribution to helping the project cross the finish line. The support of the host government is particularly important. Having this commitment generates stability and confidence in donors to follow through on their commitments. The role of the government is thus critical in the success of PdP. Politics within institutions and governments and among agreements needs to be considered.

PdP greatly benefited from a multi-stakeholder technical team with solid leadership from the government. Having a team comprised of individuals from the various donors that is fully committed to its development and can work together towards the collaboration is very powerful. Regular meetings among the individuals representing each organization were instrumental in the case of PdP, allowing for communication based on trust.



Donors

Good Energies
Foundation

Moore Foundation

Rainforest Foundation
Norway

NICFI

Avina Foundation

Geography

Basin-wide

Dates

2007 – present

Status

Active

Donor Funding Amount

\$4,381,991¹⁹

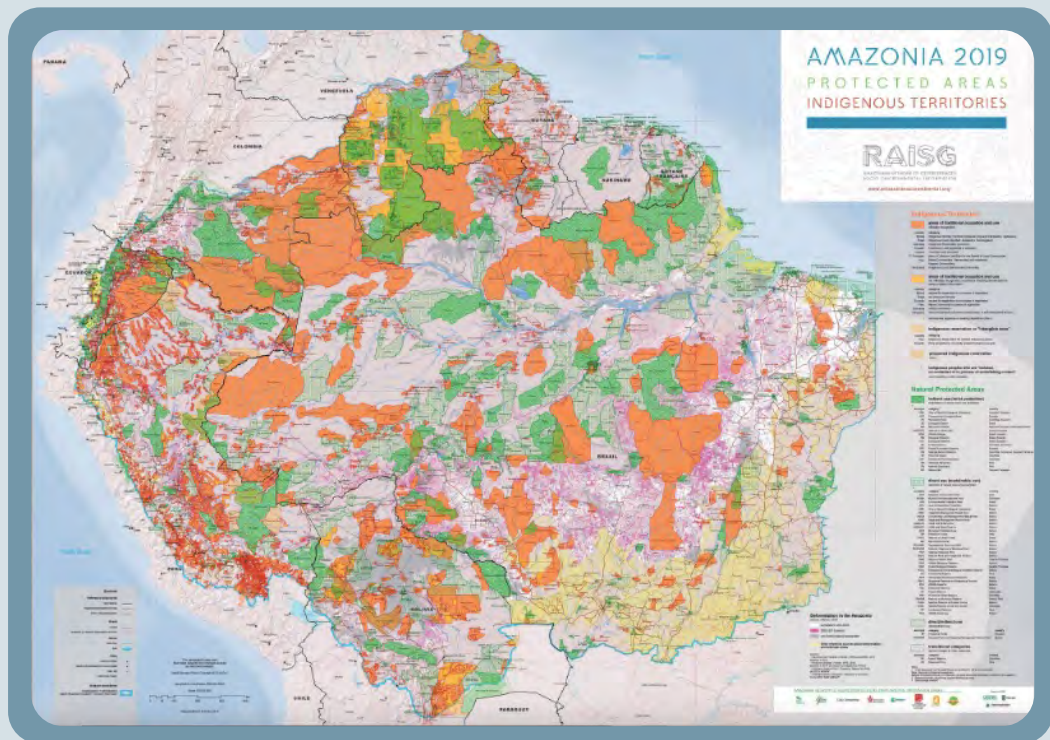
Effective Donor Collaboration Rating

The respondents rated the level of effective coordination among donors in this project a 6.3 on a scale of 10 with 1 being low and 10 being high

Amazonian Georeferenced Socio-Environmental Information Network (Red Amazónica de Información Socioambiental Georeferenciada - RAISG)

The Amazonian Georeferenced Socio-Environmental Information Network (RAISG) is a collaborative consortium of civil society organizations from six countries in the Amazon region: Bolivia, Brazil, Colombia, Ecuador, Peru, and Venezuela. Beginning in 2007, their main objective has been to generate and disseminate knowledge, statistical data, and geospatial socio-environmental information on the Amazon, developed through protocols common to all the countries of the region. This has stimulated and facilitated cooperation between institutions already working with this type of information in the eight countries of the Amazon. RAISG has secured close to \$4.4 million¹⁸ through different projects implemented throughout its years of operation to provide integrated information on pressures and threats on protected areas and indigenous territories in the Amazon available at no cost, enabling a view of the Amazon as a whole. One of their main products is the atlas: Amazon Under Pressure, which was first released in 2012 and has been updated annually ever since, to include a series of indicators that provide a diagnostic view of the state of the region utilizing detailed maps. The threats include large-scale infrastructure, extractive activities, cattle ranching, and agriculture. The atlas also includes data on “symptoms and consequences” that includes deforestation, burn-offs, and carbon density changes. Most of the data analyzed starts in 2000 and goes through to the present. The information produced by the network, which is still active, provides a complete picture of the Amazon helping inform science, public opinion, and decision making in the region.

18 | 19 This amount only reflects funds disbursed by the Moore Foundation.



Shared Objective: To prepare and disseminate interdisciplinary georeferenced analyses on socio-environmental dynamics in the pan-Amazonian region.

Project-specific objectives included:

- Produce comprehensive analyses of pressures and threats in the Amazon.
- Map protected area coverage, deforestation, forest degradation, infrastructure development, agriculture, and other land-use dynamics in the Amazon.
- Inform decision making of governments and civil society use in Amazonian countries.

Activities and Executing Partners

The network was born out of a meeting held in 2007 in Brazil. The following year, participating organizations met in Ecuador to integrate the databases of the countries making the data compatible with one another and to set up protocols. In subsequent years, RAISG started publishing maps and atlases on the threats and pressures in the region. The network also developed strategic plans, which involved fundraising to support its work. When RAISG first came about, it operated without any financial support from donors and relied heavily on the budgets of the participating organizations. Instituto Socioambiental (ISA), one of the member organizations from Brazil, began to play a key role in capturing funds for the entire network under the leadership of a staff member.

RAISG is not an institution or established legal entity, which means donors tend to distribute resources to all participating organizations within the network when possible. Donors have also transferred funds to ISA to support the overall coordination of the initiative. Over time, some donors have mainly funded the coordination of the RAISG network, while other donors have covered specific activities and products, such as LUC/LCC data for the period covering 1985–2020.

RAISG relies on a collaborative network of eight NGOs representing six of the countries in the region. The network has formed teams with extensive knowledge of mapping and georeferenced analyses. The initiative breaks down as such: Bolivia – Fundación Amigos de la Naturaleza, Brazil – ISA and Imazon, Colombia – Gaia Amazonas, Ecuador – EcoCiencia, Peru – Instituto del Bien Común, Venezuela – Provita and Wataniba. RAISG has a Board of Directors with one member from each participating organization. ISA continues in their role as executive coordinator of the initiative. There are technical teams composed of staff from each of the organizations, and grouped along themes, including agriculture and livestock, basin headwaters and flood seasonality, carbon, deforestation, fires, hydroelectric power, mining, illegal mining, indigenous territories and protected natural areas, oil, roads, and synthesis maps.

RAISG interventions are organized along three components:

1. Produce interdisciplinary analyses utilizing georeferenced data on threats, pressures, symptoms, and consequences in the Amazon
2. Develop methodology to make data from different countries compatible offering holistic view of the Amazon
3. Establish collaborative network of specialists from Amazonian countries

Key Executing Partners Involved

- ISA
- Gaia Amazonas
- Imazon
- Instituto del Bien Común
- EcoCiencia
- Wataniba
- Provita
- Fundación Amigos de la Naturaleza

Donor Coordination

Donors that co-financed this initiative or related investments

RAISG has received funding from both the private and the public sector. The following organizations have provided financial resources to RAISG: Avina Foundation, Good Energies Foundation, the Moore Foundation, Rainforest Foundation Norway, and NICFI.

Key benefits resulting from donor coordination

RAISG convened diverse organizations from multiple countries that previously had different ways of analyzing data and through its network achieved consensus on common criteria and ways of working—a significant feat. The network provides key historical information positioned at a global level that is trustworthy and obtained through rigorous methods. RAISG produces the most comprehensive socio-environmental intelligence reports on the Amazon to help the region be better understood, appreciated, and cared for. The data generated by RAISG has been updated and standardized for 12 years, supplying critical information that people across the globe utilize. Donors helped support what has become a highly reputable source of integrated information on pressures and threats on protected areas and indigenous territories in the Amazon.

With the support from two donors working together, RAISG transitioned their methodology to align with the methodology of MapBiomas. This specific project led to the development and dissemination of 36 years' worth of socio-environmental data on the Amazon, from 1985–2020, including information on mining, urban areas, and other pressures to the region.

Key Outcomes

1. Fire monitoring in the Amazon from 2019–2020.
2. Decision making improved with access to state-of-the-art information and analyses on the current situation of the Amazon.

Key challenges for collaboration

The biggest challenge was the lack of donor coordination for RAISG in general. Donors looked to the recipient to facilitate the coordination with other donors and to divulge information on funding sources. However, the recipient did not plan meetings with all the donors or organize a joint presentation to help share information on the initiative and their funding with all the donors. This could be due to the distributed network aspect of RAISG without a specific role for coordination and time dedicated to collaborating with all donors through communications and meetings.

An additional challenge for donor collaboration in regard to RAISG is that it can be hard to attribute work and activities for the RAISG network versus work and activities of the individual organizations within the RAISG network. RAISG's mandate is to provide socio-environmental information on the state of the Amazon, and its members provide that service. However, they also provide other services outside of the RAISG network. To date, no individual organization has been assigned to use the information provided by the network for advocacy purposes, which is something donors hope for in order to see tangible impacts generated by the data (i.e., policy changes within Amazonian governments). This makes it difficult to retain and bring in new donors who want to see policy-level results from RAISG-generated information, and there is no one within RAISG to date who has taken on this role.

Top lessons learned

It is important for the recipient to lead intentional, formal, and organized collaboration among donors. There are existing forums for donors to meet and exchange information, but RAISG would benefit by convening them to discuss specific project updates and results. It is very effective when the recipient works to facilitate donor collaboration by providing information or establishing forums.

Respondents noted that the responsibility is shared, and it is also important for donors to be more active in collaboration attempts given the mutual interest in coordination. Donors could jointly establish clear expectations with the recipient and have conversations with all the organizations in the RAISG network, not just ISA. Establishing quarterly meetings with all donors and all the RAISG members to discuss future goals and how to achieve them would be valuable. RAISG should take a more active role in making this happen.

Donors and the RAISG members together should strategize on how to engage other organizations, more focused on advocacy work, to utilize and prioritize the socio-environmental information produced by the network. Mobilizing international organizations that could be interested in using the data and knowledge produced by RAISG would fill an important gap for the network, creating an even greater impact and demand for their work.

Survey questions

Donors:

1. Was the demand for the project driven by donors or by grant recipients?
2. Which do you recall as the most positive results from the project you financed?
3. Besides transferring funds, did you have another role in the project? If so, which one?
4. Was your funding conditional to the recipient finding other sources of funding?
5. Did grant recipients promote/facilitate collaboration between other funders who donated to this initiative/project/program?
6. What methods did donors use to promote collaboration with other donors of this project? (mark as many as needed)
7. Would it have been possible to pursue this project without donor collaboration?
8. Based on the definition included above in the survey introduction, how would you rate the effectiveness in the collaboration achieved on a scale of 1–10 with 1 = low and 10 = high?
9. What were the critical good practices for achieving such effective donor collaboration?
10. In which cases and to what extent did effective donor collaboration generate positive spill-overs, leverage additional resources?
11. What are the key challenges in achieving effective donor collaboration and how can they be best addressed?
12. Are you a participant of a group of donors that share information to ensure collaboration for the different interventions?
13. Do you have any recommendations on how to promote collaboration among donors?



Recipients:

1. Was the demand for the project driven by donors or by grant recipients?
2. Which do you recall as the most positive results from the project?
3. How much involvement did you encourage from the donors during project preparation, or did you approach the donors only when a proposal was ready for submission?
4. Was project funding from some donors conditional to you as a recipient finding other sources of funding?
5. Did you promote/facilitate collaboration between funders who donated to this initiative/project/program?
6. If so, what methods or ways did you promote collaboration?
7. Would it have been possible to pursue this project without donor collaboration?
8. Based on the definition included above in the survey introduction, how would you rate the effectiveness in the collaboration achieved on a scale of 1–10 with 1 = low and 10 = high?
9. What were the critical good practices for achieving such effective donor collaboration?
10. What are the key challenges in achieving effective donor collaboration and how can they be best addressed?
11. Beyond specific projects, do you have within your procedures to convene donors jointly to inform of country/region/theme priorities/needs? If so, what do you aim to achieve?
12. Do you have any recommendations on how to promote collaboration among donors?

Interview questions

Donors:

1. What do you understand donor collaboration to be in regard to this project?
2. Given the differing responses about the demand for the project, can you explain why you think the demand was driven by donors, by grant recipients, or by both?²⁰
3. What were the means/instruments that facilitated donor collaboration for this project?
4. What was the benefit of promoting donor collaboration for this project for your organization?
5. What is your understanding about the role of funding conditionality as a driving force for enabling donor collaboration?
6. The responses to critical good practices for achieving effective donor collaboration focused on sharing objectives and indicators throughout all phases of the project. Hearing these responses, can you discuss how these led to effective donor collaboration?
7. The responses to challenges for collaboration centered on differing internal procedures and governance for each donor. How did these challenges hinder donor collaboration? Can you share other challenges to collaboration among donors that you have seen?
8. The responses to recommendations to promote donor collaboration focused on the importance of grantee organizations to take on leadership in the process. How can this recommendation help facilitate donor collaboration?
9. In retrospect, are there things you would have done differently regarding donor collaboration for this project?

Recipients:

1. What do you understand donor collaboration to be in regard to this project?
2. Given the differing responses about the demand for the project, can you explain why you think the demand was driven by donors, by grant recipients, or by both?²¹
3. What were the means/instruments that facilitated donor collaboration for this project?
4. What was the benefit of promoting donor collaboration for this project for your organization?
5. What is your understanding about the role of funding conditionality as a driving force for enabling donor collaboration?
6. The responses to critical good practices for achieving effective donor collaboration focused on sharing objectives and indicators throughout all phases of the project. Hearing these responses, can you discuss how these led to effective donor collaboration?

20 This question was only asked in cases where there were different responses regarding project demand.

21 This question was only asked in cases where there were different responses regarding project demand.

7. The responses to challenges for collaboration centered on differing internal procedures and governance for each donor. How did these challenges hinder donor collaboration? Can you share other challenges to collaboration among donors that you have seen?
8. The responses to recommendations to promote donor collaboration focused on the importance of grantee organizations to take on leadership in the process. How can this recommendation help facilitate donor collaboration?
9. In retrospect, are there things you would have done differently regarding donor collaboration for this project?



List of organizations interviewed in alphabetical order

AAF

Amazon Fund

ASL

EcoCiencia

Ecometrica

Fundación Amigos de la Naturaleza

Fundación Gaia

GEF

GIZ

Good Energies Foundation

IDEAM

Imazon

Instituto Arapyau

Instituto Clima e Sociedade

Instituto de Pesquisa Ambiental da Amazonia

IPE

ISA

KFW

Moore Foundation

Norway

PNN

Provita

Rainforest Foundation Norway

SERNANP

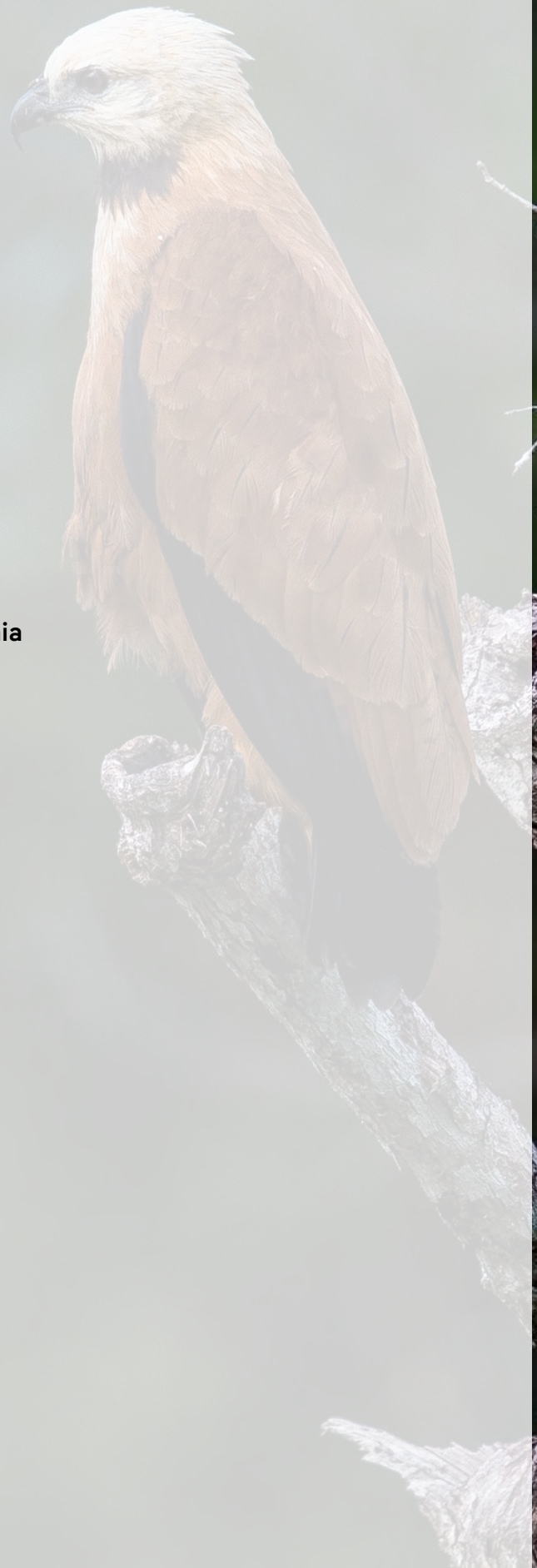
Wataniba

WWF

World Bank

UK

USAID



BIBLIOGRAPHY

- About MapBiomas. MapBiomas. <https://mapbiomas.org/en/project>
- About. RAISG. <https://www.amazoniasocioambiental.org/en/about/>
- Aceves D.L.R, A.; Greenberg, D. (2018). Investing Together: Promising Strategies from a Donor Collaborative. Change Capital Fund.
- Amazonia Under Pressure. (2020). RAISG.
- APC Colombia. (2021). Sistema de Monitoreo de Bosques y Carbono (SMBByC). Agencia Presidencial de Cooperacion Internacional de Colombia.
- Best Practices for Effective Donor Collaboration. (2012). The Connect U.S. Fund.
- Bigsten, A. (2006). Donor coordination and the uses of aid. Göteborg University.
- Briddell, K.; Marra, L. Five Keys to Effective Donor Collaboration. Arabella Advisors.
- Burns, L. (2019). Why Some Donor Collaboratives Succeed – and Others Don't. Geneva Global.
- Cabrera, H.; Planitzer, C.; Yudelman, T.; Tua, J. (2021). Securing Sustainable Financing for Conservation Areas: a guide to project finance for permanence. Amazon Sustainable Landscapes Program and WWF.
- Chandy, L.; Kharas, H. (2011) Why Can't We All Just Get Along? The Practical Limits to International Development Cooperation. Journal of International Development.
- Climate Resilient Community Conservancies Program. (2018). Global Wildlife Program.
- Cohen, T.; Behr, A. (2021). Collaborative Management Partnership Toolkit. World Bank.
- Collaboration, Due Diligence, and Measurement: Three Lessons on Philanthropy from Darren Walker. (2013). The Bridgespan Group.
- Collaborative Giving. Rockefeller Philanthropy Advisors, www.rockpa.org/guide/collaborative-giving
- Colombia Expands Chiribiquete to Become One of the Largest National Parks in South America. (2018). Andes Amazon Fund.
- Colombia's Serrania de Chiribiquete becomes world's largest tropical rainforest national park. (2018). World Wildlife Fund.
- CommGAP. (2008). Coalition Building. Communication for Governance and Accountability Program (CommGAP). World Bank.
- Corazon de la Amazonia Reporte de Resultados y Lecciones Aprendidas 2015-2019.
- Davis Picher, H. (2019). Donor Collaboration: how NPT philanthropists are working together to increase impact. National Philanthropic Trust.
- Ditkoff, S. W. The Long Spoon Problem: Five Models of Philanthropic Collaboration. The Bridgespan Group.
- Ditkoff, S.W.; Colby, S. (2009). Galvanizing Philanthropy. Harvard Business Review.
- Donor Collaboratives: keys to success. (2019). Panorama.

Edna McConnell Clark Foundation CEO Nancy Roob Discusses Donor Collaboration. (2013). The Bridgespan Group.

Equipo Unidad de Coordinación PdP, Gerencia General Sernanp. (2021). Patrimonio Natural del Peru: naturaleza para todos, naturaleza para siempre. Servicio Natural de Areas Protegidas por el Estado (Sernanp).

Fine, M.; Lawrence, S.; Schultz Hafid, M. (2018) (Re)thinking Funder Networks and Collaboratives. Stanford Social Innovation Review.

Finer, M.; Mamani, N.; Spore, J. (2022). MAAP #153: Amazon Deforestation Hotspots 2021. Monitoring Andes Amazon Project.

Gray, J. (2022). Governors Launch Action Plan to Reduce Deforestation and Improve Lives in Forested Regions. Legal Planet.

Grey, D.; Sadoff, C.; Connors, G. (2016). Beyond the River: A Practitioner Perspective. World Bank

Gupta, S. (2021). Donor Collaboration is Necessary to Fund Movements at Scale. The Forge.

Harbour, C.; Hempstone, H.; Brasington, A.; Agha, S. (2021). How Donors Can Collaborate to Improve Reach, Quality, and Impact in Social and Behavior Change for Health. Global Health: Science and Practice.

Hoover El Rashidy, N. (2021). International Funding for Amazon Conservation and Sustainable Development: a continued analysis of grant funding across the basin. Amazon Sustainable Landscapes Program.

How Philanthropists Can Collaborate for Better Results. The Bridgespan Group.

Huang, J.; Seldon, W. Lessons in Funder Collaboration: what the Packard Foundation has learned about working with other funders. The Bridgespan Group.

Investing in the SDGs: An Action Plan. (2014). United Nations Conference on Trade and Development.

Jenkins, M. (2017). Effective Donor Coordination Models for Multi-donor Technical Assistance. Chr. Michelsen Institute.

Lawson, M.L. (2010). Foreign aid: International donor coordination of development assistance. Congressional Research Service.

Leiderer, S. (2013). Donor coordination for effective government policies? UNU World Institute for Development Economics Research.

Leland, O. (2017). A New Model of Collaborative Philanthropy. Stanford Social Innovation Review.

MacIntosh, J. (2013). Donor Collaborations: Size Matters Less Than You Think. Stanford Social Innovation Review.

MapBiomas: mapping and monitoring the world's most biodiverse country. Google.

MapBiomas. Skoll Foundation. <https://skoll.org/organization/mapbiomas/>

Minimizing the Illegal Killing of Elephants and other Endangered Wildlife Species. (2018).
Global Wildlife Program.

More Than The Sum Of Its Parts: Making Multi-Stakeholder Initiatives Work. (2015).
Global Development Incubator.

Moving Ideas and Money: Issues and Opportunities in Funder Funding Collaboration. (2002).
The Funders' Network for Smart Growth and Livable Communities.

Multistakeholder Coalitions: Innovating or Complicating Global Governance? (2016).
The Stanley Foundation.

Nelson, F.; Parrish, J. (2018). Developing New Models for Collaboration in Conservation.
Stanford Social Innovation Review.

Nobre, C.; Encalada, A.; Anderson, E.; Roca Alcazar, F.H.; Bustamante, M.; Mena, C.; Pena-Claros, M.; Poveda, G.; Rodriguez, J.P.; Saleska, S.; Trumbore, S.; Val, A.L.; Villa Nova, L.; Abramovay, R.; Alencar, A.; Alzza, A.C.R.; Armenteras, D.; Artaxo, P.; Athayde, S.; Barretto Filho, H.T.; Barlow, J.; Berenguer, E.; Bortolotto, F.; Costa, F.A.; Costa, M.H.; Cuvi, N.; Fearnside, P.M.; Ferreira, J.; Flores, B.M.; Frieri, S.; Gatti, L.V.; Guayasamin, J.M.; Hecht, S.; Hirota, M.; Hoorn, C.; Josse, C.; Lapola, D.M.; Larrea, C.; Larrea-Alcazar, D.M.; Lehm Ardaya, Z.; Malhi, Y.; Marengo, J.A.; Moraes, M.R.; Moutinho, P.; Murmis, M.R.; Neves, E.G.; Paez, B.; Painter, L.; Ramos, A.; Rosero-Pena, M.C.; Schmink, M.; Sist, P.; ter Steege, H.; Val, P.; van der Voort, H.; Varese, M.; Zapata, G. et al. Science Panel for the Amazon. (2021).

Executive Summary of the Amazon Assessment Report 2021. United Nations Sustainable Development Solutions Network.

O Projeto. Legado Integrado da Região Amazônica. Instituto de Pesquisas Ecológicas.
<https://lira.ipe.org.br/index.php/o-legado>

Peer to Peer: At the Heart of Influencing More Effective Philanthropy. (2017).
William and Flora Hewlett Foundation.

Peru's Natural Legacy – for everyone, and forever. (2020). Gordon and Betty Moore Foundation.

Peterson, J. (2002). The Collaborative Fund Model: effective strategies for grantmaking.
The MS. Foundation for Women.

Pine, L. (2021). Find Greater Strength Through Donor Collaboration. The Philanthropic Initiative.

Powell, A.; Wolf Ditkoff, S.; Twersky, F. (2019). How Philanthropic Collaborations Succeed, and Why They Fail. Stanford Social Innovation Review.

Powell, A.; Morfit, S.; John, M. (2021). Releasing the Potential of Philanthropic Collaborations.
Bridgespan Group.

Project LIRA will strengthen management of parks and indigenous lands in Brazil. (2018).
Gordon and Betty Moore Foundation.

Projeto Legado Integrado da Região Amazonica "LIRA". Fundo Amazonia.
<http://www.fundoamazonia.gov.br/pt/projeto/Legado-Integrado-da-Regiao-Amazonica-Lira/>

Resolucion Numero 1256. Ministerio de Ambiente y Desarrollo Sostenible. Republica de Colombia. 10 July 2018.

Ridgway, A.; Bockstette, V.; Seneviratne, A.; Cain, M.; Foster, T. (2018). Being the Change: 12 Ways Foundations Are Transforming Themselves to Transform Their Impact. FSG.

Scaling Solutions Toward Shifting Systems: Approaches for Impact, Approaches for Learning. (2018) Rockefeller Philanthropy Advisors.

Seldon, W.; Tierney, T.J.; Fernando, G. (2013). High Stakes Donor Collaborations. Stanford Social Innovation Review.

Seldon, W. (2013). Donor Collaboration Can Bring Big Results, but Most Philanthropists Prefer to Go Solo. The Chronicle of Philanthropy.

Sparovek, G.; Freitas, F.; Barretto, A.; Sbitkowski Chamma, A. (2019). Evaluation of the MapBiomias Initiative. Norway's International Climate and Forest Initiative and Good Energies Foundation.

Stenhouse, R. (2017). World Wildlife Fund – GEF Project Document: Securing the Future of Peru's Natural Protected Areas. Amazon Sustainable Landscapes Program.

UNDG. 2015. UNDF Guidance on establishing, managing and closing multi donor trust funds. UN Sustainable Development Group.

What drives successful donor collaborations? (2018). Bill and Melinda Gates Foundation.

SUPPORTED BY



ASL Amazon Sustainable Landscapes Program



GEF AGENCIES



EXECUTING AGENCIES

BOLIVIA



BRAZIL



COLOMBIA



ECUADOR

Ministerio del Ambiente, Agua y Transición Ecológica



GUYANA



PERU



SURINAME



Photo credits: Cover Walter Wust/SERNANP | Pages 2-3-4-5-6-7-8 Walter Wust/SERNANP | Page 9 Christian Vincas/Shutterstock | Pages 9-10-11-12-13-14-15-16-17-18-19-20 Walter Wust/SERNANP | Page 21 Gustavo Frazao/Shutterstock | Pages 22-23 Walter Wust/SERNANP | Page 24-25-26-27 Alfred/Shutterstock | Page 28-29-30-31-32 Funbio | Pages 34 Marcos Amend | Page 38 MapBiomass | Pages 39-43 Walter Wust/SERNANP | Page 45 Rodrigo Botero FCDS | Pages 46-48 Alvaro Gaviria | Page 50 Ana María González Velosa | Page 53 Ideam | Page 57 Íñigo Maneiro/SERNANP | Page 58 Moore Foundation | Pages 61 Flor Ruiz/SERNANP | Page 63 Thomas Müller/SERNANP | Page 65 RAISG | Pages 69-70 Funbio | Page 71 Alvaro Gaviria - NP Chiribiquete | Page 72 Walter Wust/SERNANP/Funbio | Page 73 Funbio | Pages 74-75-76-77 SERNANP

[WORLD BANK.ORG/ASL-PROGRAM](https://www.worldbank.org/asl-program)

[ASL-INFO@WORLD BANK.ORG](mailto:asl-info@worldbank.org)