

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY

CEDI - P. I. B.
DATA _____
JOB K06 00071

REQUEST FOR PROPOSAL

LONG FORM

SERVICES CONTRACT

Project: Amazon Environment Project
Project No: 204/16379
Country: Brazil
Assignment: CANADIAN EXECUTING AGENCY

NOVEMBER 1990

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PART I: INTRODUCTION

1.0 Foreword

The firm's proposal shall consist of a technical and a financial component in separate envelopes for the services, fees and reimbursable expenses required to execute the work as described in Section C captioned "STATEMENT OF SERVICES." Detailed requirements on contents and presentation of both technical and financial components for this proposal are described in Part II of Section A captioned "PROPOSAL PRESENTATION." If these requirements are not adhered to, the proposal will be considered non-compliant and returned to the proposing firm. Information provided in accordance with these proposal requirements will lead to the selection of a firm based upon an evaluation and comparison of competitive proposals by CIDA. The evaluation methodology is described in Part III of Section A captioned "PROPOSAL EVALUATION ." Selections are made on the basis of technical merit, cost of the services to be provided, financial capability, administrative proficiency and, if required, specific linguistic capabilities of the proposing firms.

PROJECT DESCRIPTION AND BACKGROUND INFORMATION is attached as Section B and the STATEMENT OF SERVICES required for the work is attached as Section C. It defines the purpose of the project and provides information concerning the professional and other services to be rendered. This contract will be negotiated at CIDA's headquarters in Hull, Quebec. The firm should fully understand, however, that all costs associated with the preparation of the proposal, including costs of travel, as well as any costs involved in subsequent contract negotiations including travel to Hull, will not be reimbursed by CIDA. Questions relating to this request for proposal shall be directed by telephone, telex or facsimile to the following address:

Name: Mr. John Roper

Title: Forestry Specialist
Canadian International Development Agency
200 Promenade du Portage
Hull, Quebec, Canada
K1A 0G4
(819)-994-4155

Telex: 053-4140
Fax: (819)-953-4676

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Any substantive matters which affect the preparation of the proposal will be conveyed to the proposing firms by means of an addendum to this request for proposal. A proposing firm must give CIDA sufficient advance notice of any intended visits to the proposed project area. Visits may not be carried out without the prior approval of CIDA or the Embassy/High Commission.

Please note that the requirements of the Federal Contractors Program for Employment Equity applies to firms which employ 100 persons or more and where the total estimated contract value equals or exceeds \$200,000. In the event that these two criteria are met, the firm should review the following documents explaining actions required regarding this program:

- a) Covering note,
- b) Fact sheet,
- c) Criteria and Certificate of Commitment.

CIDA reserves the right to refuse any or all proposals.

1.1 EXCLUSION FROM OTHER CIDA ASSIGNMENTS

Any consultant (individual/firm) who has been, directly or indirectly, involved in any portion of the planning of this project, must be excluded from participating, in any way, in the preparation of the proposal in response to this request for proposal and, cannot be put forward as a member of a proposed team for this project.

NOTE:

The use of the word "firm" in this document shall denote one or more firms, a consortium, a joint venture, a partnership (limited or otherwise), an individual, or any other organization or institution to whom the request for proposal was sent and which could become the legal entity to enter into negotiation leading to an eventual contractual agreement with CIDA or the recipient country.

As a rule, only firms based in Canada or the recipient country, owned and controlled by Canadian citizens, Canadian landed immigrants or citizens of the recipient country, can enter into contracts with CIDA.

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PART II: PROPOSAL PRESENTATION

The proposal shall include technical and financial components to be presented in separate envelopes clearly identified as to their contents as follows:

2.0 TECHNICAL COMPONENT

2.1 Experience of the firm

2.1.1 A statement specifying the percentage of Canadian beneficial ownership in the firm and confirmation that Canadians have effective control of the firm. CIDA reserves the right to verify this statement. Beneficial ownership must meet the prescribed minimum 51% for any firm proposing singly and for the lead firm as well as others in any consortium or other arrangement. To ensure that the lead firm in a consortium is able to manage the project effectively it must be able to demonstrate that its input is substantial within a proposal.

2.1.2 A list and description of no more than three projects demonstrating work of a nature similar to the work requested in this proposal call, in Canada and/or overseas. Where possible, the firm should include projects in which the key personnel involved are still in the employ of, or normally associated with the firm and are proposed for this project. The project description must indicate the following:

- . Name of the client;
- . Location, start, and finish date of assignment;
- . Specific services provided, their objective, scope and methodology used;
- . Status of project, i.e. complete or stage of completion;
- . Total value of the project;
- . Value of fees and re-imbursable expenses;
- . Senior personnel involved, their project responsibilities, activities and outputs.

Each project description should be no more than two (2) pages in length.

2.1.3 A list and description of no more than five projects described as per the above which, although not necessarily of the same nature or discipline, demonstrate the ability of the firm to fulfill proposed contractual obligations for this assignment.

Each project description should be no more than one (1) page in length.

- 2.1.4 The projects required under 2.1.2 and 2.1.3 above should demonstrate the capacity of the firm to promote and implement CIDA's policies on integration of women, environmental considerations and sustainable development in the proposed project.

2.2. Personnel

- 2.2.1. As a general guideline, only Canadian citizens, Canadian landed immigrants, Canadian ex-patriates resident in the recipient country with all local working papers in order and citizens of the recipient country can be assigned by firms to work on CIDA funded projects. Other personnel may, however, be assigned provided their experience and qualifications meet CIDA requirements and are not available in Canada or the recipient country. A clear indication of the need and proposed use of such individuals must be demonstrated.

Furthermore, the issue of visibility, optimization and equity in assignment of women to the project should be appropriately addressed.

- 2.2.2. Local (i.e. recipient country) personnel are to be shown separately and immediately following the Canadian personnel.
- 2.2.3. For all Canadian and to the extent possible Brazilian consulting personnel, a "curriculum vitae" must be presented highlighting experience and must include:

- . Name and citizenship;
- . Education and pertinent dates;
- . Language(s) spoken, read and written, and degree of proficiency in each category;
- . Length of service with current firm and status (permanent, temporary, associate, etc.);
- . Present employer and position in the firm (if applicable);
- . Pertinent experience: A summary of the skills and experience that would be valuable and applicable to the implementation of the project.
- . A history of employment and assignments (in reverse chronological order);

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- . Service in and knowledge of developing countries;
- . List of publications/presentations if applicable;
- . Supportive experience: A summary of other skills and experience that could serve as background and be beneficial to the implementation of the project;
- . A signed commitment by the firm that the personnel proposed by the firm and accepted by CIDA will participate in the project. This commitment must be valid for a period of 180 days from the date of proposal submission. Telex or facsimile confirmation can be accepted if circumstances warrant.

- 2.2.4. If no name is assigned against a designated position, no points will be awarded in the evaluation. If alternates are proposed, each will be evaluated separately for the position and the points for the least suitable person will be assigned. Any significant change to the proposed team could lead to the rejection of the firm concerned. If, for any reason, a proposed candidate should have to be replaced, CIDA will then be the sole authority empowered to accept the replacement or suggest any other form of arrangement.
- 2.2.5. Strategies for integration of women shall not be understood as a separate component of the project, but are to be implemented in the overall approach. Where appropriate, visibility, optimization and equity in assignment of women to the project by the firm shall be stressed.
- 2.2.6 CIDA reserves the right to require personnel to obtain appropriate reliability and/or security clearance prior to commencement of work under any contract.

2.3. Methodology:

The proposal shall describe how the work will be organized for this project through the definition of activities to be performed and outputs to be achieved by assigned staff both in Canada and in the recipient country including key positions of locally engaged staff. The firm must indicate the sources of the expertise it proposes to draw upon and the arrangements, contractual or otherwise, that will be made to acquire these services. Each firm shall be guided by personnel classifications as described under Cost Elements at 3.2.3 and Annex B below in preparing their proposals.

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In addition, strategies for integration of women, environmental considerations and sustainable development shall not be understood as a separate component of the project.

More specifically, the methodology, based on the STATEMENT OF SERVICES, must include the following:

- 2.3.1. A proposed project organization chart listing each staff member by name, position and reporting relationship to all the parties involved.
- 2.3.2. A summary description of the responsibilities, activities and outputs of each person
- 2.3.3. A breakdown of the total project into a Work Breakdown Structure (WBS)¹. The firm must identify clearly in the WBS the activities it proposes to undertake.
- 2.3.4. A Bar Chart for the proposed activities².
- 2.3.5. An estimate in person-days/months by personnel category as defined in Cost Elements at 3.2.3 below for each major work package as defined in the work breakdown structure.
- 2.3.6. Individual Activity Sheets (Annex A) shall list each position related to the organization chart and the activities proposed for contract within the Work Breakdown Structure with an estimate of the time required to complete the activity for each position³. Costs of activities are not to be provided on the Activity Sheets at Annex A.

¹ It is recommended, that when appropriate, the network diagram be presented in Critical Path Method or "PERT" form either drawn manually or using appropriate computer software. Logic diagrams are also acceptable.

² Each activity shall be arranged in chronological order in the form of a "GANTT" or bar chart using the start date stipulated in the Statement of Services required. The selected FIRM, once contracted to execute the project, may be required to continue to breakdown the work packages into smaller units until a level is reached consistent with its responsibility for actual day-to-day execution.

³ The enclosed Activity Sheets (Annex A) one blank copy and completed sample copy with instructions on how CIDA would like the information per activity to be organized.

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- 2.3.7 Details of office space, transportation, equipment, materials and other services and facilities (both Canadian and local) which are required to carry out the project including a plan as to how they will be provided. Firms shall note that only items but not their costs are required for inclusion in the technical component.
- 2.3.8 A description of the firm's internal management system used to provide effective cost control and to monitor and report on the proposed activities.
- 2.3.9. A description of the proposed method to ensure quality control of all work executed during the project.
- 2.3.10. A description of appropriate measures to ensure protection of the environment, achieve sustainable development, and promote and implement integration of women in the project and of methods to ensure evaluation of these measures.

2.4. CIDA's Estimate of Level of Effort

CIDA has provided its own estimate of level of effort required for this project. The purpose of this is to inform proposing firms of the type and level of expertise and time required, by major activity which CIDA considers necessary to respond successfully to the STATEMENT OF SERVICES. An important purpose of this competition, however, is to seek out the most innovative, creative and responsive proposal. Firms must design their own level of effort estimates to reflect the methodology that they propose. CIDA retains the right to negotiate the level of effort proposed by the selected firm.

If, in CIDA's judgement, the level of effort proposed by the firm to achieve its proposed approach has been underestimated in terms of person-days/months or skills required, the firm's proposal may be precluded from further consideration. Alternatively, CIDA may take this underestimation into account in its evaluation of the firm's proposal.

3.0 FINANCIAL COMPONENT

3.1 Introduction

The financial proposal is intended to provide a comprehensive analysis of the costs that the proposer perceives will be required to execute the activities

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described in the technical component of this proposal and a projection as to when funds will be disbursed.

To provide a common basis for the evaluation and comparison of proposals, CIDA requires uniformity in the classification and presentation of costs. Accordingly, firms shall be guided by CIDA's Cost Presentation Requirements (as defined hereinafter) when completing Annex B which requires the proposer to provide an estimate of total costs by cost element and by position for each activity.

Proposing firms are also required to complete the projected Disbursement Plan at Annex C.

3.2 Cost Presentation Requirements

3.2.1 Correlation with the Work Breakdown Structure

The firm shall ensure that the activities being proposed on, and costed, are cross-referenced and clearly identified with activities which the firm has been asked to propose on as described in the Work Breakdown Structure.

3.2.2 Cost Elements

3.2.2.1. Fees for Personnel in Canada and on ShortTerm Field Assignment

The firm shall list separately all its employees and sub-contracted personnel who will be assigned to the project in Canada and for less than six consecutive months in the field. All support staff who will be billed for time directly attributable to performance of work under contract shall be grouped separately and identified as either employees or sub-contracted personnel.

The proposing firm shall quote a daily rate for each position which shall include direct salary (inclusive of commission or bonus), an allowance for paid and time off benefits, overhead and profit. For estimating the total cost, as required in Annex B, each position's rate shall be multiplied by the number of days the individual has been proposed for each activity. CIDA will only pay for actual days worked.

The firm shall disclose in its proposal its normal work practices upon which the quoted rate has been based, i.e. hours per day and number of days per week.

3.2.2.2. Fees for Long-term Field Personnel

The firm shall list separately all its employees and sub-contracted personnel who will be assigned to work in the field for more than six consecutive months. Long-term field personnel also include locally-engaged professionals as well as locally-engaged support staff such as clerical and secretarial help, and other administrative personnel not directly responsible for the performance of activities under contract. All Canada-based long-term field personnel shall be entitled to overseas allowances in accordance with the Technical Assistance Regulations and the Handbook for Cooperants.

Firms shall quote a monthly rate for each position for time attributable to the project and for each year of involvement for multi-year projects which shall include direct salary (inclusive of commission or bonus), paid fringe benefits, overhead and profit. Total costs for each year shall be disclosed in Annex B.

Billable time attributable to the project shall include time worked as well as allowable time off for vacation, statutory holidays and sick leave. Cost calculations must be based on a 5-day work week, 7½-hour work day. The dates of statutory holidays in the State of Acre are as follows:

National and State Holidays:

January 1	New Year's Day
February or March	3 days for Carnival
April	Good Friday
April 21	patriotic holiday
May 1	Labour Day
June 14	Corpus Christi Day
September 7	Independence Day
October 12	Conception Day

November 2	All Saints' Day
November 15	proclamation of the republic
December 24/25	Christmas Day

In the event that any individual's time attributable to the project is less than one month, the monthly rate shall be adjusted proportionately.

Allowable time off on an annual basis for Canada-based personnel shall consist of 20 days for vacation, the actual number of local statutory holidays taken by the government in the project country and 5 days for sick leave.

Allowable time off on an annual basis for locally-engaged personnel shall consist of vacation pay and sick leave according to local custom and local statutory holidays as described above.

The consultant shall disclose the normal number of working hours per day as well as per week and the number of local statutory holidays per year.

3.2.3 Base Year Disclosure and Provision for Inflation

Cost estimates (Annex B) shall present all costs in constant dollars of the base year, i.e. the year in which the proposal is submitted.

The Disbursement Plan (Annex C) shall likewise disclose all costs in constant dollars. However, in addition, the Disbursement Plan shall also reflect separately the firm's best estimate of increases due to inflation for both Canada-based and recipient country staff for each year of the assignment.

Re-imbursable expenses are regarded by CIDA as direct costs and are not subject to Treasury Board's inflation policy. The firm will be re-imbursed the actual amount provided it can be supported to CIDA's satisfaction.

Evaluation of proposals will be made using the constant dollar presentation.

Payment of Canada-based staff will be made on the basis of rates quoted by the firm and accepted by CIDA and escalated in accordance with Treasury Board policy. The application of these escalation rates as calculated from time to time by Treasury Board will be non-negotiable. Payment of all personnel assigned to the project other than Canada-based personnel will be made on the basis of rates agreed upon during contract negotiations. Any escalation of these rates must receive CIDA's approval prior to payment.

Normally rates are escalated annually on the anniversary date of:

- proposal submission if more than one year has passed between that date and the date of contract finalization;

or

- the firm's salary increases to its employees;

or

- the signing of the contract.

The appropriate anniversary date will be determined during contract negotiations.

3.2.4 Re-imbursable Expenses

Each proposer shall prepare a schedule of its best estimate of expenses including those allowed under the Technical Assistance Regulations to be recovered from either CIDA or the recipient country contracting authority. The basis on which the expenses have been calculated should be presented in the same detail as the estimate of person-days or months and should be linked, when appropriate, with each activity in the project.

Re-imbursable expenses will not be included in comparative evaluations and are subject to negotiation with the firm recommended for selection. Firms are reminded that these expenses are re-imbursed at cost and that all

percentage mark-ups allowed under CIDA's profit policy for:

- . fees
- . goods/materials/equipment
- . sub-contracts
- . local expenditures

do not apply in a competitive solicitation. Unless otherwise stated, the firm is required to incorporate any administration or management cost as well as any perceived risk resulting from financial exposure into the all-inclusive rates quoted for fees.

Overseas allowances for long-term Canada-based field personnel are provided for by the Technical Assistance Regulations (TARS) and in accordance with provisions of the Handbook for Cooperants. Copies of the Handbook are available upon request.

In the Estimate of Costs at Annex B, the firm shall distinguish between the following categories of expenses.

1. Operating costs of the Canadian Executing Agency: distinguish between costs incurred in Canada and those incurred in the recipient country.

Examples include:

- . telephone
- . telegraph
- . telefax
- . mail
- . courier
- . word processing
- . computer time
- . office rentals
- . office supplies
- . reproduction
- . drivers
- . watchmen

2. Travel costs: including those relating to long-term field personnel allowed under the TARS and the Handbook for Cooperants.

Examples include:

- . air fares, hotel, per diem

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allowances and incidentals per
government travel policy.

. taxis

. car rentals

3. Counterpart Personnel:

These are personnel of the recipient country who have been identified by the recipient country to either receive training and/or work with Canadian personnel on the project.

. In special cases, the counterpart personnel who are not salaried employees of government institutions will receive remuneration from CIDA for salaries and the defrayal of certain expenses.

. For international travel, all expenses related to the performance of services by counterpart personnel including expenses allowed under TARS for trainees and technical missions, travel costs such as air fares, hotel and lodging, per diem allowances for meals and incidentals must be calculated per Canadian government travel policy.

4. Project Equipment (Procurement Component):

. All costs related to the acquisition of technical project equipment necessary to accomplish the proposed methodology and which will remain in and belong to the recipient country. These costs do not include a management or administration fee. This fee (if applicable) should be included in the quoted personnel rates.

. Equipment will be clearly identified as to whether it will be purchased in Canada or in Brazil and presented accordingly.

5. Project Operation Costs Paid by CIDA:

The following expenses will be managed by the Firm and treated as reimburseable flow through costs:

In addition to the operation costs related to maintaining the Canadian Executing Agency in both Canada and Brazil, CIDA will cover part of the operation costs of the counterpart organizations, in particular the non-governmental ones. Foreseen are the use and maintenance of vehicles and boats, field expenses, materials, etc.

CIDA will also provide funds for the creation of a community development fund and the establishment of a Special Projects Fund, both of which are described in SECTION B.

The management and administration of these funds must be considered in the proposed personnel.

3.3. Disbursement Plan

The firm will present a projected disbursement plan as Annex C by fiscal year for the total project duration. The following information must be included:

- . Amazon Environment Project
- . Brazil
- . Project 204/16379
- . The date _____
- . Page - of - _____
- . Revision _____
- . Under "main activities" enter each activity identifying the appropriate sequential order, following the WBS numbering system.
- . Under the various columns for recording the projected disbursement by year, enter the total estimated cost by year by activity in constant dollars and current dollars separating fees from re-imbursable expenses. For budgetary purposes the firm should apply one inflation factor to both fees and expenses in Canada and another to both fees and expenses paid in the recipient country.
- . Provide a total disbursement by main activity.
- . Provide a total disbursement by year.

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Cross balance the total disbursement by main activity and year.

Note: All costs shall be expressed in constant dollars of the year in which the proposal is submitted.

4.0 Access to Information

Information, including documents held by departments and agencies for the Federal Government may be subject to release under the provision of the Access to Information legislation. The proposing firm shall indicate whether the proposal or any part(s) thereof is/are, in its view, exempt under the provisions of the legislation. Consequently, the firm should stipulate which part(s) of the proposal it would consent to release, if it so chooses.

5.0 Delivery of the Proposal to CIDA

5.1 Proposals will only be accepted by CIDA if they are received at CIDA Headquarters or at one of the regional CIDA offices in Canada on or prior to 12:00 hours noon on 11th January 1991.

CIDA'S REGIONAL OFFICES IN CANADA

Mr. David Clayton
CIDA Adviser
International Trade Centre
P. O. Box 11610
650 West Georgia Street, Suite 900
Vancouver, B.C. V6B 5H8

Monsieur Marcel Sicard
Conseiller/ACDI
Centre de commerce international
800, Place Victoria, piece 3800
Case postale 247
Montreal, Quebec H4Z 1E8

Mr. Roy Read
CIDA Adviser
International Trade Centre
330 Portage Avenue
P. O. Box 981
Winnipeg, Manitoba R3C 2V2

Mr. Roy MacMillan
CIDA Adviser
International Trade Centre
510-5th Street S.W., Suite 1100
Calgary, Alberta T2P 3S2

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- 5.2 Proposals, consisting of technical and financial components clearly identified as such in separate envelopes with the firm's name, shall be presented in six (6) copies. Each copy shall, in turn, be put in a separate envelope bearing the firm's name. Finally, all copies shall be put in an outside wrapper also bearing the firm's name.

The outside wrapper shall have affixed to it the enclosed pre-addressed sticker (CIDA form 603) which shall contain the following information:

- . Project Title: Amazon Environment Project
- . Project No.: 204/16379
- . Proposal Call Closing Date: 11 January 1991
- . CSC No:
- . Address:

The Director
Consultant Selection Secretariat
Professional Services Branch
CIDA
c/o Mail Room,
10th Floor
200 Promenade du Portage
Hull, Quebec
K1A 0G4
Tel: (819) 997-7675

PART III: PROPOSAL EVALUATION

6.0 Introduction

CIDA's proposal evaluation process is designed to ensure that the firm whose proposal represents best value in terms of both technical merit and cost is recommended for selection. Best value is defined as that proposal given the highest number of points for a combination of technical quality and cost competitiveness.

7.0 Evaluation Procedures

For purposes of evaluation, firms shall submit proposals containing separate technical and financial components in the format prescribed in Part II (Proposal Presentation) above. Cost, is awarded a maximum of 200 points or one-fifth of a total potential 1,000 evaluation points and technical merit is awarded a maximum of 800 points or four-fifths of total points.

Technical proposals will be opened and marked out of a total score of 800 points against the evaluation grid included in this request for proposal at Annex D before any financial proposals are opened. Each technical presentation will be evaluated on the basis of the firm's experience, competence of its personnel and acceptability of the methodology proposed. A firm's technical proposal shall be deemed qualified only if it complies with all requirements contained in the Request for Proposal and if it achieves a score in excess of (required pass marks for this RFP) for each of personnel, methodology and overall score (total score out of a possible 800 points for firm, personnel and methodology combined). Firms should note that these pass marks represent only what is minimally acceptable to CIDA. Their achievement does not guarantee any further consideration. CIDA's policy is to recommend for selection, the firm with the highest technical score adjusted for certain elements of cost. (described at 3.2.2 above)

Only proposals whose technical scores are within 15% of the proposal given the highest technical score will have their financial proposals opened and evaluated. All other financial proposals will be returned unopened once the final selection is made. The only exception to this policy is when the proposal of the second ranked firm is more than 15% below the highest technical score and still technically qualified. In such a case, the second-ranked firm would have its financial proposal opened to avoid a non-competitive situation.

In all cases, CIDA reserves the right to cancel the competition and request new proposals. Financial proposals

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can be awarded a maximum of 200 points. The financial proposal with the lowest cost (of items to be considered in the comparative evaluation) will be awarded 200 points which will be added to the technical score resulting in the firm's adjusted technical score. The percentage by which each of the remaining firms' proposed cost exceeds the cost of the lowest qualified bidder will be applied against 200 points and the result added to the technical score resulting in each firm's adjusted technical score. For example, if the proposed cost of Firm A exceeds the lowest proposed cost (Firm B) by 10%, Firm A will add 200 minus (10% of 200) or 180 points to its technical score.

The firm receiving the highest adjusted technical score represents the best value to CIDA.

8.0 Costs Included in Proposal Evaluation

All personnel fees, salaries and wages will be included in the proposal evaluation.

Unless otherwise stated, no re-imbursable expenses or flow-through procurement costs will be taken into account in the comparative evaluation of competitive proposals but are subject to negotiation once the evaluation process is complete and a proposing firm has been selected to perform the services required.

9.0 Debriefing

Subsequent to the final selection of a firm to enter into negotiations for contract award, all other proposing firms have the right to receive a debriefing on the strengths and weaknesses of their proposal. Points awarded by evaluation teams for both technical and financial components will remain confidential and may not be divulged to any firm.

PART IV: NEGOTIATIONS AND CONTRACT AWARD

10.0 Introduction

The objective of negotiations with the selected firm is to conclude a contractual agreement. The period of time to negotiate a contract is a reflection of the co-operation, promptness and efficiency to conclude the agreement. A time limit for negotiations may be imposed by CIDA to ensure negotiations are concluded swiftly and effectively. In cases of serious differences between the selected firm and CIDA during the negotiation period, CIDA reserves the right to initiate negotiations with other qualifying firms.

11.0 Negotiable Costs

Since the highest adjusted technical score is deemed to represent best value, consultants' rates are assumed to be subject to market competition and hence will not normally be negotiated with the recommended firm. However, CIDA reserves the right to negotiate the level of effort as expressed in skills and/or time proposed. In addition, certain elements of cost will always be subject to negotiation such as re-imbursable travel and office expenses as well as mobilization and de-mobilization expenses.

12.0 Tax Implications

It is the responsibility of the proposing firm to familiarize itself with Canadian and host country tax regulations pertaining to personnel on overseas assignments.

13.0 Contract Finalization

13.1 Following successful negotiations and subject to the approval of Treasury Board a contract will be signed between the proposing firm and CIDA. If the selected organization is a consortium or association, all firms in the consortium or association to which this request for proposal is addressed shall accept and sign all Contract Documents and thereby jointly and severally take full professional and legal responsibility for the assignment.

13.2 The STATEMENT OF SERVICES will form part of the Contract as well as any changes in project scope or conditions established during negotiations.

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- 13.3 Assignment of the negotiated contract to third parties will not be permitted except with the written consent of the CIDA contracting authority.
- 13.4 The selected firm is advised not to start work prior to the signature of the contract, since costs can not be re-imbursed prior to the effective date of the contract.

ANNEX A

INSTRUCTIONS FOR THE PREPARATION
OF ACTIVITY SHEETS

ACTIVITY SHEETSINSTRUCTIONS FOR PREPARATION OF ACTIVITY SHEETS

A Activity sheet (Example sheets follow the descriptive explanation)

A 1.1 Each sheet will summarize one work package (to the second level only) and include the information required under the headings for a major work package as indicated on the sheet. The level of effort calculated as the number of person-days/months/years of each organization chart position and of support staff to complete the activity shall be shown.

A 1.2 The firm(s) is required to complete:

A 1.2.1 under ACTIVITY/DESCRIPTION: The title of the activity as it appears on the WBS and a brief description of what the activity will entail.

A 1.2.2. under DURATION: The estimated total calendar duration (in days, weeks or months) required to complete the activity.

A 1.2.3. under OUTPUT: The tangible result(s) that the proposer expects to accomplish by the end of the activity.

A 1.2.4. under RESOURCE BREAKDOWN - DESCRIPTION: The positions (as shown on the organization chart) or other resources that will be involved in carrying out this activity.

A 1.2.5. under RESOURCE BREAKDOWN - NUMBER OF UNITS: The estimated number of person-days or person-months required over the duration of the activity.

ANNEX B
ESTIMATE OF COST

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ESTIMATE OF COSTS

(ANNEX "B")

A. Head Office Personnel and Short Term Field Personnel

1. Project Staff (by organization chart position and rate)

Position	Rate	Total \$
#1	-	-
#2	-	-
#n	-	-
		subtotal (a) \$ _____

2. Fringe Benefits _____% subtotal (b) \$ _____

3. Overhead _____% subtotal (c) \$ _____

4. Profit _____% subtotal (d) \$ _____

Subtotal A = (a+b+c+d) \$ _____

B. Head Office Expenses
 (reimbursed at cost)

1. Travel

subtotal (e) \$ _____

2. Support Staff
 (by position, rate, duration, etc.)

subtotal (f) \$ _____

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Amazon Environment Project

3. Office Expenses
(by category) subtotal (g) \$ _____

4. Other
(by category) subtotal (h) \$ _____

Subtotal B = (e+f+g+h) \$ _____

C. Long Term Field Personnel

1. Project Staff (by organization chart position and rate)

Position	Rate	Total \$
#1	-	-
#2	-	-
#n	-	-

subtotal (i) \$ _____

2. Fringe Benefits _____% subtotal (j) \$ _____

3. Overhead _____% subtotal (k) \$ _____

4. Profit _____% subtotal (l) \$ _____

Subtotal C = (i+j+k+l) \$ _____

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D. Site Office Expenses
(reimbursed at cost)

1. Travel
subtotal (m) \$ _____

2. Local Staff
(by category)
subtotal (n) \$ _____

3. Office Expenses
(by category)
subtotal (o) \$ _____

4. Local Consultants
(by position, rate, duration, etc.)
subtotal (p) \$ _____

5. Other
(by category)
subtotal (q) \$ _____

6. Equipment
subtotal (r) \$ _____

Subtotal D (m+n+o+p+q+r) = \$ _____

E. Outside Consultants
(by position, rate, duration, etc.)
Subtotal E \$ _____

F. Training
(by fees and expenses as above)
Subtotal F \$ _____

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G. Procurement
(by Category)

Subtotal G \$ _____

H. Outside Services
(by category)

Subtotal H \$ _____

I. Other
(by category)

Subtotal I \$ _____

J. Field Staff Allowances
(Technical Assistance Regulations (TARS))

Subtotal J \$ _____

TOTAL (A....J) \$ _____

ANNEX C

DISBURSEMENT PLAN

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DISBURSEMENT PLAN

ANNEX C

ESTIMATE OF COSTS
BY COST ELEMENT FOR ALL ACTIVITIES

	YEAR	YEAR	YEAR	YEAR	TOTAL
<u>PERSONNEL FEES</u>					
CANADIAN PERSONNEL IN CANADA AND ON SHORT TERM FIELD ASSIGNMENT					
. firm					
. sub-contract					
CANADIAN LONG TERM FIELD PERSONNEL					
. firm					
. sub-contract					
BRAZILIAN PERSONNEL PAID BY CIDA					
. long term					
. short term					
TOTAL PERSONNEL FEES					
<u>RE-IMBURSABLE EXPENSES</u>					
FIRM OPERATING COSTS					
CAPITAL COSTS					
TRAVEL COSTS					
RELOCATION COSTS					
COUNTERPART PERSONNEL					
PROJECT OPERATING COSTS					
TOTAL REIMBURSABLE EXPENSES					
<u>PROCUREMENT COMPONENT</u>					
PROJECT EQUIPMENT COSTS					
TOTAL COSTS					

NOTE: THE FIRM SHALL DISCLOSE:

- . NUMBER AND DATE OF LOCAL STATUTORY HOLIDAYS
- . NUMBER OF CUSTOMARY LOCAL WORKING HOURS
 - . PER DAY
 - . PER WEEK

ANNEX D

EVALUATION GRID

ANNEX D

EVALUATION GRID

1.0 General

The evaluation of the proposal is intended to ensure that the methodology and personnel proposed meet acceptable standards to undertake the project. The proposal call also requests cost information which will form the basis for contract negotiation purposes.

2.0 Evaluation Criteria

The criteria have been weighed to reflect the special importance to this project of the Project Co-Director and the community development adviser who will be spending five years as the counterparts to the Brazilian Project Co-Directors, and over this period will be assisting them through the provision of technical and management assistance. The ability of the Firm to provide a wide range of qualified short term specialists who are capable of developing innovative approaches to the forestry and community development fields will also be of particular significance if the project is to be successful. Much of the technical assistance required to undertake the project can be found in Brazil and the Firm's ability to access Brazilian expertise is very important. The Firm's experience and managerial/administrative expertise will also be assessed.

Methodology has been given a lower emphasis in evaluating the proposals due to the flexible nature of the project. Innovative approaches will be required, and it is more important to have experienced individuals capable of making changes. It is essential that the Firm demonstrate its understanding of the use of iterative planning as a tool in project management.

If the Firm's technical score falls below 60 percent in either of the two major criteria (methodology and personnel) it will be considered to be incapable of satisfactorily performing this mandate.

A potential 1000 points are obtainable in the evaluation process - 800 for TECHNICAL EVALUATION : 150 for methodology, 550 for personnel, and 100 for the Firm's experience; and 200 for FINANCIAL EVALUATION.

**TECHNICAL EVALUATION GRID
AMAZON ENVIRONMENT PROJECT**

	maximum score	actual score
1.0 Methodology		
1.1 clarity of presentation	5	
1.2 comprehension and conformity to TORs	5	
1.3 CIDA interaction	5	
1.4 proposed methodology		
- problem statement	25	
- approaches	25	
- management issues	20	
1.5 reasonable timetable	5	
1.6 originality	20	
1.7 environment	20	
1.8 integration of women	20	
	---	---
	150	
2.0 Personnel		
2.1 Project Co-Director		
- experience as project manager	50	
- institutional experience	40	
- overseas experience	45	
- technical competence	45	
- skill level	45	
2.2 Community Development Specialist		
- institutional experience	40	
- overseas experience	45	
- technical competence	45	
- skill level	45	
2.3 short term specialists		
- agroforestry	15	
- silviculture	15	
- resource assessment	15	
- economics	15	
- appropriate technologies	15	
- extension & training	15	
- community participation	15	
- income generation	15	
- socioeconomic research	15	
- social services	15	
	---	---
	550	
3.0 Firm's Experience		
- project experience	30	
- project coordinator	30	
- assistant project coordinator	30	
- administrative staff	10	
	---	---
	100	
TOTAL (1 + 2 + 3)	800	

ANNEX E

CIDA' s ESTIMATE OF LEVEL OF EFFORT

A. PERSONNEL REQUIREMENTS

1. Responsibility of Canada

1.1 Canadians Based in Brazil:

- (2130) Project Co-Director
Community Development Advisor

1.2 Canadians Based in Canada:

- (2110) Project Coordinator
Assistant Coordinator
Administrator
Secretary
- (2120) Purchasing Agent
Shipping Agent

1.3 Short-term International Specialists:

- (2130) Financial Advisor
- (2140) Communication Specialist
- (2150) Financial Advisor
- (3110) Institutional Specialist
- (3130) Hydrometeorology Advisor
- (4110) Remote Sensing Advisor
- (4120) Soils Specialist
- (4120) Inventory Specialist
- (4130) Management Specialist
- (4410) Nursery Specialist
- (4420) Silviculturalist
- (4430) Silviculturalist
- (5110) Economist/Sociologist
- (5120) Forest or Resource Economist
- (5140) Forest Economist or Marketing
- (5210) Training Advisor
- (5220) Training Advisor
- (5310) Business Administrator

1.4 Brazilian Staff:

- (2120) Receiving Agent
- (2130) Secretary (2)
Administrator
- (4430) CNS Forestry Assistant
- (5110) CNS Economist/Sociologist
- (5130) Forestry Technician
Forestry Assistants
- (5140) Survey Assistants
- (5220) Training Coordinator
- (5220) CNS Staff

- (5230) Training Coordinator
Training Assistants
CNS Staff
- (5250) Workshop Coordinator
Assistants
- (5260) Training Coordinator
Assistants
CNS Staff
- (5310) Fund Administrator

1.5 Short-term Brazilian Specialists:

- (2140) Communications Specialist
- (4110) Mapping/Remote Sensing Specialist
- (4120) Forestry Inventory Specialist
- (4130) Forest Management Advisor
- (4410) Forestry Advisor
- (4420) Silviculturist
Agroforester
- (4430) Silviculturist
Agroforester
- (5110) Socio-economist
- (5120) Economist
- (5130) Botanist/Forest Economist
- (5140) Marketing Specialist
- (5210) Training Advisors (3x6)
- (5250) Extension Specialist
- (5270) Extension Specialist

2. Responsibility of Brazil

2.1 FUNTAC

(2130) Project Co-Director
(2140) Communications Specialist
(3110) Institutional Specialist
(3130) Foresters (2)
' Forest Technician
Nursery Personnel
Lab/nursery Assistants
(3140) Systems Analyst
Data Entry Clerk
(4110) Mapping/Remote Sensing Specialist
Technicians
(4120) Forest Inventory Specialist
Soils Specialist
Forestry Assistants
(4210) Botany Technicians
Herbarium Assistants
Botanist
(4220) Botanist
Forestry Assistants
Field workers
(4230) Foresters (3)
Forestry Technicians
Field Assistants
(4310) Forest Products Engineer
Technician
Assistants
(4320) Forest Products Specialist
Technician
Forest Products Engineer
Assistants
(4330) Forester
Forestry Technician
Field Assistants
(4410) Botanist
Forester
Technicians
Field Assistants
(4420) Silviculturist
Agroforester
Forestry Technicians (2)
Field Assistants
(4430) Agronomist
Agroforester
Silviculturist
Ag/Forestry Technicians
Field Assistants
(5140) Forest Economist
Data Analyst

Assistants
(5250) Social Scientist

2.2 CNS

(2130) Project Co-Director
(2140) Communications Specialist
(3110) Institutional Specialist
(3150) Construction Specialist
(4130) Extensionist
(5110) Data Collectors (8X6)

2.3 IMAC

(5270) Extension Specialist

2.4 ABC

(6110) Project Reviewer
Project Evaluator

B. LIST OF MATERIALS AND EQUIPMENT

general:

4 microcomputers
2 laser printers
2 dot matrix printers
computer software (word processing, data analysis, etc.)
6 four wheel drive vehicles
radio communications system (fixed and mobile units)
technical publications
camping equipment
tarpaulins

soils laboratory:

1 m3 dryer
sets of sieves
soil samplers
hydrometers for sedimentation
mixer
shaker
electronic balance (0.1g)
0.2 m3 furnace

pH meter
electronic shaker
mechanical shaker
centrifugal machine
electronic balance (0.001g)
calorimeter
hot plate
dessicator
rings for soil samples
filter paper
glassware

hydrometeorological station:

registering rain guage, model 6032 or equivalent
wooden shelter
2 set of minimum/maximum thermometer, model 4431 or equivalent
registering wind vane, model 2511 or equivalent
water level recorder, model 6655 or equivalent

communications strategy:

video equipment

nursery and seed laboratory:

dehumidifier
incubators
growth chamber
balances (0.1g)
binoculars
microscope
nursery tools
containers
materials

mapping and drafting:

drafting and mapping equipment
photo-interpretation equipment
satellite image processing hardware and software
aerial photographs
satellite images/tapes

herbarium:

2 drying ovens
2 air conditiones
binoculars
microscopes
plant collecting equipment
materials

improved technologies:

- 2 rubber sheet plants
- 2 pilot storage areas
- 2 drying units for Brazil nuts
- 2 processing units for copaiba oil

income generation activities:

- 12 sewing machines
- 12 sets of tools for handicrafts
- 12 sets of tools for food processing
- 12 sets of beehives
- 12 motorcycles

training and extension:

- 4 audio visual units
- didactic materials
- classroom furniture
- 14 motorcycles
- materials

CNS training centre

furniture and equipment as required

SECTION B
PROJECT DESCRIPTION
AND
BACKGROUND INFORMATION

ABBREVIATIONS

ABC	Agência Brasileira de Cooperação
CE	Canadian Embassy
CEA	Canadian Executing Agency
CIDA	Canadian International Development Agency
CNS	Conselho Nacional dos Seringeiros
CTA	Centro dos Trabalhadores da Amazônia
Embassy	The Canadian Embassy in Brasilia
EMBRAPA	Empresa Brasileira de Pesquisa Agropecuaria
FUNTAC	Fundação de Tecnologia do Acre
GoC	Government of Canada
GoB	Government of Brazil
IBAMA	Instituto Brasileiro do Meio Ambiente e Recursos Naturais Renováveis
IMAC	Instituto do Meio Ambiente do Acre
INCRA	Instituto Nacional de Colonização e Reforma Agraria
PMP	Project Management Plan
UFAC	Universidade Federal do Acre
Cr. \$	Brazilian Cruzeiro
\$	Canadian dollar
ha.	Hectare
sq. kms.	square kilometers

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Amazon Environment Project

1. PROJECT DESCRIPTION

1.1 General Background

In the late 1960's, the State of Acre was almost completely covered by primary tropical moist forest. The forest was occupied by Indians, seringueiros (rubber tappers) and ribeirinhos (riverside subsistence agriculturalists), who made their living by rubber tapping, gathering Brazil nuts and subsistence farming. (Henceforth, seringueiros refer to women and men in both groups.) Native rubber extraction, which was controlled by rubber barons (seringalistas) and intermediaries, played a crucial role in Acre's economy.

After Asian rubber was introduced on the world market in the early part of this century, prices fell drastically, forcing the production of rubber from the natural forest to become concentrated in higher yielding areas such as Acre. At the time of World War II, the Brazilian Government monopolized the market and instituted price controls. However, these strategies proved ineffective and many producers fell into debt. In 1967 the monopoly was broken and in 1968 was replaced by a policy of price protection, incentive programmes for plantations, and the rehabilitation of traditional rubber producing areas which favored the emergence of autonomous rubber tappers. This situation later led to the sale of rubber estates to new investors in the 1970's.

Between 1971 and 1973, access roads to Eastern Acre were constructed and the federal government began to sell land to investors and to promote settlement schemes. Many of the new landowners started to convert forest to pasture, a land use which requires a small initial investment but yields relatively high, though short-term benefits. The sustainable extractive system of rubber collection, which had suffered economically from declining prices could not compete with the demand for pasture, for agriculture, and for speculative purposes, especially in an economy affected by large subsidies and tax incentives. Such land clearing created profound social changes in the Amazon region, including Acre. Many rubber tappers who lost their livelihood moved to other forested areas, to Bolivia, or into towns. The result was urban centers, including Rio Branco the capital of Acre, did not have the capacity to absorb the growing immigrant labour force. However, even today extractivism is still the cornerstone of the state economy and has not been eclipsed by agriculture or cattle ranching as the principal economic activity.

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Amazon Environment Project

The emergence of autonomous rubber tappers coincided with increasing pressure to their livelihood from the expansion of agriculture and cattle ranching; both contributed to the development of cooperative and union movements in Acre. The first steps to create unions were taken in 1973 when demonstrations against deforestation were held in the municipality of Brasileia. Church-based groups began organizing workers' unions in 1974, and the Xapuri rubber tappers' cooperative was founded in 1978 with the support of non-governmental organizations. In 1980, the Superintendency for Rubber Development (SUDHEVEA) launched two programmes. The first involved the creation of rubber tapper associations and the financing of small, technologically simple processing plants that allowed rubber tappers to sell rubber directly to industrial users for higher prices. The second was intended to encourage the planting of rubber trees in areas occupied by tappers. These initiatives culminated in a 1985 proposal by the rubber tappers to create extractive reserves, and the founding of a national organization, the Conselho Nacional dos Seringeiros (CNS).

Coinciding with local, national and international concern over land clearing, the Government of Acre has adopted a development approach based on the rational use of the forest. However, the rational development of the Amazon can only occur if there is adequate knowledge of the extent and potential of the forest and other natural resources. In Acre, forest and soil types surveys are necessary for land use planning, including the delimitation of areas requiring complete protection of the natural forest. More detailed surveys are also necessary for the identification of extractive reserves, areas for subsistence farming and for forest management.

There is a lack of information on the actual and potential values of extractive production. In order to improve productivity it is necessary to: quantify the yields of various products and assess the potential to increase their yields; improve tapping and transformation technologies; and to develop new and expanded markets. This can be achieved through research, demonstration, extension and training, and community development activities. As well, rubber tapping communities can be assisted in organizing themselves more effectively and in mastering basic new technologies. However, a prerequisite for improved transfer of such information requires that extension workers enhance their ability to acquire and transmit new knowledge.

Critical to the long term sustainability of extractivism as an economic activity is the improvement of basic community services and infrastructure. For people to continue to prefer to live in the forest as they have traditionally done, their standard of

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living will have to improve. For example, one of the reasons why many rubber tapper families move to urban areas because there are no schools or health clinics in the extractivist communities. There is a lack of opportunity to diversify into other economic activities, particularly for women. Such communities are poorly organized, have limited communications, and do not have the skills needed to effectively deal with commerce.

The State of Acre is considered to be one of the most appropriate regions in the Brazilian Amazon for a natural resource management project. There is growing consensus in the State of Acre for the need to find alternative development models to those used elsewhere in Amazonia over the past three decades. The urgency of the situation is clearly evident, given the case of Rondonia in the 1980's. It is a fact that improved access and communications attract people. With the proposed paving of highway BR-364 to Peru there is concern that a similar wave of deforestation will occur in Acre, as it did in Rondonia, through the conversion of forests to unsustainable land use practices.

1.2 Background to the Project

In response to the need for a proactive solution to these concerns about the appropriate use of natural resources, the Agência Brasileira de Cooperação (ABC) presented a draft project proposal prepared with Fundação de Tecnologia do Acre (FUNTAC) to CIDA in February of 1989. The proposal outlined four basic programs of cooperation: 1) land use planning, 2) human resource development, 3) applied and participatory research, and 4) participatory pilot projects. The purpose of the proposal was to seek the cooperation of CIDA to promote knowledge about and rational use of Acre's renewable natural resources. It was foreseen in the proposal that in addition to FUNTAC, the project will have the active participation of the CNS as the principal organization representing the rubber tapping community. It was then determined that the Instituto do Meio Ambiente do Acre (IMAC) would be involved in the project, though to a lesser extent. FUNTAC is highly regarded as a dynamic organization with a dedicated, professionally competent staff. It is expected that with the collaboration of CIDA, financial resources and committed personnel will be acquired by FUNTAC, CNS and IMAC to chart a new course for sustainable development in western Amazonia.

A CIDA-ABC planning mission visited Brasilia and Acre in August 1989 to review the proposal with the Brazilian organizations involved. A second mission in March 1990 collected additional information and clarified project design details. Discussions from those missions form the basis of this document.

just
environmentally sustainable
socially

1.3 Project Goal and Purpose

DA

The goal of the project is to help improve the management and conservation of renewable natural resources (mainly forests) in the Amazon, particularly in the State of Acre, in a manner which is compatible with just and environmentally sustainable socio-economic development. The immediate purposes are:

- To contribute to socio-economic development in targeted extractive areas in Acre;
- To support environmentally sustainable development and environmental protection by highlighting the long-term profitability of the forest;
- To promote the rational and multiple use of the forest by conducting both natural science and socio-economic research;
- To strengthen the institutional capacity of FUNTAC in forest monitoring, applied research, and technology development and transfer;
- To strengthen the institutional capacity of CNS, particularly in Acre, in order to support community organization and development, and economic development.

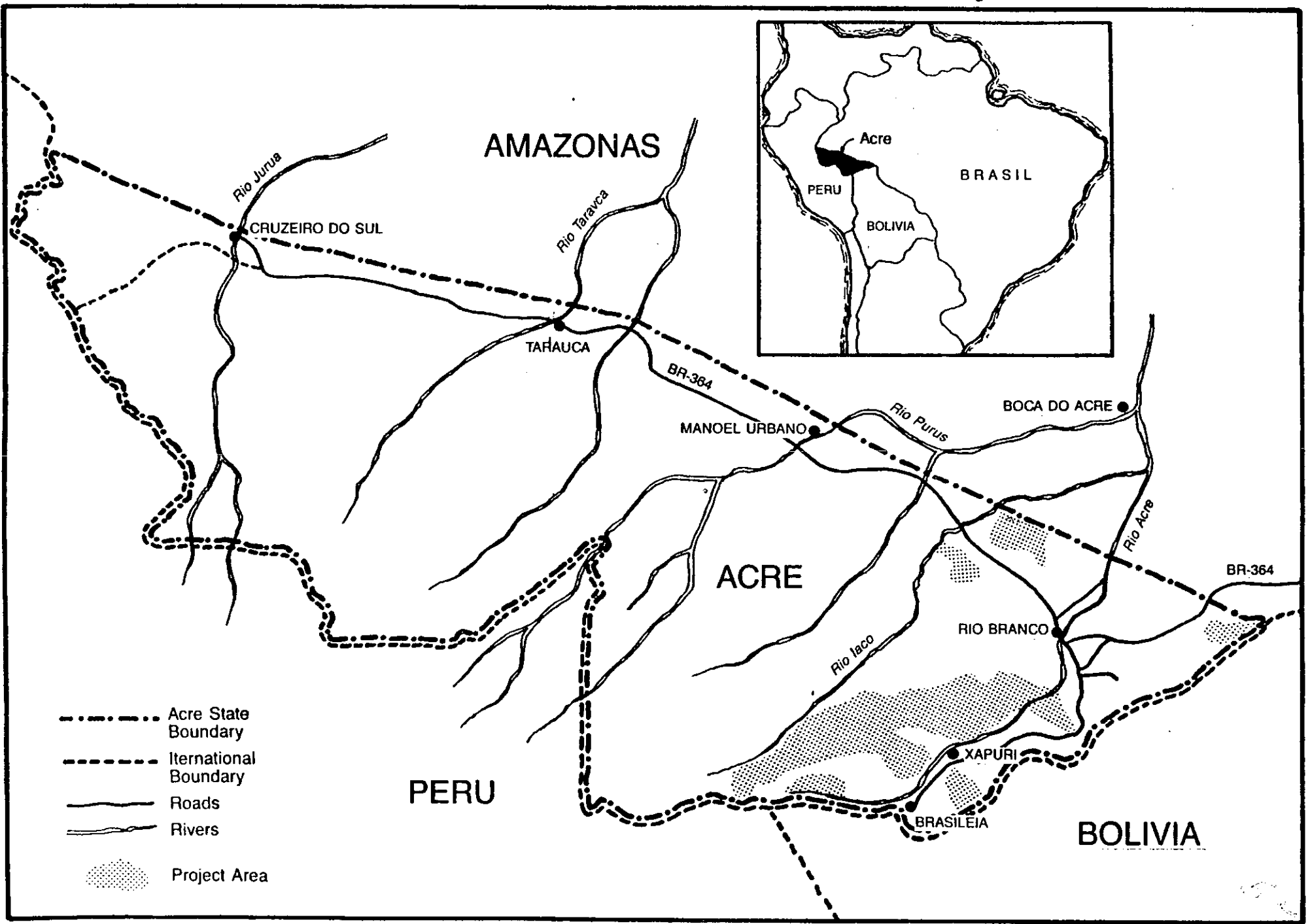
The above mentioned project purposes are long-term in nature and will require a multiple phase effort if they are to be met. In the initial phase, the project will contribute to the achievement of these purposes by developing technologies and approaches which can be implemented in later phases and by focusing on training, institutional strengthening and community development. The ability of the communities to collect and organize local information as one of the means of self development will be improved.

1.4 Location

- 1.2M/ha

Most of the project activities will occur in the State of Acre, in western Brazil. The Key Map presented in Figure "I" illustrates the location of the project area within the state of Acre. The project will be managed from the FUNTAC and CNS offices, both located in the city of Rio Branco. The project area is located in the eastern third of the State of Acre, covering an area of approximately 1.2 million hectares. More than 60 percent of the eastern third of Acre is still covered by tropical moist forests. Major activities will be restricted to the extractive reserves of: Chico Mendes, Porto Dias, Riozinho, Cachoeira, Santa

AMAZON ENVIRONMENT PROJECT — Project Area



- · - · - Acre State Boundary
- - - International Boundary
- Roads
- Rivers
- Project Area

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Quiteria, Saohua^{Quin} do Remanso, the Antimari State Forest, and to FUNTAC's study forest station near Rio Branco.

1.5 Project Beneficiaries and Outputs

The expected beneficiaries of the project include:

22,000 people

1.5.1 The population of the targeted forest communities, estimated to be some 22,000 men and women/ for whom project-related activities will bring increased income from stable, secure livelihood, better community organization, and an improved range of social services.

1.5.2 The population of extractive reserves elsewhere in Amazonia who can benefit from the transferrable technologies developed by the project.

1.5.3 The technical and professional staff of FUNTAC, through improved technical and managerial skills.

1.5.4 The leadership and membership of CNS as a result of increased capacity in the areas of community organization, management, administration, and participatory research.

1.5.5 Women in the project area who will participate in formal training programs and actively be involved in decision making, management, technical research, extension, and other project related activities. In addition, women will benefit from informal education, vocational training, community-level economic development, and improved health information.

1.6 Project Logical Framework

The above information is summarized in the Project Logical Framework. See Figure "II" hereafter.

2. SCOPE OF WORK

2.1 Project Components

The project covers a wide range of activities. One group of activities is directed at improving the long term management of the forest resource, including the economic attractiveness of extractivism. Activities related to timber harvesting for commercial purposes within the extractive reserves are excluded from the project. The other group addresses the immediate needs

LOGICAL FRAMEWORK ANALYSIS

Project Title & Number: Amazon Environment Project, Brazil
Sustainable Development of Acrean Forest Resources 204/16379

Project period:
From: 90-91 to: 93-96
Total CDN Funding: Up to \$
Date prepared: 17-07-90

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	IMPORTANT ASSUMPTIONS
<p><u>Project Goal (Program Purpose):</u></p> <p>To help improve the management and conservation of renewable natural resources (mainly forest) in the state of Acre in a manner which is compatible with just and economically sustainable socio-economic development.</p>	<p><u>Measures of Goal Achievements:</u></p> <ul style="list-style-type: none"> - Reduce rate of deforestation within extractive reserves in comparison to adjacent forested areas (measure of achievement of environmental goal). - Increased extractivist family income from greater returns from traditional products and additional income from new products (measure of socio-economic goal). 	<p><u>Sources of Information and Methods Used:</u></p> <ul style="list-style-type: none"> - Government of Brazil and Government of Acre statistics. - GOB/CIDA evaluation. 	<p><u>Assumptions for achieving Goal Targets:</u></p> <ul style="list-style-type: none"> - The Governments of Brazil and of Acre and CNS commitments to a program of sustainable development in the Amazon region.
<p><u>Project Purpose:</u></p> <ul style="list-style-type: none"> - To contribute to socio-ec. dev. in targeted areas in Acre; - To support sustainable dev. and envir. protection by highlighting long-term profitability of forest; - To promote rational and multiple use of forest through nat. sciences and socio-econ. research; - To strengthen institutional capacity of FUNTAC in forest monitoring, applied research, and technology development and transfer; - To strengthen the institutional capacity of CNS to support community organization and development and economic development. 	<p><u>Conditions that will indicate purpose has been achieved: End of project status.</u></p> <ul style="list-style-type: none"> - Generation of employment and/or economic activities in the seringueiro communities; - Avail. of improved social services to seringueiro and communities; - Improved land use; - Improved ability by FUNTAC to provide practical info. on use of natural resources and to dev. appropriate technologies; - Ability on part of CNS to provide practical information on the uses of natural resources and to deliver community development services to seringueiros. 	<ul style="list-style-type: none"> - Project reports. - Periodic CIDA missions. - Monitors missions. - GOB/CIDA evaluations. - Final report of project. 	<p><u>Assumptions for achieving Purpose:</u></p> <ul style="list-style-type: none"> - Ability on the part of the 2 levels of government in Brazil and the Brazilian institutions and community groups involved to establish and maintain sound working relationships amongst themselves and with their Cdn partners; - Continued interest on the part of the seringueiro community represented by CNS to participate in this project.

<p>Outputs:</p> <ol style="list-style-type: none"> 1. Maps of forest and soil types; 2. Equipped labs and info. centre, CNS office + training center; 3. Collection of plants and herbs; 4. New products and high-yield trees identified; 5. economic analysis of traditional and non-traditional products; 6. Traditional product technologies refined; 7. Bank of genetic material and seed supply; 8. Demonstration plots & community nurseries; 9. Trained professional & researchers; 10. Trained coop managers, extensionists, health agents and school teachers; 11. Programs for women; 12. Programs in economic diversification. 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> 1. General forest cover maps for state, detailed forest/soil maps for project area; 2. 3 lab. and 1 info. centre functioning, training center; 3. 3,000 new specimens collected; 4. depends on results from 5; 5. Analysis of 10 traditional products and 15 new products; 6. Technologies of 3 traditional products refined; 7. 1 clonal garden and 1 seed bank established; 8. 10 demo. plots and 20 nurseries operating; 9. 5 M.Sc scholarships, 25 technicians receive short term training, 10 workshops attended/organized; 10. 60 coop managers, 75 extensionists, 108 health agents, and 200 school teachers; 11. 175 workshops for women for 1750 women; 12. 465 men/women trained in new economic activities. 	<p>Project records.</p> <ul style="list-style-type: none"> - Project records. - Project reports. - Monitor's reports. - Evaluation reports. 	<p>Assumptions for achieving Outputs:</p> <ul style="list-style-type: none"> - Options, applications and alternatives chosen by the project are technically feasible and economically viable. - Brazilian and Cdn project staff are well as qualified, stable and in sufficient numbers. - Materials and equipment are purchased according to specifications and are delivered on time. 																
<p>Inputs:</p> <table border="0"> <tr> <td><u>From Canada</u></td> <td><u>From Brazil</u></td> </tr> <tr> <td>Tech. ass.</td> <td>Personnel</td> </tr> <tr> <td>Training</td> <td>Phys. facilities</td> </tr> <tr> <td>Mat's & equip.</td> <td>Evaluation</td> </tr> <tr> <td>Dev. fund</td> <td>Project Mngt</td> </tr> <tr> <td>Dev. fund (partial local cost)</td> <td></td> </tr> <tr> <td>Monit. & eval.</td> <td></td> </tr> <tr> <td>Project Mngt</td> <td></td> </tr> </table>	<u>From Canada</u>	<u>From Brazil</u>	Tech. ass.	Personnel	Training	Phys. facilities	Mat's & equip.	Evaluation	Dev. fund	Project Mngt	Dev. fund (partial local cost)		Monit. & eval.		Project Mngt		<p>Implementation Target (Type, Quantity, Cost, Timing):</p> <p>See Budget and Implementation Schedule</p>	<ul style="list-style-type: none"> - CEA/CIDA contract. - Procurement contracts, invoices, waybills, customs permits. - Project Inception Report. 	<p>Assumptions for providing Inputs:</p> <ul style="list-style-type: none"> - The Government of Acre provides FUNTAC and IMAC with the necessary personnel and budgets. - Identification of qualified Cdn CEA. - Successful negotiation and signature of the Project Subsidiary Agreement and Administrative Agreement.
<u>From Canada</u>	<u>From Brazil</u>																		
Tech. ass.	Personnel																		
Training	Phys. facilities																		
Mat's & equip.	Evaluation																		
Dev. fund	Project Mngt																		
Dev. fund (partial local cost)																			
Monit. & eval.																			
Project Mngt																			

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of the seringueiro communities, emphasizing improving social services and providing economic opportunities. The project components are grouped into elements (1000), sub-elements (1010) and activities (1110) and are summarized as follows:

- 1000 Supervision and Control of Project
- 2000 Project Management and Implementation
- 3000 Institutional Strengthening
- 4000 Research and Development of Resources
- 5000 Systems of Community Development
- 6000 Project Evaluation

2.2 General Description of Project Activities

Figure "III" contains the work breakdown structure for the project. The six elements of the work breakdown structure are briefly described below.

1000 SUPERVISION AND CONTROL OF THE PROJECT

This element covers all necessary steps required for the administration of CIDA's contract with the Canadian Executing Agency, for financial and administrative control of the project, and for the closure of the project at the end of its activities. CIDA will hire a monitor who will examine the management and technical components of the project on a regular basis. The Brazilian counterparts will be the Agência Brasileira de Cooperação (ABC) representing the federal government, the government of the state of Acre and its two institutions FUNTAC and the CNS representing the families of the rubber tapper's association.

2000 MANAGEMENT AND ADMINISTRATION

Project management and implementation ensures that the steps required to implement the project work plans, manage personnel and finances and facilitate a proper flow of information within the project, both in Canada and on-site, are in place. A special projects fund is also provided to fund activities which are identified during the course of the project.

2110 Administration in Canada

DESCRIPTION : project administration that covers financial and technical considerations in Canada and Brazil. Includes such duties as communications, contracting of personnel, supervising

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activities and preparing reports. Covers the financial and technical considerations - budget accounting, planning and verification.

OUTPUT : contracts with CIDA, short-term consultants and long-term specialists. 20 trimestrial and 5 annual reports covering financial, technical and administrative components. Final report.

RESPONSIBILITY: CEA

2120 Equipment Purchase in Canada and Brazil

DESCRIPTION : purchase of equipment in Canada and Brazil will follow CIDA's procurement guidelines. Activity includes:

- Preparation of equipment specifications
- type, size and number of instruments needed to execute the project.
- Requests for quotations from different suppliers.
- Select and order equipment - based on the specifications, cost, maintenance facilities and the potential of operation with the available personnel.
- Follow up and shipment to Rio Branco.
- Installation and testing.

OUTPUT : Equipment operational in Rio Branco.

RESPONSIBILITY: CEA FUNTAC CNS

2130 Administration in Rio Branco

DESCRIPTION : - Includes staffing and material organization of the project offices in Rio Branco and all the logistical support for the project such as transportation (road and river, vehicle maintenance and insurance) and communications (including upgrading of radio center and the installation of satellite radios at the experimental forest.

OUTPUT :
- Project equipment.
- Functional office to support the project team.
- logistical support for field work.
- Office support.
- Project vehicles.

RESPONSIBILITY: CEA FUNTAC CNS

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2140 Communications Strategy

DESCRIPTION: Development of communications strategy to involve and inform the Canadian and Brazilian publics. Will involve the preparation of written and visual materials on the project and its activities - the problem statement and the approaches to resolving them. The NGO community will be encouraged to participate in the process.

1. Causas ambientais no Brasil

OUTPUT: - The development and implementation of an effective communications strategy.

RESPONSIBILITY: CNS CEA FUNIAC

(note: it is expected that this activity will start before the arrival of the CEA)

2150 Special Projects Fund

DESCRIPTION: A special projects fund of \$CAN 1.4 million will be created and administered by the CEA. It will be used to finance research by Amazonian institutions or development activities by NGOs which will contribute to achieving the project goal, to support additional networking activities, or be used for the expansion of project activities beyond the levels presently foreseen.

x 1.4M\$

OUTPUT: Fund to finance project activities and the activities of other related projects that have not received a budget allocation.

RESPONSIBILITY: CEA CNS FUNIAC

3000 STRENGTHENING OF FUNIAC, CNS AND OTHER PARTICIPATING INSTITUTIONS

The institutional strengthening component will provide FUNIAC and CNS with the additional personnel and material needed to carry out project responsibilities now, while strengthening institutional capacity in the foreseeable future. Materials and equipment for laboratories, experimentation plots, extension services and a small training center will be provided. Personnel will be supported by both full-time and part-time Canadian and Brazilian experts. The project will train professional staff and give short-term training to other staff working on the project for FUNIAC and CNS, based on an institutional needs assessment. It is expected that the project will support networking activities with research institutions and development organizations.

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3110 Diagnostic of the FUNIAC and CNS organizations

DESCRIPTION : Review of organizational structure, and the capabilities, training and education of the staff. A review of the mandates should also be considered in relation to the new ongoing projects of each organization. As required, a more efficient organizational structure will be outlined. The plan will specify the staffing and training needs required in the long-term to fulfill the mandate of the institution. It will also indicate the working conditions necessary to retain well trained personnel.

OUTPUT : - a report on the present organizational structure with recommendations on the requirements to function more efficiently.

RESPONSIBILITY: CEA CNS FUNIAC

3120 Education and training

DESCRIPTION : A systematic assessment of the education and training needs of FUNIAC and CNS. This will include:

- capabilities of the personnel will be evaluated in relation to the duties presently performed.
- the project's needs will be identified and translated into job descriptions.
- identification of (from the first two steps) necessary training or education - description of best ways to address needs will be described. The various means which must be considered include :
 - Master level education in Canada and Brazil.
 - Participation in project activity related workshops.
 - Short-term training sessions in Brazil, Canada or in other countries.
 - Organized on-the-job training with the visits of the consultants.
 - WID workshops for FUNIAC and CNS staff.

OUTPUT : preliminary indications suggests the following of which women should constitute half of the candidates:

- 5 persons with Master's Degree qualifications in applied research, experimental design, data

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- analysis and reporting, environmental monitoring;
- 15 professionals trained in specific technical aspects of the project;
- 20 technicians trained in technical activities.

(Note: the above are estimated outputs only and are subject to the institutional needs assessment).

RESPONSIBILITY: CEA FUNTAC CNS

(note: it is expected that this activity will be started before the arrival of the CEA)

3130 Installation of laboratories

DESCRIPTION: - Soil physics laboratory will be used to determine the texture, bulk density, and water content of soils in relation to the pedological survey and the research needs.

- Soil chemistry laboratory is necessary to evaluate soil fertility for the forest survey, silviculture, agroforestry and nursery needs.

- Hydrometeorological station to measure basic climatic and hydrological parameters needs to be installed at the experimental forest where the main nursery is located. It will be used to measure precipitation, temperature, relative humidity and wind in the open area near the entrance of the forest. It will also include streamflow measurement the forest installations.

- Main nursery and seed laboratory (FUNTAC) will be expanded to produce quantities of tree seedlings of rubber, Brazil nut, (aa) palm, pupunha palm, balsa and other forest species required for various activities. A seed treatment and conservation laboratory will be added to the existing facilities. The facilities are necessary to set up trials to develop methods of vegetative reproduction.

OUTPUT :

- Soil physics laboratory
- Soil chemistry laboratory
- Hydrometeorological station
- Improved main nursery
- Seed treatment and conservation laboratory

RESPONSIBILITY: FUNTAC

4000
Research and Development
of Resources

4300
Development of
Technologies

4310
Improvements In
Rubber Processing

4320
Brazil Nut Storing
and Processing

4330
Copaliba Oil
Processing

4200
Identification and
Evaluation

4210
Herbarium

4220
Ethno-Botanical
Survey

4230
Evaluation of Collection
Methods and Yield

4100
Survey and
Monitoring

4110
Mapping and Monitoring
of Forests

4120
Forest and Soil Inventory
Monitoring Some Areas

4130
Management
Plans

3000
Institutional
Strengthening

3110
Diagnostic of
FUNTAC and CNS

3120
Personnel
Training

3130
Installation of
Laboratories

3140
Information and
Data Center

3150
Training
Centre

2000
Project Management
and Implementation

2110
Project Administration
In Canada

2120
Materials and
Equipment Purchases

2130
On-Site Management
and Administration

2140
Communications

2150
Special Projects
Fund

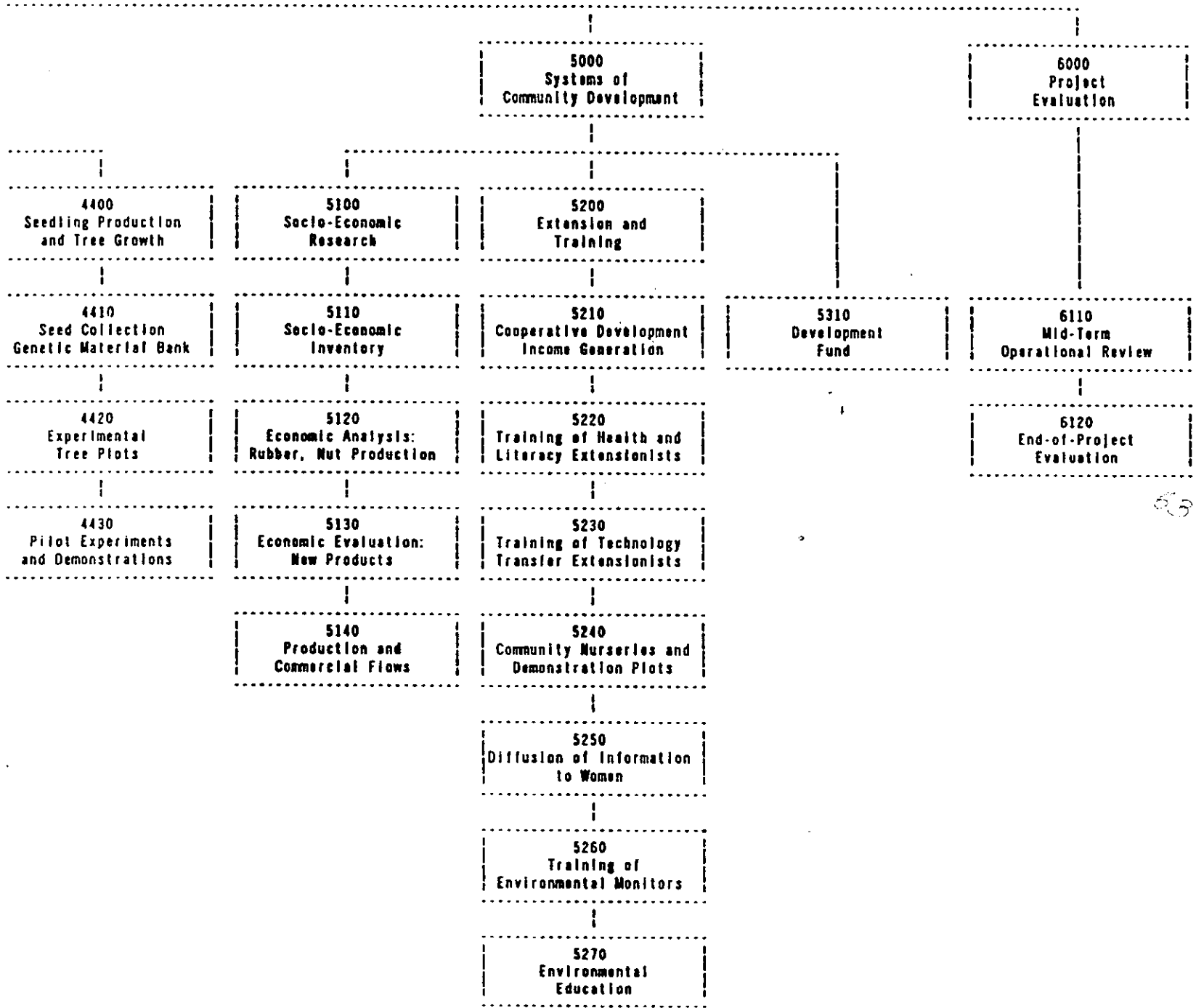
1000
Supervision and Control
of Project by CIDA

1110
Contracting of Services
Contract Administration

1120
Project Monitoring
and Control

1130
End-of-Project
Activities and Report

50



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3140 Information and Data Center

DESCRIPTION : Proper organization of a permanent data bank to permit easy data input and retrieval for further analysis. It will include a document classification system and tools to facilitate the diffusion of the information. The information includes scientific data, socio-economic statistics, reports, books and periodicals. The tools include software for data analysis, mapping equipment, and information bank. This Center will be used to support the management of the Project and also for scientific purpose.

OUTPUT : - Data bank established
- Data analysis and information classification/retrieval system

RESPONSIBILITY: FUNTAC

3150 Construction of CNS Office and Training Center

Description: A modest office and training centre valued at approximately \$CAN 150,000 will be built to overcome the critical shortage of space at CNS's headquarters in Rio Branco and the lack of permanent facilities to train staff and community participants.

Output: Office space and training center constructed

RESPONSIBILITY: CNS

(note: it is expected that this activity will be completed before the arrival of the CEA)

4000 RESEARCH AND DEVELOPMENT OF FOREST RESOURCES

Element 4000 covers the inventory and monitoring of forest resources, the identification or confirmation of products with economic prospects, the development of appropriate technologies to gather and transform these products, the propagation of valuable plants, and finally, the establishment of demonstration plots and pilot experiments as a basis for technology transfer. A methodology for preparing management plans will be devised which will be applicable to the extractive reserve concept.

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4100 Survey and Monitoring

4110 Mapping and monitoring the state's forests

DESCRIPTION : FUNTAC has completed forest maps of the northern third of the state from LANDSAT TME satellite images at the 1:100 000 scale. It is proposed to support the completion of the mapping of the state, starting from the eastern boundary. Annual monitoring of changes in the forest cover in the areas subject to agricultural encroachment will be carried out to ascertain changes and provide information for IMAC's verification staff. This activity must also include a report on the changes which have occurred to date. This is very important to understand the dynamics of deforestation and to link it with development activities.

OUTPUT : - set of forest cover maps for the state of Acre at the 1:100,000 scale.
- area statement by different forest types by municipalities.

RESPONSIBILITY: FUNTAC CEA

4120 Forest and soil inventory and monitoring of specific areas

DESCRIPTION : Tree species, frequency of occurrence of valuable ones, soil types and fertility in areas of special interest, such as the extractive reserves and the eastern part of the State will be surveyed. Soil maps will be compiled from ground surveys and soil sampling. Physical and chemical analyses of soils will be carried out in the laboratory. The land uses, such as extractive forest products, grazing, annual crops, fruit trees and plantation will be monitored annually. Changes in land use pattern will be correlated with the socio-economic conditions of the seringueiros. The usefulness of photo-interpretation will have to be assessed before taking aerial photos and buying equipment.

OUTPUT : - Basic quantitative data on forests (stand and stock table) and soils (serie descriptions).
- Basic data on associations of soil types with vegetation cover.
- Maps of soil types at the 1:20 000 scale.
- Annual maps of land uses for the critical parts of the project area.

RESPONSIBILITY: FUNTAC CEA

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4130 Management Plans

DESCRIPTION: In order to efficiently manage the extractive reserves, management plans will be needed that indicate the nature of the resource, the potential economic activity, operations to be undertaken to achieve prescribed targets, the inputs of personnel and funds needed to achieve objectives. These management plans will be guides for the extractive communities in the management of their forest resources. The activity will:

- develop an appropriate methodology for the preparation of management plans which can be prepared and updated by the extractive communities;
- assist in preparing the initial plan for each extractive reserve within the project area.

OUTPUT:

- Standardized methodology for the preparation of management plans for the extractive reserves.
- Preparation of the initial plans for the extractive reserves within the project area.

RESPONSIBILITY: FUNTAC CEA CNS

4200 Identification and evaluation

4210 Herbarium

DESCRIPTION : The herbarium which has already been initiated by FUNTAC is critical to the success of the surveys and much of the research currently pursued at the Institution. The additional activities being planned will depend on reliable reference collections of plants. The present facilities need to be enlarged to accommodate the increasing demand foreseen by new activities. The herbarium and its staff should become a hub in the botanically related activities. The development of a few arboretums would be a complement to the herbarium. All plant species would be identified within the arboretum plots making them very useful training tools and facilitating the study of flowering and fruiting patterns of the plants. They would also make initial seed collecting easier.

OUTPUT:

- Improved reference collections for identification of plant species.
- selected arboretums established

RESPONSIBILITY: FUNTAC

4220 Ethno-botanical survey and new products

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4220 Ethno-botanical survey and new products

DESCRIPTION : The purpose of the survey will be to identify plant products traditionally used by seringueiros (both women and men) Indians and other forest peoples for medical, fertility control, food, construction purposes and other uses. This activity includes also the evaluation of the traditional management of these plants as well as their possible inclusion in agroforestry systems. These plants will be investigated for their commercial potential. The survey will include plants providing fruits, oil resins, medicines and thatch. The socio-economic research studies are essential pre-requisite or concurrent activities in (5110).

OUTPUT:
- Identification and the description of the use of plants traditionally used by forest peoples.
- Identification of new products.
- Documentation of active compounds in these plants.

RESPONSIBILITY: FUNTAC CNS

4230 Evaluation of collecting methods and yields

DESCRIPTION: Actual yields from rubber, Brazil nut, copaiba, and other trees, with emphasis placed on species of interest to women will be observed in a number of experimental plots in Eastern Acre. This should permit evaluation of the potential for increased yields from enrichment planting with clonal stock. The required actions are:

- 1) delimit the experimental plots;
- 2) observe yields using the same extraction methods (years 1, 2);
- 3) choose similar yielding trees from sub-activity (2) and compare the yield from different extraction techniques (years 3, 4);
- 4) characterize the ecological conditions of the trees observed for measuring yields. Factors such as population density, diameter, height, growth rate and competition from surrounding vegetation (years 1, 2);
- 5) modify the competition of similar yielding trees from (2) and observe changes in yields. Only lower layer vegetation will be considered here (years 3, 5);
- 6) observations of tree size and possibly age of the tree at first yielding (years 1 to 5);
- 7) observe seasonal production variations
- 8) a long-term experiment could be designed to evaluate the possibility of modifying growth conditions so that trees will yield at a younger age than under the normal

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- 9) analyze the data;
- 10) publish the information.

OUTPUT:

- Actual rates of production.
- Potential rates using new collecting methods.
- Identification of high yield trees.
- initial data on appropriate silvicultural systems
- Basic data for economic analysis.

RESPONSIBILITY: FUNIAC CNS

4300 Technologies to transform various products

4310 Improvement in rubber processing

DESCRIPTION : The first step will be to assess the most suitable system to transform the latex. Technical improvement of a specific system or of different systems may be necessary before a pilot project is started with a small community. Finally, the system or systems will have to be installed for several seringueiros communities. This activity includes storage and transformation and will have to be supported by assistance in marketing.

OUTPUT: - Installation of rubber processing machinery suitable for small rural communities.

RESPONSIBILITY: FUNIAC

4320 Brazil nut storing and processing

DESCRIPTION : Studies on methods of storing Brazil nuts prior to shelling. Design and testing of the machinery to shell Brazil nuts suitable for small rural communities. Analyze the desirability of drying nuts at the community level or at a centralized plant, the feasibility of using solar driers during the rainy season. Installation of pilot unit.

OUTPUT: - Improvements in methods available to rural communities.

RESPONSIBILITY: FUNIAC

4330 Copaiba oil processing

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DESCRIPTION : The following investigations will be conducted on the tree Copaifera amazonica: inventories to determine tree stocking, studies of processing technologies, marketing surveys, feasibility studies.

OUTPUT: Evaluation of processing methods.

RESPONSIBILITY: FUNTAC

4400 Seedling production and tree growth

4410 Seed collection and preparation and bank of genetic material

DESCRIPTION : Collection of fruits and seeds from selected forest species. The review of existing phenological observations from other studies will be useful start for this activity, separation and preparation of seeds for sowing. This activity also involves building a bank of genetic material adapted to the region. High yield trees planted in clonal gardens will provide the material for plantations at the edge of the forest and enrichment planting in secondary forest and the mature forest. It comprises the following sub-activities:

- 1) to obtain high yield seedlings from established experimental areas in the Amazon basin;
- 2) to obtain high yield material from eastern Acrean forests;
- 3) to reproduce the trees from seeds or other techniques;
- 4) to plant them in open land areas and in small forest clearings to form the clonal gardens.

OUTPUT:
- Supply of seeds of forest species to be planted under controlled conditions.
- Clonal garden.
- Bank of genetic material.

RESPONSIBILITY: FUNTAC CEA

4420 Experimental tree plots and enrichment planting

DESCRIPTION: Evaluate tree requirements and measure growth and response in homogeneous plantations. Assess the performance of species mixtures in agroforestry systems and in the natural forest for enrichment planting. Fruit trees will be given special

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consideration. The tasks required are seed selection, seedling production, plantation establishment, maintenance and monitoring. Seedlings from selected material, including Brazil nut, will be planted in the forest in forest clearings and along forest margins. Information will be collected on survival, growth rates and age of first fruit production. Planting at forest margins might recuperate some abandoned land; in these areas, rubber tree might be less vulnerable to leaf Fungi and Brazil nut trees might be pollinated. Preliminary observations could be made on trees that are presently established near the forest edge. This activity will focus on rubber tree (Hevea brasiliensis), Brazil nut (Bertholetia excelsa) and other extractive species. The feasibility of natural regeneration will also be investigated.

OUTPUT:

- establishment requirements and growth of selected species.
- Forest plots enriched with higher densities of target species.
- Plantations at forest margins.

RESPONSIBILITY: FUNTAC CEA

4430 Pilot experiments and demonstration

DESCRIPTION: This activity involves the following subactivities:

- Inventory of agroforestry systems

This sub-activity will evaluate the agroforestry systems presently used by the seringueiros in Acre and the methods which have been developed elsewhere in Amazonia. The productivity and the economic gains generated by the systems used in Acre will be the main output of this study. An analysis of the needs and problems to be addressed will contribute to identify the orientation of the research to be pursued.

- Plant combinations for agroforestry

Some promising combinations of subsistence and cash crops from annual and perennial plants will be demonstrated on the family farm. The annual crops to be considered include manioc, corn, rice, and beans. The emphasis must be on the plants which will provide an income to the target population.

-Small animals and honey production

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This sub-activity consists in the demonstration of small animal and honey production methods, to complement the products obtained from the plant combinations. The demonstrations should be carried out on the same family farms as the plant combination trials. The purpose is to combine plant and animal production whenever possible to increase the productivity per unit area. This could lead to the development of a true agro-silvo-pastoral system.

OUTPUT:

- Productivity of agroforestry systems.
- List of promising agroforestry systems to be further analyzed.
- Demonstration plots of promising methods.

RESPONSIBILITY: FUNIAC CNS CEA

5000 SYSTEMS OF COMMUNITY DEVELOPMENT

Systems of community development will involve surveys to collect and analyze pertinent socio-economic data on the local extractivist communities, and information on the economic return of several local products. The project will train local community administrators, monitors and extensionists; and provide both technical and financial assistance to local income generating activities. Finally, two information systems will be set up, the first directed towards women in the community (health, nutrition, finance, etc.), with the second aimed at the state's population at large (environmental awareness).

5110 Socio-economic survey

DESCRIPTION : Socio-economic surveys of selected communities within the project area will begin as a pre-project activity. A standard questionnaire will be developed and tested, using where possible, the format used by FUNIAC in Sao Luis do Remanso. This will lead to simple reports which are intelligible to community leaders. Timing to be adapted to the rate of planning/implementation of new Extractive Reserves. Aspects of health, education, nutrition, demography and family planning will be inventoried. Agricultural and forest products will also be examined in terms of quantity and timing of production and income generation. The survey will include the traditional use of plants. The analysis of the data will provide the framework for the applied research with the communities. Data will be disaggregated according to gender where possible. This study will be the framework for the more detailed analysis described in

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activities 5120 and 5130.

- OUTPUT:
- Complete economic statistics for selected extractive reserves or communities.
 - Socio-economic condition of the target population.
 - Baseline data for project evaluation.

RESPONSIBILITY: CNS FUNTAC CEA

(note: it is expected that this activity will be started before the arrival of the CEA)

5120 Economic analysis of rubber and Brazil nuts production

DESCRIPTION : In order to obtain reliable data on production per unit area of rubber and Brazil nuts, surveys will be conducted to determine:

- mean densities of adult trees of rubber and Brazil nut in various types of natural forests. ✓
- mean production of latex and nuts per tree. ✓

This survey will be carried out to supplement the detailed yield analysis in specific plots (4230). Processing and marketing of the products are components of this study which will include inputs to production, processing, transportation and marketing.

- OUTPUT:
- Estimates of annual economic value of the two products presently extracted from selected extractive reserves or seringais.

RESPONSIBILITY: CNS FUNTAC CEA

5130 Yield and economic evaluation of selected new products

DESCRIPTION : Additional forest products, such as fruits and oils will be investigated. A choice will be made among aa (Euterpe oleracea), bacaba (Oenocarpus bacaba), bacuri (Platonia insignis), buriti (Mauritia vinifera), patoã (Oenocarpus batua), and pupunha (Guillielma speciosa). The oils include caxinguba (Ficus species). The sub-activities are: survey of tree densities in natural forest. Evaluation of methods of collection and processing technologies. Yield and cost of production. The economic evaluation of production is an important consideration in determining priorities for the development of new products. This

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preliminary evaluation will be based on yields, inputs required, processing, transportation and market information.

OUTPUT: - Evaluation of collection and processing methods.
- Economic opportunities for selected products.

RESPONSIBILITY: CNS FUNTAC CEA

5140 Production and commercial flows of the extractive economy
sub-systems of ACRE

→ DESCRIPTION : A series of studies to be carried out in each of the transportation tributaries to Cruzeiro-Mancio Lima; Tarauaca; Feijo; Manoel Urbano; Sena Madureira; Rio Branco. The studies include volume of outputs and inputs transacted per seringal, relation of extractive output to resource endowment (density of rubber and Brazil nut trees). Inventory of intermediaries and their roles. Organization of price structures and credit systems within subsystems. Geographical organization of trade, storage and processing of primary products. Land use differentiation within subsystems in relation to differential dependence on intermediaries and market distance. The interests and needs of women will be incorporated into this activity.

OUTPUT: - A series of studies essential for regional and local planning of the extractive economy.

RESPONSIBILITY: FUNTAC CNS CEA

5200 Extension and training

5210 Training of cooperative managers and income generating activities

DESCRIPTION : This activity is an assessment of the skills and the women and men staff needed for the administration of an extractivist cooperative. The comparison of the skills available with the needs, will determine the content of the training program. As a preliminary, indication training could be offered locally in administration, finance, legal matters and marketing. Four, one week sessions could be held over a 2 year period.

Income generation activities include the training of community extensionists and the installation of 8 centers for dressmaking,

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handicrafts, food processing, beekeeping or any other activities to be decided by the community. The community extensionists will be responsible for establishment of the centers and for organizing the participation of a certain number of seringueiros in each type of activity. Some activities could be centralized initially in the community centre. The women may want to work on this out of their homes simply because of their own work schedule and work load. The sewing machines may be arranged on loan out of the rotative fund. In short, the design of this activity should be very flexible with ongoing monitoring and consultation with the women so the program can respond to changes in perception and needs.

- OUTPUT:
- Training needs for cooperative managers from 7 extractive reserves or seringais of which about half are women.
 - 60 trained cooperative managers of which about half are women.
 - for income generation, it could be :
 - dress making centers reaching 100 members.
 - handicrafts centers reaching 450 members.
 - food processing course for 150 participants.
 - beekeeping centres reaching 150 members
 - woodworking courses for 15 participants
 - or some other income generating activities.

RESPONSIBILITY: CNS CEA

5220 Training of health and education extensionists

DESCRIPTION: This activity comprises, firstly, the assessment of the needs and the skills available as well as the preparation of a training plan. Secondly, it includes the implementation of the training plan. As an indication, it would include training in appropriate health, education, sanitation and housing will be offered for the extractive reserves and other specific communities.

- OUTPUT:
- 108 trained health agents
 - 200 trained literacy teachers
 - emphasis will be placed on training women candidates

RESPONSIBILITY: CNS CEA

5230 Training of Technology Transfer Extensionists

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Description: This activity involves the training of both FUNTAC and CNS staff in the extension methods and in the application of the new technologies development in the applied research component of the project. Community extensionists will be trained to maintain demonstration plots, a community nursery, and small animals using proven, low input agroforestry techniques and also taught to explain these plots and techniques to other seringueiros. ✓ The number of community demonstration areas will be necessarily limited at the beginning. The formation of extensionists will require formal and on the job training, both with the personnel of FUNTAC and consultants.

Output:

- project staff trained in extension techniques
- project staff trained in the application of new technologies
- trained community extensionists.
- women trained in these positions.

RESPONSIBILITY: (CNS) CEA

5240 Community nurseries and demonstration plots

DESCRIPTION : Small nurseries will be established in several communities to produce local species requiring low inputs. The nurseries will be used for demonstration and distribution of plants and seeds to the seringueiros. Implementation and monitoring will be the responsibility of FUNTAC. Each demonstration plot will be managed by a community extensionist who is drawn from the seringueiro community. Demonstration plots and extension work initially will focus on proven, low input techniques for basic crops and small animal raising. As new, proven technologies become available, these can be added to existing demonstration plots as pilot experiments and as new nurseries. Correspondingly, the responsibilities, training and extension activities of the community extensionist become more complex. The project will look for a way for the system to be self-sufficient in time.

OUTPUT: Four operational community nurseries and demonstration areas.

RESPONSIBILITY: CNS FUNTAC CEA

5250 Diffusion of information to women

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DESCRIPTION : Following the various surveys and studies, two types of workshops will be held in each of the selected targeted extractive reserves or seringais. These workshops are directed specifically at women although men should also be invited to participate. The duration should be limited to 3-5 days and the timing must be such that the women will be able to participate. The linkages with the project are: agroforestry-nutrition, medicinal plants-health, income generating production - buying of services.

OUTPUT: - 175 workshops involving 10 women each covering health, family planning, nutrition, finance, organization and education.

RESPONSIBILITY: CNS CEA

5260 Training of Environmental Monitors

Description: In order to better maintain a constant vigilance on illegal deforestation and encroachment activities, community volunteers will be trained in the monitoring and reporting of unauthorized forest clearing and other environmental abuse. Training session will encourage the adoption of a standardized approach to addressing violators, legal aspects, and appropriate courses of action to take.

These activities will be directed towards men, women and children in project communities. IMAC will participated in this activity through the cooperation agreement with FUNTAC.

Output: - 500 trained environmental monitors

RESPONSIBILITY: CNS CEA

5270 Environmental education

DESCRIPTION : A variety of sub-activities designed to reach the seringueiros including children, through radio, videos, didactic material, exhibitions and popular theatre in order to raise environmental awareness toward environmental conservation. Decisions must be made as to the information to be disseminated and the means of communication. Radio is the most obvious choice of communication with the dispersed rural community that is 85% illiterate. IMAC will participated in this activity through the cooperation agreement with FUNTAC.

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OUTPUT: - more environmentally conscious seringueiros. *subset*

RESPONSIBILITY: CNS CEA

5310 Development fund

DESCRIPTION : The \$150,000 rotating fund will be used for projects in community development (~~community~~ centres), social infrastructure (schools, health posts, etc.), economic infrastructure (e.g. transportation, storage), as well as for individual rubber tapper's economic needs (e.g. work animals, processing equipment). The funds must also be available to women for income generating activities. The rotating fund is to be managed by the community organizations (e.g. cooperatives, associations) under the supervision of the CEA and the Conselho Nacional dos Seringueiros and technical support of FUNIAC. The community organizations are responsible for the fund, its distribution and the pay back programs. The money is to be lent out for full repayment with interest. This repayment to the community organizations can be in kind (rubber or Brazil nuts), in which case the organization is responsible for selling the produce, and ensuring that the total value is repaid.

OUTPUT: - Social and economic infrastructure in 7 extractive reserves or seringais.

RESPONSIBILITY: CEA (CNS)

Element 6000 (Project Evaluation) proposes that an operational review at mid-term and an end-of-project evaluation when the project terminates, take place.

The preceding description of the technical components is to be regarded as a project framework from which the CEA, FUNIAC and CNS will be able to develop yearly objectives and work plans according to needs identified over time. The project's design approach is intended to incorporate flexibility in planning so that the Project Management Committee, under the guidance of the Steering Committee, will be managing a dynamic, process-oriented project instead of working with a fixed blueprint. In addition to the above activities, the CIDA project team will identify a series of pre-project activities which will be implemented before the arrival of the CEA. These will primarily be planning activities, baseline data collection, training of counterpart staff, etc.

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3. PROJECT STRATEGY

3.1 Management Strategy

Due to the dynamic nature of the socio-economic and political environments in Brazil, and the inevitable learning process associated with the introduction of new technologies, flexibility in project planning and management is essential. Therefore, the project should be regarded as a most likely scenario for the development of the project at the time of its writing. During project implementation, flexibility will be needed to respond to the realities of the day rather than being locked into a preconceived notion of what the project should be. The general framework for the project should be adhered to in order to meet the goals and purposes but the methodology and budgetary inputs for personnel, equipment, training, and local operating costs should be flexible enough to address changes in a meaningful way.

An annual iterative planning approach will be adopted which will rely on the feedback from periodic internal monitoring and evaluation of the project's progress. The iterative approach is characterized by and thus, was selected for this project, due to the need to manage for uncertainty with respect to project outputs. During the project, uncertainty will be managed through incremental planning, implementation and control. Such an approach will permit modifications to be made in the early stages of the project. However, project goals and objectives will not change.

The project will be jointly managed by Canada and Brazil. The Canadian Executing Agency will be responsible for the management, administration, reporting and implementation of the Canadian contribution to the project. The CEA, chosen through the competitive selection process, will be a forestry consulting firm with proven experience in tropical forestry as well as capabilities in social forestry and WID. The community development component will be subcontracted by the CEA to an NGO or firm specializing in community development and WID. Part of the project research activities and all formal training will be undertaken by a Canadian university.

In agreement with the Government of the State of Acre, ABC will designate FUNTAC, and CNS as the Brazilian Executing Agencies. Together, they will be responsible for the implementation of the Brazilian contribution to the project. FUNTAC, and CNS will each designate a Project Co-Director who will manage all Brazilian Project Activities and insure that hiring, purchasing, construction, accounting and administration are conducted in the manner required by Brazilian legislation, the Project Sub-Agreement, and the Project Management Plan. FUNTAC as the principal counterpart representing the State of Acre, will enter into a Cooperation Agreement with IMAC and other organizations as required, in order to ensure their timely provision of

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resources to the project.

3 people < In the field, the project will be managed jointly by the CEA Project Co-Director, and the Brazilian Project Co-Directors. The Co-Directors will form the Project Management Committee which will directly supervise all project activities and be specifically responsible for project implementation. ||

Apart from on-going liaison, CIDA will have direct input to project planning through the Project Steering Committee. The Steering Committee will be composed of senior representatives of ABC, the Government of the State of Acre, CIDA, the Canadian Embassy, the CEA, FUNTAC and the CNS. CIDA will also monitor the status of the project on an on-going basis by the project control mechanisms outlined in Section 7, Monitoring and Project Control. These include the CEA quarterly progress and financial reports; special and technical reports; reports of Project Steering Committee, Management Committee, and CIDA Project Team meetings; and field visits by the CIDA Project Team Leader and the Principal Resource Officer. An operational review will be conducted at mid-term and the project will be evaluated during the last six months of the project by an independent evaluator.

3.2 Development Philosophy

This project addresses the notion of "sustainable development" in a tropical moist forest environment. As defined by the Brundtland Commission in 1987, the question is one of "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". In the Amazon, the development and introduction of new forest management systems requires a long term commitment. It takes time to change peoples' traditional land use practices, time for research results to be available, and time for meaningful changes to occur. The long time frame associated with forestry and environmental projects requires a multi-phase effort if lasting results are to be achieved. This project should therefore be considered as the first step down a long road to real sustainable development. TIME!

... development concept for over 100 years

The project proposes to support the practical approach developed by the rubber tappers themselves, that of "extractive reserves". The reserves are areas set aside for practicing extractivism, the collecting of non-wood products from the forest - mostly rubber latex and Brazil nuts. Extractivism, unlike other forms of forest harvesting, does not require that the forest be felled. This concept offers a development alternative based on forest conservation, intensification and diversification of extractive activities, and the adoption of agroforestry systems. The concept is based on principles strongly supported within the extractivist community. To date, the area set

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aside as extractive reserves or INCRA extractive allotments covers a total area of over 3 million hectares, of which 1.2 million are located in the State of Acre.

There has been some criticism of the extractive reserve concept as it is not an economical use of the land or the natural resources found upon it. The project will attempt demonstrate its long term social and economic viability and will assist the extractivist communities to increase the per unit area productivity from the forests and the adjacent agricultural lands. This will be achieved by improving present practices and through the diversification of economic activities. Extractivists are receptive to the introduction of simple technologies to improve the management of the natural resources and adopt agroforestry practices. |||

The project will develop links with other organizations in Amazonia who share the common goal of sustainable development. Research institutions, educational facilities, government agencies, non-governmental organizations, and other development projects will be involved where possible, when needed. The obvious first step in the systematic compilation of information is to bring together the existing data that many of these organizations have acquired through the years.

It is critical that the project develop a communications strategy to keep both the Canadian and Brazilian publics informed of the project's objectives and achievements. Within the strategy, there will be an opportunity for non-governmental organizations to participate in an advisory capacity in the formulation of project methodologies.

3.3 Involvement of Women

According to mission findings, women in Acre play an active role in all production activities, with the exception of hunting, along with more traditional tasks: managing household affairs, meeting food, health and energy needs, and caring for children and the aged. However, most productive activities are only conducted for home use resulting in the situation where as one woman put it, "women work very hard but do not earn anything". As well, many Acrean women are currently very active as organizers and technical advisers in organizations such as the Conselho Nacional de Seringueiros.

The project aims to increase the socio-economic well being of the targeted extractivist population, of which women form an integral part. A set of activities designed specifically for women forms part of the community development component. These activities are based on interests identified by women in the project area and will be further refined during the inception mission to determine the economic

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viability of specific activities as well as ways of integrating project activities with women's existing obligations and time constraints.

Perhaps more important, women will be fully integrated into the other project components. The needs of women will be equally considered as they form half of the targeted population. The full participation of women in decision making, management, research, extension, and training activities is considered essential for the effective realization of project objectives. Specific women oriented activities and the integration of women throughout the project will improve economic opportunities for women. In addition, they will make their economic contribution more visible, and create conditions for women to exert greater control over their lives.

The following specific measures should be followed in order to achieve the above described objectives:

- 3.3.1 Proven capabilities by the CEA and Project Monitor in WID and forestry or environment;
- 3.3.2 Inclusion in the pre-project baseline studies of gender disaggregated data and a women's specific needs assessment;
- 3.3.3 Consideration by the inception mission and inclusion in the Inception Report of well defined integrated and women specific project activities;
- 3.3.4 Gender awareness training for project personnel including the project Co-Directors, FUNIAC and CNS staff and extension agents;
- 3.3.5 Hiring women as consultants, project staff, and extension agents;
- 3.3.6 Definition of specific indicators that can be used to monitor and evaluate the progress and ultimate success of the project in meeting its WID objectives.

These measures will enable the CEA to ensure that the following project activities do not negatively affect the women of Acre, are well defined and do indeed address their needs and improve their socio-economic position: (Numbers correspond to project activities)

- 3120 Emphasis will be placed on placing an equal number of men and women in study programs;
- 3210 WID workshops for FUNIAC and CNS to train staff in

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- gender awareness and analysis techniques;
- 4120 The monitoring of land uses will specify uses by women;
- 4220 Plants used by women will be identified. Women will be involved as resource persons.
- 4310-30 Technologies to transform various products which women have or could have access and control to will be identified and assessed.
- 5110 A socio-economic survey which includes plants used by women, women's roles and disaggregates health, demographic, education, data etc. by gender;
- 5130 Economic evaluation of forest products that have production potential for women;
- 5210 Training of community administrators to include hiring and training of women and workshops in gender awareness;
- 5220 Training of community monitors and extensionists to include selection of women and workshops in gender awareness;
- 5230 Training and income generating activities aimed specifically towards women. Possibilities include the establishment of dress making, food processing, beekeeping and handicraft centers;
- 5240 Workshops for women covering subjects such as health, family planning, nutrition, finance, organization, and education;
- 5250 Women selected as community extensionists and all extensionists trained in gender awareness;
- 5260/70 Women involved in activities to raise environmental consciousness among the seringueiro community.

3.4. Environmental Considerations

Environmental benefits, both social and physical, represent a critical aspect of the rationale for the project. The project, which is oriented towards creating greater environmental awareness and sustainable economic opportunities among users and inhabitants of forested areas in the State of Acre, will help to conserve the area's fragile forest ecosystems. It is anticipated that such an approach will help to stem

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the annual loss of forest cover that accompanies settlement and exploitation of tropical forests in Brazil. A curtailment in the destruction of the forests of Acre will help to conserve soil nutrients and soil productivity, lead to a decrease in surface erosion and the subsequent degradation of watersheds and help to increase the water holding capacity of the land. Potential global benefits such as the maintenance of biodiversity and atmospheric stability are also a result of sound forest management. In addition, the natural resources of Acre will be used in an economically sound manner; that is by stressing long term sustainability over short term gains the natural resource capital will be maintained while economic benefits are realized by the communities.

3.5. Special Considerations

This project has been planned with certain basic assumptions in mind which are described below:

3.5.1 Close project cooperation between FUNIAC, the CNS and Other Organizations.

It is assumed that there will be continuing close operational cooperation between the CNS and FUNIAC and other organizations. It is further assumed that this cooperation will permit an orderly process of research, experimentation, buildup of socio-economic capability, and that the general implementation sequence of major activities in the MP will be followed. The Project Management Committee will play a crucial role to ensure that such cooperation is developed and maintained throughout the project. This project combines environmental, economic, social and research components. If any one of the elements of the project is withdrawn or substantially reduced in scope it is likely that the others will be negatively affected. It is also essential that the introduction of change be properly paced, so as to minimize any possible negative impact on the population of the area.

3.5.2 Institutional contributions.

It is assumed that the governments of Brazil and Canada, the Government of Acre, and the various other institutions and organizations involved will be fully committed to the project's objectives and provide the resources necessary for its implementation. This is particularly important with respect to personnel since the implementation of this project requires the services of many professionals, highly skilled technicians and community organizers. The essential commitments required from each party will be covered by a Protocol which will be signed before the project begins.

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To a great extent, the final scope of project activities and the pace at which they will be implemented will depend on the absorptive capacities of the institutions involved. The overall workplan which will be presented in the inception report and the subsequent annual work plans will have to reflect the institutional realities of the time.

→ Since CNS is relatively inexperienced in project implementation, the activities with CNS will be undertaken in two phases. CIDA will allocate sufficient funds for the initial phase of cooperation with CNS and will require that conditions stated below be met if additional funds are to be allocated for the expansion of activities. The conditions which will have to be fulfilled in order for CIDA to consider making this additional amount available will include the following:

- a commitment by the Government of Acre to pay the salaries of the community health agents and local school teachers;
- satisfactory performance by CNS in implementing such activities during the initial phase of the project;
- demonstrated absorptive capacity for the proposed activities;
- satisfactory relationships between the CNS and partner organizations.

3.5.3 Development objectives and policies for the Amazon region.

It is assumed that the development objectives, policies and priorities of the Brazilian Government and of the Government of Acre will remain much as they were in early 1990 despite future changes in government. The Government of Acre has stated that it views the forest as the state's major natural resource. The official commitment made to the goal of this project can best be illustrated in the official request for Canadian assistance from the Governor of the State in February 1989 which stated that "economic activities which, by combining social and economic development with the sustainable use of natural resources, make possible a process of growth that is ecologically harmonious." Policy stability is particularly important in light of the long-term nature of the project being proposed.

3.5.4 Rural Violence

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In order for there to be orderly development in the frontier regions of Acre, there must be respect for law and order and a universal adherence to the legal process. Violence of the type which has erupted in confrontations between the extractivist communities and the loggers/ranchers can only frustrate Brazil's goals of social justice and economic development. Widespread violence in opposition to resolving the pending land tenure problems would make the implementation of the project impossible.

3.5.4 Integration of Women

The rubber tappers' culture remains very male oriented. Women generally do not play a primary role in decision making and have limited access to economic opportunities. In order to overcome the cultural barriers which limit women's participation in these areas, a concerted commitment in terms of time, funds, and recognition of the need to integrate women in all project activities is required from the organizations involved in the project.

4. PROJECT DURATION

The proposed project consists of two periods:

- the pre-project period includes planning and preparatory activities for a duration of 1 1/2 years. It is foreseen that a limited number of activities, namely training and the collection of baseline data, will be undertaken prior to the arrival of the CEA.
- a five year period of project activities which starts with the arrival of the CEA.

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Although the project is limited to five years, it is understood that a long term commitment is required to meet the stated goal of improving the management of and conserving the natural resources of Acre. Therefore, this project should be considered the first of a multiple phase effort.

5. PROJECT ORGANIZATION

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5.1. Organization Chart

The attached organization chart, graphically illustrates the functional and hierarchical links between the key institutions and organizations associated with this project.

5.2. Roles and Responsibilities - Canada

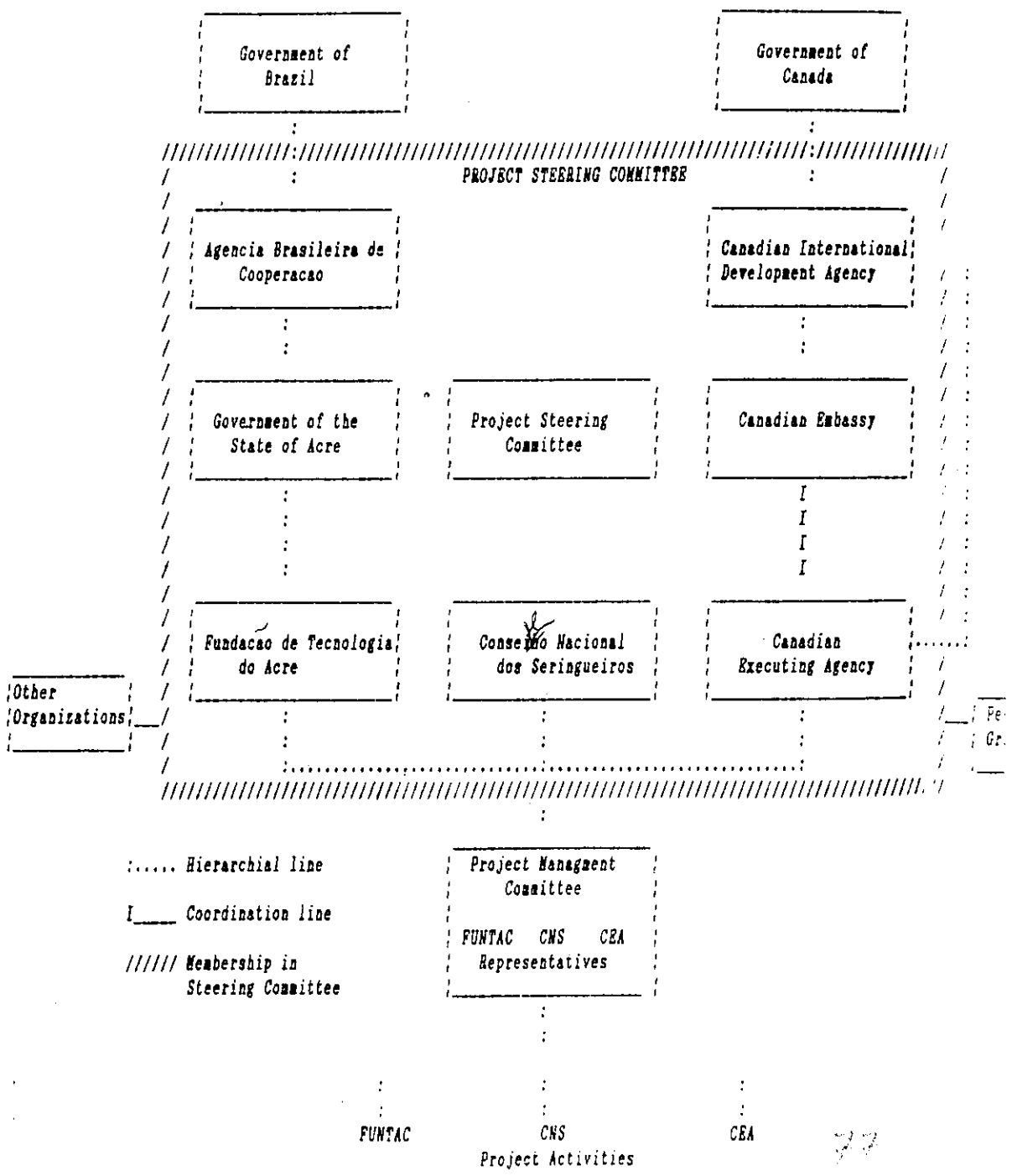
For purposes of this project, the Government of Canada is represented by the Canadian International Development Agency and the Canadian Embassy in Brasilia. The Canadian Executing Agency is responsible for implementing the Canadian contribution to the project.

5.2.1. The Canadian International Development Agency (CIDA)

CIDA shall insure that Canada's obligations are fulfilled as set forth in the Project Sub-Agreement. The CIDA project team, under the leadership of the Project Team Leader (PTL), will assume the following responsibilities:

- insure preparation, negotiation, and approval of the Project Management Plan.
- obtain official Canadian approval for the project and any resulting contracts.
- prepare a Project Sub-Agreement which sets out the responsibilities of both governments.
- insure the preparation of the terms of reference for the contracting of the Canadian Executing Agency.
- insure the evaluation of proposals from, and the contract negotiation with potential Canadian executing agencies.
- insure the engagement of the Canadian Executing Agency responsible for the implementation of the Canadian contribution to the project.
- insure the preparation of terms of reference, evaluation of proposals, negotiation and engagement of consultants to carry out project monitoring, audit, evaluation and other requirements as identified.
- approve preparation of specifications, tender documents, and the purchasing of materials and equipment as necessary.

AMAZON ENVIRONMENT PROJECT
 ORGANIZATION CHART
 FIGURE V



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- manage the overall Canadian participation in the project based on information obtained from the control reports, committee meetings and external verifications.
- represent CIDA on the Project Steering Committee.
- ensure that project objectives are being met on time and within budget.
- inspect the project at significant milestones, and based on assessments, review original assumptions and if necessary recommend to CIDA changes to the project.
- review all recommendations submitted concerning the project, and take appropriate actions.
- control disbursement of project funds from Canada.
- oversee preparation by the Canadian Executing Agency of the End-of-Project Report.
- terminate project.

5.2.2. The Canadian Embassy

The Canadian Embassy, as the representative of the Government of Canada and of CIDA, will have the following responsibilities:

- support the Canadian Project Team in the negotiation of the Project Sub-Agreement and the Management Plan with the Government of Brazil, and sign the Project Sub-Agreement on behalf of the Government of Canada
- attend Project Steering Committee meetings as a member.
- keep the Canadian Project Team informed of any significant political or economic factor in Brazil that may affect the implementation of the project.
- maintain liaison with the CEA personnel in the field as requested by the PTL.
- collaborate, as requested by the PTL, in the planning, organization, execution and analysis of the monitoring, auditing and evaluation of the project.
- assist as required in consular and logistical matters

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pertaining to Canadian personnel working for the project and the provision of equipment by CIDA.

5.2.3. The Canadian Executing Agency (CEA)

The Canadian Executing Agency is responsible to the PTL for the management, administration and implementation of the Canadian contribution to the project. Statement of Services for the CEA is provided in SECTION C.

The CEA's Project Coordinator, located at the CEA headquarters in Canada, will:

- provide overall management of CEA's contractual and project responsibilities.
- administer the CEA's contract with CIDA.
- ensure all required project reports are prepared in a manner acceptable to CIDA, are complete, and are submitted as scheduled.
- ensure that all CEA recruiting, hiring, purchasing, logistics, housing, accounting and administration are handled in the manner required by the CIDA contract.
- direct the activities of the CEA Project Co-Director in Brazil.
- ensure continuous liaison with CIDA.

It is expected that the community development component will be managed through a sub-contract with a Canadian NGO or firm specializing in that field. The NGO/firm will appoint a person based in Canada to have a parallel responsibility to the CEA's Coordinator only for the community development component and be responsible to the CEA for its successful completion.

The CEA Project Co-Director, located in Rio Branco, is the on site person in charge of the Canadian contribution to implement the project. Through the CEA Project Coordinator, the co-director is responsible to CIDA for the successful delivery of Canadian support within the approved budget and schedule. The Co-director will be specifically responsible for managing Canadian project inputs and for coordinating and facilitating the implementation of project activities with FUNTAC and CNS. The CEA Project Co-Director shall:

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- be the Canadian representative on the Project Management Committee.
- represent the CEA at the Project Steering Committee meetings as an observer.
- assume the role of secretary on the Project Steering Committee.
- with the FUNIAC and CNS project co-directors, manage all facets of the project to ensure the timely delivery of material and human resources and maintain the highest professional standards in the implementation of all activities.
- administer Canadian funds to be disbursed in Brazil and make periodic reports on their use.
- as required, maintain communications with the Canadian Embassy in Brasilia.
- ensure close communications between the Canadian and Brazilian counterpart personnel working on the project.

5.3. Roles and Responsibilities - Brazil

The Government of Brazil is represented in this project by the Agência Brasileira de Cooperação and the Government of the State of Acre. Both institutions are jointly designated by the Government of Brazil to fulfill the Brazilian obligations arising from the Project Sub-Agreement. The Fundação de Tecnologia do Acre, and the Conselho Nacional dos Seringueiros and are responsible for implementing the Brazilian contribution to the project. However, ABC has the overall Brazilian responsibility for the project.

5.3.1. The Agência Brasileira de Cooperação

The Agência Brasileira de Cooperação will:

- negotiate and sign the Project Sub-Agreement and Management Plan on behalf of the Government of Brazil.
- represent the Government of Brazil at the Project Steering Committee meetings as a member.
- in agreement with the Government of the State of Acre, designate FUNIAC and CNS as the Brazilian executing agencies jointly responsible for the implementation of the Brazilian

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contribution to the project.

- ensure that project objectives are being met on time and within budget.
- ensure adequate liaison between the different Brazilian agencies and their Canadian counterparts.
- ensure the required participation in the project of other Brazilian federal institutions. Ensure that the inputs from these various Brazilian agencies are timely and of the quality and quantity stipulated in the PMP.
- assist Canadian personnel working in the project in obtaining documents, permits and other requirements necessary for their residence and work permits in Brazil. Also, assist in the mobilization and demobilization of Canadian cooperants and their dependents, as required.
- assist the CEA Project Co-Director with the timely and proper clearance through customs of imported materials and equipment required to implement the project.
- ensure the preparation of terms of reference and hiring of persons to represent the GOB in carrying out project monitoring, auditing, evaluation and other requirements as identified.

5.3.2. The Government of the State of Acre

The Government of the State of Acre shall:

- in agreement with the Agência Brasileira de Cooperação, designate FUNIAC, as Brazilian counterpart agency responsible for the implementation of the Brazilian contribution to the project. In so doing, the Government of the State of Acre undertakes to provide FUNIAC with sufficient resources, authority and responsibility to fulfill its functions as stipulated in the Project Sub-Agreement, the Administrative Agreement and in this Management Plan.
- designate FUNIAC as the lead Acrean counterpart.
- nominate a representative to the Project Steering Committee.
- ensure that a cooperation agreement is signed between FUNIAC and other organizations as required.

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- ensure, in Acre, liaison between the participating state agencies and their Canadian counterparts.
- ensure that the inputs from these various state agencies are timely and of the nature stipulated in the Management Plan.
- provide supervision of state project participants;
- provide salaries for teachers and health agents as indicated in the Administrative Agreement.

5.3.3. The Fundação de Tecnologia do Acre (FUNTAC)

Together with CNS, and the CEA, FUNTAC is an executing agency for this project. FUNTAC will appoint a Project Co-Director who will be the person in charge of the contribution that the State of Acre pledges to implement the project. FUNTAC is answerable to the Government of the State of Acre for the successful delivery of their counterpart contributions to the project within the approved budget and schedule. FUNTAC will be directly responsible for the successful implementation of those activities for which it is the lead agency. FUNTAC will sign a Cooperation Agreement with IMAC and other organizations as required to ensure the timely delivery of their contribution to the project. FUNTAC will appoint a senior member to represent it on the Project Steering Committee.

The Project Co-Director of FUNTAC shall:

- be a member of the Project Management Committee.
- with the CEA and the CNS Project Co-Directors, manage all facets of the project to insure the timely delivery of material and human resources and maintain the highest professional standards in the implementation of all activities.
- assume full responsibility for those activities which FUNTAC is the lead agency.
- represent FUNTAC at the Project Steering Committee meetings as an observer.
- facilitate the inputs of other Government of Acre institutions and agencies collaborating with the project.
- ensure that all FUNTAC recruiting, hiring, purchasing, logistics, accounting and administration are handled in the manner required by the Government of Acre, the Project Sub-agreement, Administrative Agreement, and this Management Plan.

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- ensure close liaison between the FUNIAC, CNS, other organizations and Canadian counterpart personnel working on the project.

5. 3. 4. The Conselho Nacional dos Seringeiros (CNS)

Together with FUNIAC, and the CEA, CNS is an executing agency for this project. CNS will be directly responsible for the successful implementation of those activities for which it is the lead agency. CNS will appoint a senior member to represent it on the Project Steering Committee.

CNS will appoint a Project Co-Director, who shall be the person in charge of the contribution that CNS pledges to the implementation of the project. This person shall ensure the successful delivery of local and community support to the project within the approved budget and schedule. The Project Co-Director of CNS will:

- be a member of the Project Management Committee.
- assume full responsibility for those activities which CNS is the lead agency.
- with the FUNIAC and the CEA Project Co-Directors, manage all facets of the project to insure the timely delivery of material and human resources and maintain the highest professional standards in the implementation of all activities.
- represent the CNS at the Project Steering Committee meetings as an observer.
- facilitate the inputs of other local, community and non-governmental groups and agencies collaborating with the project.
- ensure that all CNS recruiting, hiring, purchasing, logistics, accounting and administration are handled in the manner required by Brazilian legislation, the Project Sub-Agreement and this Management Plan.
- ensure close liaison between the CNS, FUNIAC, other organizations and Canadian counterpart personnel working on the project.

5. 3. 5 Other Brazilian Institutions

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On the basis of signed agreements with FUNTAC or with CNS, other Brazilian institutions identified in the project work plans will have the following responsibilities as a condition for their participation in the project:

- adhere to the goals and objectives of the project.
- provide the project, in a timely and effective manner, with all the resources and services stipulated in the project cooperation agreement.
- sign Cooperation Agreements where necessary.
- establish close liaison with their Brazilian and Canadian counterparts.
- nominate representatives and participate in selected technical advisory meetings and project implementing activities upon request of the Project Management Committee.

It is foreseen that FUNTAC will sign a Cooperative Agreement with IMAC with respect to its participation in the environmental education and monitoring activities. CNS will sign an agreement with CTA with respect to its participation in the extension and training components.

5.4. Project Committees

The project committees structure described herein is established to ensure concurrence in overall project direction, and close cooperation and understanding between Brazilian and Canadian participants at all levels.

5.4.1. Project Steering Committee

The Project Steering Committee is the senior level of authority within the project, and is concerned with the general direction of the project and with policy issues which may arise from time to time. The Committee is to ensure that all participants comply with the terms of the Project Sub-Agreement, Project Protocols and that the project goal remains valid in the context of Brazilian development policy.

Specifically, the Project Steering Committee shall:

- review and approve the project's inception report and annual

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work plans.

- review and approve the project's annual reports.
- set policies and advise on required actions to correct deficiencies or variances from the PMP.
- assess project related problems or delays and propose appropriate remedial action.
- monitor the coordination between FUNIAC-CEA-CNS and their management of the project components and ensure that decisions are being reached through consensus.
- review and ensure the follow-up of the project monitoring and evaluation reports.

The Committee shall meet at least once every year, and at the request of any member which has been formally communicated to the committee chairperson thirty or more days in advance of the proposed date.

The Committee shall be composed of senior representatives of ABC, the Government of the State of Acre, FUNIAC, CNS, CIDA and the Canadian Embassy, with the ABC representative acting as its chairperson. The CEA Co-Director will act as secretary. The Co-Directors of the CEA, FUNIAC, and CNS will participate as observers. Other organizations and institutions will attend upon invitation by the Steering Committee.

5. 4. 2. Project Management Committee

The Project Management Committee will be established to provide direct supervision to project activities. The Committee will be composed of the three Project Co-Directors. Either the CNS or the FUNIAC Co-Director shall be designated as its chairperson. The Committee shall meet formally at least once every two weeks and informally as often as required. The minutes of the Committee's meetings shall be attached to the normal formal progress reports. The CEA Co-Director will be the committee secretary. The Committee will prepare and present a formal project report at each session of the Project Steering Committee. It is directly and specifically responsible for project implementation.

The leadership for project activities will be shared between FUNIAC, and the CNS. Each activity will have one or the other organization designated as lead agency with the CEA assuming a

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coordinating role in both cases. CNS and FUNIAC will be directly responsible for those activities for which it is the lead agency. The CEA will assume an advisory role and be responsible for all Canadian project inputs and for ensuring coordination between FUNIAC and CNS. Since strong collaboration is required between these institutions and research and community development groups, it may prove fruitful for representatives from other organizations or the "Peer Group" to act in an advisory capacity on the Management Committee. The final composition and working arrangements will need to be agreed upon among the CEA, FUNIAC, and the CNS.

The Management Committee will:

- be responsible to the Steering Committee for the administration, management, and technical components of the project.
- review the findings and recommendations resulting from the implementation of the various project activities and inform the Steering Committee of their recommendations.
- through a coordinated effort prepare the inception report, and annual work plans and implement the plans in a timely, cost-efficient manner.

5. 4. 3. Advisory Committee

A committee will be formed to meet annually in a workshop setting to review technical, social and policy aspects of the project. Specifically, it will address the project's methodology, achievements to date, plans for the future, consider if the project is meeting stated objectives and view the project within the broader context of sustainable development within Amazonia. The committee will be composed of the Project Co-Directors, key members of the project staff, and a select group of invited professionals from institutions and organizations within Brazil and elsewhere. The "Peer Group" should provide an important linkage between the project Management Committee, and the communities in the project area through the input of NGOs, community organizations, and practicing specialists. It is intended that the project obtain the benefit from the critical participation of a "Peer Group" to assist in its internal evaluation and iterative planning processes. The Advisory Committee will meet prior to the Steering Committee in order to present its findings and recommendations to the Steering Committee at its annual meeting.

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6. MONITORING AND PROJECT CONTROL

6.1. Project Monitoring

A Canadian Project Monitor will be chosen through the competitive selection process and be contracted for the duration of the project. The Monitor shall assume the role of principal consultant for purposes of project operational control. The project will be visited twice a year, or as deemed necessary by the PTL to review project management procedures, assess activities in the field and ensure compliance with the Management Plan. The Monitor will submit a semi-annual report to the PTL which will enable the desk to assess the degree of compliance with stated methods, procedures and contractual obligations, and determine if planned project activities are being undertaken in an efficient and technically sound manner.

CIDA will also monitor the status of the project on an on-going basis by the project control mechanisms outlined in this section. These include: the CEA quarterly progress and financial reports, special reports and technical reports; reports of Project Steering Committee, Management Committee and CIDA Project Team meetings; and field visits by the CIDA Project Team Leader and Principal Resource Officer.

The Project Steering Committee, representing the senior level of authority within the project will review all monitoring and evaluation reports and insure that appropriate follow up action is implemented. The Committee shall meet at least once a year to discuss the general direction of the project and pertinent policy.

The Project Monitor will be contracted for the duration of the project, and shall be the project team's principal consultant for purposes of project operational control. Emphasis will be placed upon the monitoring of the CEA's project team in the field. The Monitor will visit the project twice a year for management overview. The Project Monitor shall:

- 6.1.1 Verify the accuracy of the data and reports produced within the project.
- 6.1.2 Determine the project's degree of compliance with established objectives, policies, methods and procedures, and contractual obligations.
- 6.1.3 Appraise the procedures, systems, staffing, movement of information and coordination, and productivity of the joint

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Canadian/Brazilian project team.

6.1.4 Make periodic comparisons between the progress achieved by the project and the expectations of the management plan.

6.1.5 Determine that technical activities are being implemented in accordance with relevant technical standards.

The Project Monitor will prepare a mission report to the attention of the PTL, within twenty days after completion of a semi-annual visit to the project.

6.2. Project Controls

6.2.1. Inception Report/Annual Work Plan

The objective of the Inception Report is to prepare a detailed implementation plan that reflects the actual situation at the time of project start up. It accounts for the social, political, or economic changes which have occurred from the time of writing the Management Plan and it is based on the more complete knowledge acquired of the project during the initial months of execution. The Inception Report will be prepared jointly by FUNIAC, CNS and the CEA, and will be submitted for approval within 120 days of the CEA's arrival in Brazil. With respect to Canadian approval for the report, the CEA will be solely accountable to CIDA for its contents.

The basic contents of the Inception Report are descriptions of the context, the project, implementation schedule, and disbursement plan. The details of the Inception Report are provided in SECTION C.

Subsequent Annual Work Plans will be submitted to the Project Steering Committee no later than thirty days after the end of the calendar year. They will outline the proposed activities for the year, personnel requirements, and budgetary inputs for each counterpart institution. Both the Inception Report and the Annual Work Plans will be prepared in Portuguese and one of the official languages of Canada, English or French.

6.2.2. Quarterly/Annual Progress Reports

The Quarterly Progress Report is a summary of the state of the project at that moment, a description of the variance between the planned and achieved with a description of the reasons why. It links the results obtained during the period with the disbursements made. It is essential that this report be factual, accurate and brief. The report

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is submitted to the PTL by the CEA's Project Coordinator. The CEA's Project Co-Director is responsible to CIDA for obtaining from his field personnel the information required for the preparation of the report. The Quarterly Progress Report will contain the following information:

A concise explanation (no more than three pages) of the project status, which will include:

- activities completed during the period;
- activities continuing into next period;
- activities to be commenced the next period;
- variances between the activities planned for the period and those actually realised;
- issues dealt with during the period;
- issues unresolved, and actions underway or recommended.

Schedule status of the project as a bar chart representation.

Budget status of the project as a graphical representation against an annual expenditure cost curve which shows expenditures to date and forecast to be completed.

Copies of the minutes of the Project Management Committee meetings held during the period.

The Quarterly Progress Report is due at CIDA on the twentieth day of the next month after the completion of the Quarter. The reports will be written in both Portuguese and one of the two official languages of Canada, English or French.

6.2.3. Quarterly Invoice

The CEA Project Coordinator shall forward a quarterly invoice to CIDA in accordance with the CEA's contract provisions.

6.2.4. Quarterly Financial Reports

With the monthly invoice submitted for the last month of each quarter, the CEA Project Coordinator shall forward a Quarterly Financial Report. This Report is due on the 20th day of the month following the closing of the quarter.

6.2.5. Special Reports

Special Reports will be submitted at the earliest possible time for any situation that calls for immediate action. Normally these reports will be sent via Telex, FAX or telephone, followed by written confirmation.

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6.2.6. Technical Reports

The project will prepare from time to time technical reports which describe the methodologies being proposed and the results achieved. These will be a joint effort on the part of the Brazilian and Canadian professionals responsible. The reports will be written only in Portuguese.

6.2.7. Final Project Report

The final project report sums up the project activities, highlights the main achievements and draws the appropriate conclusions. This report will be sent to the members of the Steering Committee by the Project Management Committee. The report contains basically:

Project description. It is essential to differentiate clearly between the project as initially conceived and the project as actually implemented.

Project purposes and objectives. Comments on the degree of realization of these purposes and objectives. Initial comments on the expected impact of the project.

Inputs. A summary of the resources utilized (human, financial, material), listing the respective actual contributions of Canada and Brazil.

Outputs. Statistical and narrative detail of the results obtained. Any variance between the results obtained and the results anticipated in the project logical framework must be explained.

Project management and implementation. Comments on any relevant incident whether technical, administrative, operational or other, which may have occurred during the implementation of the project.

Conclusions and recommendations.

The Final Project Report is due within ninety days following the CEA's demobilization.

6.2.8. Meetings of Project Committees

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Project committee meetings are a primary information exchange and review mechanism at all levels. Minutes of all Project Management Committee meetings and Project Steering Committee meetings will be sent to the PTL, so that required actions which correspond to CIDA can be identified and followed up. These committee minutes will form part of the CIDA project file. Minutes of eventual project technical or advisory committee meetings shall be forwarded to CIDA's Principle Resource Officer (PRO) for review and comment to the PTL. The PRO will share these reports with the Secondary Resource Officers (SROs) and request their input as required.

The first Steering Committee meeting will be called immediately after the completion of the Inception Report at which time it will be presented for approval of the Committee. Once approved, the Inception Report replaces the Management Plan as the basic project document.

Project controls ensure that the planned results are being reached in line with the standards of quality, cost and timing as set out in the PMP. These controls will ascertain if value is received for money spent, and that the data required for monitoring, evaluation and future planning are being assembled and preserved. To these ends, ABC, the Government of Acre, FUNIAC, CNS, and CIDA will require reports and documents to verify that:

- Goods and supplies are purchased within the limits of price, schedule and specifications set by the project.
- Goods and supplies are received on time and in good condition.
- Equipment is maintained, is repaired as needed and is operating efficiently.
- Studies, research, analyses, experimentation and statistical information are being completed on time and are of good quality.
- Sites selection and target groups selection are proceeding on time.
- Development assistance is being delivered on time and in the required manner.
- Technical assistance, institutional support and training programmes are being delivered at the technical level and with the frequency planned.
- Operational and technical assessments of the project are being

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made on time and in the required manner.

- Variances in any of these matters have been noted, and appropriate action has been taken.

- Project activities and implementation methodologies identified in the Inception Report are being respected and if changes are required that the rationale is clear and accepted by the Project Team.

- Trainees return and work with appointing organizations.

6.3. CIDA Project Control Mechanisms

Project control will be exercised through the following mechanisms:

DOCUMENT	SOURCE	RECIPIENTS	FREQUENCY
Inception Report	CEA CNS FUNIAC	CIDA CE ABC Steering Committee	Once, 3 months after start-up
Annual Work Plans	CEA FUNIAC CNS	CIDA Steering Committee CE ABC	Annually, 30 days after year end
Annual and Quarterly Progress Reports	CEA FUNIAC CNS	CIDA CE ABC	Annually, Quarterly, 20 days after end
Quarterly Invoice	CEA	CIDA	Quarterly
Quarterly Financial Reports	CEA CNS FUNIAC	CIDA ABC	Quarterly
Management Committee Minutes	CEA	CIDA CE	On Request
Bi-annual	Monitor	CIDA	Bi-annually, 20

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Monitoring Reports		CE ABC FUNIAC, CNS	days after visit
Operational Review Evaluation Report	Evaluator	CIDA CE	Mid-term End of Project
Final Project Report	CEA FUNIAC CNS	CIDA Steering Committee CE ABC	End of Project 90 days after demobilization

Meetings: - of CIDA Project Team
 - of Project Steering Committee
 - of Project Management Committee

Project Visits - visits by CEA Canada-based staff, CIDA Project Team Leader, CIDA Principal Resource Officer.

Project Monitoring - every six months.

Project Evaluations - mid-term and end of project evaluations

6.4 ABC Project Control Mechanisms

CIDA and ABC will conduct periodic monitoring, a midterm operational review and an end of project evaluation as part of its control procedures. Specific project control mechanisms will include the following reports:

- Project Inception Report
- Annual Project Progress Report
- Annual Work Plan
- FUNIAC/CNS Quarterly Progress Reports
- FUNIAC/CNS Quarterly Financial Reports and Invoices
- Special Reports, as required
- Technical Reports
- Final Project Report

7. PROJECT EVALUATION

CIDA will conduct two assessments of the project - a mid term operational review and an end of project evaluation. They will be

operational review and an end of project evaluation. They will be carried out by independent teams from Canada and Brazil. The ABC will be responsible for appointing the Brazilian counterparts to the Canadian evaluators. For its part, ABC will:

- provide comments and inputs regarding TOR's;
- appoint and pay Brazilian representatives;
- provide comments on draft reports;
- participate in project follow-up activities.

7.1. Evaluation Criteria - Data Collection

At the beginning of the project as part of the inception report process, FUNTAC, CNS, and the CEA will identify the appropriate baseline data to be collected in order to later measure project achievements. Specific evaluation indicators will be identified which will reflect the impact of the project efforts on the target population, with special indicators defined for women, and the natural resources of the project area. If suitable baseline data does not already exist, the project will be expected to collect/generate it as a discrete activity. The choice of indicators will be submitted for approval at the first meeting of the Project Steering Committee.

The mid-term operational review will pursue two distinct objectives:

7.1.1 First, the assessment will make a comparison between the progress achieved by the project to date and the targets set in the Inception Report and Annual Work Plans. This comparison will take into consideration both efficiency and effectiveness criteria. The conclusions drawn from this analysis should indicate whether the methodologies being employed will achieve project's goals, and if the project is likely to reach all of its objectives within budget and by the end of its five year period. As well, it will make recommendations as to whether there could be a redistribution of project resources.

7.1.2 Second, the review will consider the progress made by the project thus far in relation to the medium and long term development policies and needs of the State of Acre. Based upon this assessment, a decision concerning the funding of a second phase will be made.

The Final Evaluation will draw the appropriate lessons, after analysis.

- Were the Canadian and Brazilian resources supplied (quantity, quality, scheduling, cost) consistent with the actual requirements of the project?
- Were the results obtained (actual outputs, measurable impacts) consistent with the project expectations?
- Was the project properly planned, managed and controlled?
- If at all measurable, to what extent did the degree of achievement of the project purpose contribute to attainment of the goal?

Both the operational review and the final evaluation will consider the appropriateness of continued support to the project given the achievements at that time and the prevailing institutional/socio-economic environment. The Canadian Executing Agency, in consultation with the PTL, will prepare a plan for gathering and maintaining information required for purposes of project monitoring and evaluation.

7.2. Evaluation Schedule

The mid-term operational review will take place at the end of the third year of the project. The final evaluation will take place during the last six months of the project fifth year.

8. CONTRACT PLAN

CIDA will negotiate and sign a Project Sub-Agreement, with the Agencia Brasileira de Cooperacao on behalf of the Government of Brazil, delineating the roles and responsibilities of both governments. This will occur in conjunction with the signing of the Project Management Plan. CIDA will also ensure that project protocols are signed between the Government of Acre, FUNTAC and the CNS to reconfirm the Government of Acre's responsibilities to the project. FUNTAC will also sign a Project Agreement with IMAC.

CIDA will sign a contract with the CEA once Treasury Board approval has been granted. A contract will also be signed with the Project Monitor. The monitor will be a Canadian specialist in tropical forestry and forestry research. It is anticipated that the monitor will sub-contract to a Brazilian consultant those monitoring functions pertaining to the community development component of the project.

SUMMARY OF PROJECT CONTRACTS AND AGREEMENTS

CONTRACTOR	CONTRACTEE
<u>1. CONTRACTS</u>	
*CIDA	CEA Project Monitor(s) Project Evaluator
<u>2. PROJECT SUB-AGREEMENTS</u>	
*CIDA	ABC
<u>3. PROJECT PROTOCOLS</u>	
*Government of Acre	FUNTAC CNS
<u>4. PROJECT SUBCONTRACTS</u>	
*CEA	NGO University
*Monitor	Brazilian Consultant
<u>5. COOPERATION AGREEMENT</u>	
*FUNTAC	IMAC other Brazilian agencies

9. PROCUREMENT

Materials and equipment will be purchased and shipped to Brazil. The procurement process will be managed and implemented by the CEA, subsequent to a delegation which will be requested from Supply and Services Canada, who will act as purchasing agent for the project. The CEA will be responsible for procuring and delivering on a timely basis to port of the entry in Brazil, items on its equipment list. It will establish the appropriate physical environment for the delivery, installation, commissioning of equipment and transportation from port of entry. The CEA will provide a procurement plan to CIDA in the Inception Report, detailing what equipment will be purchased in Canada and in Brazil, when it will be purchased, time required to procure

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equipment, etc. It shall also provide quarterly procurement reports in its reports to CIDA.

The CEA will follow CIDA's procurement regulations and will receive cash advances to cover expenses incurred. The equipment will consist of laboratory equipment for FUNIAC, computers and communications equipment. The CEA will obtain CIDA approval for all Canadian procurement contracts prior to the signature of these contracts. It is anticipated that some equipment purchases will be made in Brazil. These include Toyota jeeps and boats which are manufactured in Brazil. Procurement in Brazil will be conducted in accordance with CIDA's Guidelines for the use of Untied Aid Authority. Most of the materials and equipment required from FUNIAC, and CNS already exist in these organizations, and therefore, will be supplied as an "in kind" contribution. Annex E outlines notional list materials and equipment required by the project.

SECTION C
STATEMENT OF SERVICES

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SECTION C

STATEMENT OF SERVICES

1. GENERAL

The statement of services for the Canadian Executing Agency, which will implement the Amazon Environment Project are derived from Section B - PROJECT DESCRIPTION AND BACKGROUND INFORMATION. Based on the needs and requirements highlighted there, the CEA's terms of reference are described in relation to the following broad tasks:

- Provision of Expertise
- Preparation of the Inception Report
- Implementation and Management of Project Activities
- Procurement of Equipment
- Support to Project Activities

2. PROVISION OF EXPERTISE

The CEA will be responsible for recruiting and hiring all Canadian and Brazilian personnel required to carry out the Canadian component of the Amazon Environment Project. The firm will have an established record in tropical forestry as well as proven capabilities in social forestry and gender issues (WID). If required, the CEA will subcontract the community development component to an NGO or firm specializing in that field, and part of the project research activities and all formal training to a Canadian university.

In general terms, it is estimated that the Canadian component will include the provision of approximately 200 person-months of technical assistance and administrative support by Canadian personnel (both long and short term) in conjunction with 520 person-months of Brazilian recruited technical and support staff and short term specialists. The Brazilian component, mainly through FUNTAC, is estimated at almost 3000 person-months for professional, technical, and support staff.

The CEA will designate a project Coordinator who will oversee project administration in Canada and a project Co-Director who will be responsible for the day-to-day implementation of the project in Acre. A community development advisor will be hired

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to carry out all facets of the community development component. The project Co-Director and the community development advisor will be located in Rio Branco.

The CEA will be responsible for managing all Canadian project inputs. It will also play an important role in coordinating project activities which will be carried out by FUNTAC and CNS, as well as ensuring close cooperation amongst these organizations and other groups and institutions.

2.1. Resident Project Co-Director

The Project Co-director will have at least 5 to 10 years experience in tropical forestry and planning. Specific experience in social forestry or agroforestry is required. The Co-director will have a familiarity with survey design, data collection and analysis, economic analysis and gender issues. Experience in Brazil or Latin America is preferable. The Co-director will act as team leader of the Canadian experts and have responsibility for the overall implementation of the Canadian component in the project activities.

2.2. Community Development Advisor

The community development advisor will have responsibility for the implementation of the community development component of the project. The specialist should have at least 5 to 10 years experience in the field and have a broad familiarity with many of the following areas: training/extension, forestry, environment, WID, health, small scale production activities, survey design, and data collection and analysis techniques. Experience in Latin America is preferable.

2.3. Short-term Specialists

In addition, the CEA will recruit short term experts in the fields outlined below.

Short-term specialists will be required periodically throughout the project to assist in the implementation of project activities. These specialists will preferably have experience in Brazil and have a working-level knowledge of

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Portuguese. However, good Spanish with Latin America experience can be substituted when the technical background is very strong. The specialists should have proven experience working on projects with goals and objectives similar to the Amazon Environment Project and have a minimum of 5 years experience in their area of expertise. Technical assistance in the following fields will be needed during the course of the project: (The number corresponds to the project activity.)

- Communications (2140)
- Financial Administration (2150)
- Institutions (3110)
- Hydrometeorology (3130)
- Remote Sensing (4110)
- Soils (4120)
- Forest Inventory (4120)
- Forest Management (4130) (4410)
- Tree Nursery (4410)
- Silviculture (4420) (4430)
- Agroforestry (4420) (4430)
- Sociology (5110)
- Economics (5110)
- Forest or Resource Economics (5120)
- Botany/Forest Economics (5130)
- * - Forest Economics (marketing) (5140)
- Training (5210)
- Training (5220)
- Extension services (5250) (5270)
- Business Administration (5310)

2.4 Brazilian Project Staff

The firm will recruit administrative and secretarial staff for the project office in Rio Branco. Due to the limited resources of one of the counterpart agencies, CNS, the Canadian component of the project will pay for some of the counterpart staff.

- Administrative Staff (2120) (2130)
- CNS Technical Staff (4430) (5110) (5130)
(5140)
- CNS Training Staff (5220) (5230) (5250)
(5260) (5310)

3. PREPARATION OF INCEPTION REPORT

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Within 120 days after the Canadian Project Co-Director has been mobilized to Brazil, the CEA will provide CIDA with an Inception Report. This report will represent a consensus amongst the CEA, FUNTAC, and the CNS concerning project methodologies, policies, budget, and schedules. This report will be the combined efforts of Brazil and Canada to update and finalize project details, taking into account social, political, and economic changes which have occurred since the drafting of the Project Management Plan. The CEA will be responsible to CIDA for the content and timely completion of the Report.

The Inception Report will contain the following:

- 3.1. A re-assessment of the Work Breakdown Structure activities described in the Project Management Plan including suggestions for changes, if considered necessary, or confirmation that no changes are deemed necessary. This re-assessment of the WBS means that all the activities described should be analyzed and, if necessary, revised and reformulated taking into account an updated local situation and applicable resource context.
- 3.2. Following any modification on the WBS, a new budget and a implementation schedule will be incorporated in the Report.
- 3.3. A methodology and general implementation plan for the overall project will be proposed including a specific one for the first year of the project.
- 3.4. A detailed project budget by major activity heading and cash flow projection for disbursements by fiscal year.
- 3.5. A preliminary training plan for the personnel of the project.
- 3.6. A list of the required project equipment including specifications, estimated costs and possible source of procurement.
- 3.7. A summarized status on the activities of other donors active in forestry or in related sectors that might impact upon or interface with the project.
- 3.8. An analysis of baseline information for environmental concerns as well as the role of women pertaining to this project.

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A brief status report prepared by the CEA will be submitted to CIDA for review at the end of the first month during the assignment. This status report will examine the main issues concerning future project implementation and will include an outline of contents for the draft Inception Report. The draft Inception Report will be issued by the CEA and submitted to CIDA and Brazil for review and approval. A copy will be sent to the Canadian Embassy in Brasilia. The draft Report will be submitted at the end of the fourth month of the assignment. This draft Inception Report will then be discussed and approved at a project Steering Committee meeting to be held in Brazil no later than two months following its submission. The final Inception Report will follow no later than one month after the Steering Committee meeting and will incorporate all changes and modifications proposed and recommended by the Steering Committee. Upon approval by the Steering Committee, the final version of the Inception Report replaces the Project Management Plan as the basic project document.

4. IMPLEMENTATION AND MANAGEMENT OF PROJECT ACTIVITIES

The CEA will be responsible for administrative, technical, and reporting support for the project in Brazil and provide administrative support for the project in Canada. The CEA is directly responsible to the CIDA Project Team Leader for the following:

4.1. Administrative Support in Canada

The CEA will be responsible for the coordination of project activities in Canada as well as the provision and the supervision of all project personnel contracted with Canadian resources. The CEA will also be responsible for the quality of work of its personnel and the logistics associated with the transfer of employees to Brazil. The CEA will designate a Project Coordinator who will be the direct contact with CIDA and who will ensure that good communications are maintained between the project site and CIDA. The Coordinator will be in charge of project design, recruitment, training, administration, and procurement. All required reports for CIDA and the involved parties will be issued from the CEA's Canadian office. The quality and completeness of these reports will be the CEA's responsibility.

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The CEA, through the Project Coordinator will:

- Coordinate the recruitment and hiring of all Canadian expertise and ensure that their individual fields of expertise correspond to the needs of the project;
- Through an arrangement with a Canadian university be responsible for the in-Canada training program including enrollment, logistical support to trainees, monitoring of trainees performance, etc.;
- Administer the training program in accordance with CIDA training guidelines;
- Supervise the performance of all Canadian personnel, including the Project Co-Director;
- Ensure that all reporting is carried out according to the instructions in these Terms of Reference;
- Certify the technical acceptability of work, the accounting validity of progress claims and invoices, and account fully for all monies advanced by CIDA;
- Play a leadership role in the preparation of the Inception Report;
- Provide overall management of the CEA's contractual and project responsibilities;

As part of the role of the NGO/firm sub-contracted for the community development, a Canada-based person will be given the responsibility for the following functions as they relate to that component of the project:

- Coordinate the recruitment and hiring of Canadian expertise for the community development work and ensure that their individual fields of expertise correspond to the needs of the project;
- Supervise the performance of Canadian personnel, including the community development advisor (in coordination with the Project Co-Director);
- Ensure that all reporting is carried out according to the instructions in these Terms of Reference;

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- Ensure the technical soundness of work;
- Participate in the preparation of the Inception Report;

4.2. Project Management

4.2.1. Project Co-Director

The CEA Project Co-Director, located in Rio Branco, is the on site person in charge of the Canadian contribution to implement the project. Through the CEA Project Coordinator, the Co-director is responsible to CIDA for the successful delivery of Canadian support within the approved budget and schedule. The CEA Project Co-Director shall:

- be the Canadian representative on the Project Management Committee;
- prepare the Inception Report in collaboration with the FUNTAC and CNS Project Co-directors;
- with the community development advisor, FUNTAC and CNS Project Co-Directors, manage all facets of the project to ensure the timely delivery of material and human resources and maintain the highest professional standards in the implementation of all activities;
- manage project inputs in Brazil, administer Canadian funds to be disbursed in Brazil, monitor the quality of Canadian funded inputs and make periodic reports on their use;
- prepare detailed terms of reference for the specialists required by the project;
- recruit Brazilian staff and consultants who will be paid with Canadian funds;
- represent the CEA at the Project Steering Committee meetings as an observer and be secretary for this committee;
- as required, maintain communications with the Canadian Embassy in Brasilia;

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- encourage close communications between the Canadian and Brazilian counterpart personnel working on the project and the development community in Amazonia;
- participate in the development of the training program and the identification of the trainees;
- prepare and implement a communications strategy;
- prepare a procurement plan detailing equipment specifications, equipment to be purchased in Canada and Brazil, when equipment will be purchased and time required to procure items;
- prepare annual work plans and budgets.

4.2.2. Community Development Advisor

The community development advisor is the on site person in charge of the Canadian contribution to the implementation of the community development component of the project. Through the CEA Project Co-Director, the advisor is responsible to CIDA for the successful delivery of Canadian support to this component within the approved budget and schedule. The community development advisor shall:

- with the CNS Project Co-director, manage all community development activities to ensure the timely delivery of material and human resources and maintain the highest professional standards in the implementation of these activities;
- assist in the preparation of the Inception Report in collaboration with the CEA and CNS Project Co-directors;
- manage project inputs for the community development component, administer Canadian funds to be disbursed, monitor the quality of Canadian funded inputs and make periodic reports on their use;
- encourage close communications between the Canadian and Brazilian counterpart personnel

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working on the project and the development
community in Amazonia;

4.3. Project Reporting

The CEA shall submit the following reports:

- Annual Work Plans
- Quarterly Progress Reports
- Quarterly Invoices
- Quarterly Financial Reports
- Final Project Report

- Annual Work Plans will be submitted to the Project Steering Committee no later than thirty days after the end of the calendar year. They will outline the proposed activities for the year, personnel requirements, and budgetary inputs for each counterpart institution. Both the Inception Report and the Annual Work Plans will be prepared in Portuguese and one of the official languages of Canada, English or French.

- The Quarterly Progress Report is a summary of the state of the project at that moment, a description of the variance between the planned and achieved with a description of the reasons why. It links the results obtained during the period with the disbursements made. It is essential that this report be factual, accurate and brief. The report is submitted to the PTL by the CEA's Project Coordinator. The CEA's Project Co-Director is responsible to CIDA for obtaining from his field personnel the information required for the preparation of the report. The Quarterly Progress Report will contain the following information:

1) A concise explanation (no more than three pages) of the project status, which will include:

- activities completed during the period;
- activities continuing into next period;
- activities to be commenced the next period;
- variances between the activities planned for the period and those actually realized;

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- issues dealt with during the period;
 - issues unresolved, and actions underway or recommended.
- 2) Schedule status of the project as a bar chart representation.
 - 3) Budget status of the project as a graphical representation against an annual expenditure cost curve which shows expenditures to date and forecast to be completed.
 - 4) Copies of the minutes of the Project Management Committee meetings held during the period.

The Quarterly Progress Report is due at CIDA on the twentieth day of the next month after the completion of the quarter. The reports will be written in both Portuguese and one of the two official languages of Canada, English or French.

- The CEA Project Coordinator shall forward a Quarterly Invoice to CIDA in accordance with the CEA's contract provisions.

- With the invoice submitted for the last month of each quarter, the CEA Project Coordinator shall forward a Quarterly Financial Report. This Report is due on the 20th day of the month following the closing of the quarter.

- The Final Project Report sums up the project activities, highlights the main achievements and draws the appropriate conclusions. This report will be sent to the members of the Steering Committee by the Project Management Committee. The report contains:

- Project description. It is essential to differentiate clearly between the project as initially conceived and the project as actually implemented.
- Project purposes and objectives. Comments on the degree of realization of these purposes and objectives. Initial comments on the expected

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impact of the project.

- Inputs. A summary of the resources utilized (human, financial, material), listing the respective actual contributions of Canada and Brazil.
- Outputs. Statistical and narrative detail of the results obtained. Any variance between the results obtained and the results anticipated in the project logical framework must be explained.
- Project management and implementation. Comments on any relevant incident whether technical, administrative, operational or other, which may have occurred during the implementation of the project.
- Conclusions and recommendations.

The Final Project Report is due within ninety days following the CEA's demobilization.

5. EQUIPMENT PROCUREMENT

The CEA will be responsible for equipment procurement in Brazil and Canada, following standard CIDA procedures. Tasks include procuring and delivery on a timely basis to port of entry in Brazil, commissioning of equipment and transportation from port of entry. Unless otherwise agreed upon, FUNTAC and/or CNS will be responsible for the establishment of an appropriate physical environment for delivery and the installation of the equipment. The CEA will provide a procurement plan and quarterly procurement reports in its reports to CIDA.

6. SUPPORT TO PROJECT ACTIVITIES

- 6.1 Institutional Strengthening: will provide FUNTAC and CNS with the additional personnel and material needed to carry out project responsibilities now, while strengthening institutional capacity in the foreseeable future. The CEA will oversee the provision of materials and equipment for laboratories, experimentation plots, and extension services. It will also recruit part-time Canadian experts who will support FUNTAC and CNS personnel in conjunction with Brazilian experts. The CEA will oversee the training

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of professional staff and short-term training to other staff working on the project for FUNTAC and CNS, based on an institutional needs assessment.

- 6.2 Research and Development of Technologies: covers the inventory and monitoring of forest resources, the identification or confirmation of products with economic prospects, the development of appropriate technologies to gather and transform these products, the propagation of valuable plants, and finally, the establishment of demonstration plots and pilot experiments as a basis for technology transfer. A methodology for preparing management plans will be devised which will be applicable to the extractive reserve concept. The CEA will directly execute some of these activities and subcontract out the others to an appropriate institution or government agency. In either case it is directly responsible for the implementation of this component.
- 6.3 Community Development Activities: will require the collection and analysis of pertinent socio-economic data on the local extractivist communities, and information on the economic return of several local products. The project will train local cooperative managers, health and education extensionists, extensionists for technology transfer, environmental monitors; and provide both technical and financial assistance to local income generating activities. Finally, two information systems will be set up, the first directed towards women in the community (health, nutrition), with the second aimed at the state's population at large (environmental awareness). The CEA will be responsible for recruiting and hiring the required short-term expertise and subcontracting certain activities within the component to an appropriate organization (NGO). It will also ensure the technically sound and timely implementation of all activities within this component.
- 6.4 Management of Project Funds: the CEA will take primary responsibility for the management of the Canadian component of the operations funds for the project. It will also be responsible for the administration of a Special Projects Fund and for the Community Development Fund.