

1. Programme Identification Details

GTF Number	GTF 322
Short Title of Programme	Strengthening Emerging Local Governance Capacity to Conserve Natural and Cultural Resources and Secure Livelihoods in the Petén, Guatemala
Name of Lead Institution	Wildlife Conservation Society
Start date	15/08/08
End date:	14/08/13
Amount of DFID Funding:	1,330,600 GBP
Brief Summary of Programme:	The Wildlife Conservation Society and its Guatemalan partners believe that conservation and sustainable management of the natural and cultural patrimony of the Maya Biosphere Reserve in the Petén, Guatemala is essential to generate long term social, political, economic, and environmental benefits for local residents, the people of Guatemala, and the global community. To achieve this vision, the project will build on our long-term commitment to the Petén by strengthening and consolidating local capacity to create and manage representative, accountable, transparent and effective institutions responsible for the management of the natural and cultural resources of the last intact areas of the Petén.
Country where activities take place	Guatemala
Target groups-wider beneficiaries	Beneficiaries include virtually all inhabitants of the eastern Maya Biosphere region: <ul style="list-style-type: none"> • Community-based forest concession organisations, representing more than 1200 families; • COCODES and their constituents, representing 5000+ people; • Women in community management and COCODES organisations; • Youth benefiting from improved education programs, especially young women; • Co-administrators and their field personnel, representing 200+ families; National and global benefits include: <ul style="list-style-type: none"> • Increased tourism to Guatemala, the MBR and its World Heritage Sites; • Climate change mitigation and avoided deforestation; • Conservation of biodiversity.
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2. List of Acronyms

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

3. Activities and Achievement

The purpose of this project is to build local capacity to create and run capable, responsive, and accountable government and civil society institutions responsible for upholding the rule of law and management of the natural and cultural resources of the Maya Biosphere Reserve, with the ultimate goal of generating economic, social, and environmental benefits for local communities, civil society organisations, the National Government, and the global community. During FY 2012-13, WCS and its partners have continued to make significant progress toward this purpose and are on track to achieve all aspects of the programme during the funding period. The goal of this annual report is to update DFID with information about our programme's progress, to contribute to the overall Governance and Transparency Fund logframe indicator system, and to raise issues requiring programmatic or budget modifications.

Main activities and achievements (see Annex A1, *Achievement Rating*, for details)

Increased Government Capability: The government agencies responsible for territorial management and control have increased their capacity in strategic zones of the Maya Biosphere Reserve due to project activities and support, with the following impacts during FY 2012-13:

- **Continued operation of six permanent Protection and Control Centres** established to control access to the core of the reserve and reduce timber and wildlife trafficking
- **Increased multi-institutional patrols** in the Multiple Use Zone with army, police, and CONAP, with improved accountability through patrol data sheets
- **Recovery of 6,321 hectares of misappropriated state land** for a total of 123,000 ha recuperated during project lifetime (102,000 ha in project area)
- **Voluntary removal of cattle from the community of Carmelita**, bringing project total to more than 10,000 head of cattle removed from illegal ranches in the MBR
- **Increased efficacy of justice system**, including improved inter-institutional coordination, injunctions against illegal ranches, and high profile cases
- **Increased institutional commitments** to improve governance in the MBR
- **Increased institutional budgets** for protection and development in the MBR
- **Increased monitoring capacity** for threat detection using over flights, remote sensors, automatic cameras, and information management tools

Improved Civil Society Governance: CSOs responsible for community forest concessions have increased their capacity with the following impacts during 2012-13:

- **Improvement of secondary education, health service delivery, and water delivery** in seven target communities (Carmelita, Uaxactún, Paso Caballos, Buen Samaritano, Cruce a la Colorada, Mirador Chocop, and Melchor de Mencos) benefitting approximately 6,000 people including children, youth, and Maya-Q'eqchi' indigenous peoples, one of the most marginalised and exploited groups in Guatemala
- **Community Development Councils** strengthened, and at least one project successfully funded and implemented in each of five relatively marginalised rural communities, contributing to the communities' capabilities of managing their own development.
- **Improvement of management procedures and profitability of community-based forest concessions**, through the implementation of periodic audits, training of supervisory accountability committees, introduction of specialised accounting software, and the implementation of debt reduction plans in community organisations
- **Improvement of control and protection activities in community-based forest concessions**, including the strengthening of critical control checkpoints, the provision of basic equipment, the implementation of a unified patrol form and legal recognition of community protection staff as park guards

Strengthened Networks between Civil Society and Government: The programme has promoted increased government responsiveness to civil society by strengthening two multi-stakeholder forums and through advocacy efforts, with the following results:

- **Multi-sector Roundtable for Mirador-Rio Azul:** Four meetings were held in 2012-13, for a total of nineteen meetings from 2009-13. The strategic links between the Roundtable and officially recognized decision making spaces has allowed Roundtable decisions to influence governmental policy.
- **Environmental Justice Forum (EJF):** Four EJF events were held in 2012-13 with judges, prosecutors, and institutional officials from the regional level to the central governmental level, including workshops on environmental ethics and human rights, good environmental practices for public servants, constitutional law and constitutional litigation, and protected areas legislation. The EJF has also continued to pursue high-profile cases in the MBR. The Environmental Justice Forum was legally registered as an independent association and has obtained financing for key projects in order to ensure their sustainability after funding for the GTF programme ceases.
- **Increased CSO lobbying capacity** in the definition and allocation of public and private investments in the MBR. The Multi-sector Roundtable has been able to influence the definition, prioritisation, and coordination of future investments in the MBR, and in the supervision and control of current investments, especially of a £20 million IDB loan and £2.44 million GEF grant, and more than £750,000 in international cooperation.
- **Increased CSO influence on government officials**, such as the President, Minister of Interior, Executive Secretary of CONAP, and Attorney General, to garner political support for the improvement of governance in the MBR.

Learning and Outreach: The following progress has been achieved for the measurement, interpretation, and use of data for collaborative adaptive project management and outreach in 2012-13:

- Increased governmental capacity for M&E through support to CEMEC
- Forty over flights clocking more than 92 hours of air time and 17,000km traversed, detecting forest fires, illegal clearing, illegal logging, illegal

roadways, and illegal dredging, as well as discovery of important archaeological sites and areas of high biological value.

- Strategy and indicators coordinated with US Department of Interior programme, and joint report produced on governance in the MBR
- Baseline data, annual reports, web page, videos, bulletins, and press releases produced, and “State of the MBR” presentation completed
- Eight meetings held with project partners in order to build consensus around priority strategies for improving governance in the MBR
- Numerous presentations given in Guatemala City to high-level officials, 3 articles in national newspaper, and symposium on environmental governance organised at DFID headquarters in London

Challenges and external events

During 2012-13, the greatest challenge faced by the GTF programme was weakness in CONAP's highest leadership due to the illegal appointment of an unqualified Executive Secretary. However, through pressure and legal actions by project partners, the case was successfully raised to the level of the Constitutional Court - the highest court in Guatemala – and the appointed official was ousted and replaced by a qualified Executive Secretary with whom programme activities resumed.

Unintended consequences of interventions

Perhaps the greatest lesson of our GTF programme is that a focus on natural resource governance can be used as an entry point to lead to wider, systemic improvement in governance in fragile areas. Progress to date has continued to exceed expectations, and investments in territorial and natural resource governance have served as a springboard for improved security and quality of life for the reserve's inhabitants. During June 2013, WCS and Global Witness presented the results of the GTF programme to DFID and other participants at Whitehall in order to highlight the efficacy of the approach not only for environmental goals, but also for poverty alleviation and security. During the final months of the GTF programme, WCS will focus activities toward ensuring sustainability. We hope that the actions and results obtained thus far will serve as precedents for sustained and institutionalised change, and urge DFID to consider similar investments in the future.



Left: Denouncement of appointment of unqualified CONAP Director, a case finally decided in the Guatemalan Constitutional Court. Right: WCS and Global Witness presenting on “Environmental Governance as a Gateway to Rural Security, Justice and Poverty Alleviation” highlighting GTF impacts at DFID’s London headquarters, June 2013.

4. Programme Management

No change since last report.

5. Working with implementing partners

No change since last report. As planned, subcontracts with most partners expired in fiscal year 2012-2013.

6. Risk Assessment

Below we list the main sources of risk to our programme and local partners, in order of decreasing risk level. Since our programme is finalising during the next few months, most risks relate to sustainability after the GTF programme ends:

<i>Risk</i>	<i>Potential impact</i>	<i>Probability</i>	<i>Mitigation measures</i>
Violent retribution by powerful interests	High	Medium	Increase security measures for vulnerable personnel; Establish mechanism for safely filing complaints, Promote support from central gov.
Uncertainty of continued funding from other sources	High	Medium	Fundraising and complementing GTF investments with other sources; Development of sustainable financing mechanism (endowment)
Loss of programme continuity after DFID project ends	High	Medium	Institutionalise key structures and policies; Increase level of interventions and establish precedents before project end
Incompatible governmental vision for development of the MBR in future	Medium	Medium	Continued meetings with central government; discussion and resolutions within Roundtable if proposals are put forth; incorporation of strategies and norms in MBR Master Plan and Integrated Development Plan for Petén

To respond to the highest ranked risk, “violent retribution by powerful interests”, WCS and partners have taken precautions at every step of our GTF programme, from information gathering and management, project planning, and activity implementation, through the development of contingency plans for foreseeable risks. Below are several measures we have undertaken:

1. Information gathering and situational awareness. WCS has compiled the most extensive and holistic database on land use, land claims, demographics, socioeconomic indicators, forest cover, forest fires, roadways, environmental crimes, patrols, and other information in the Maya Biosphere Reserve, providing us with a great depth of contextual understanding and tactical advantage in the region. At the same time, WCS and CONAP staff have many years of experience in the region and are either local people themselves, or maintain good relationships with local people. Our deep commitment to a place and its people gives us firsthand access to relevant facts and incidents providing situational awareness at all times.

2. Limiting information to trusted circles. Certain key information, such as details of law enforcement interventions, individuals’ identities, and progress with high-risk cases are shared only with a few trusted contacts within relevant institutions. Other stakeholders are informed only on a need-to-know basis, and during institutional coordination meetings such information is always described at an institutional level,

without attribution to individual staff. We take extreme caution with regards to information sharing since leaks within institutions have frequently occurred in the past, both foiling interventions and putting staff at risk.

3. Limiting channels of communication. Similarly, when we have been privy to extremely sensitive information, we have taken extra caution to limit the means through which the information is transmitted. For example, we avoid using radio communication and e-mail, preferring to discuss such cases in-person in safe spaces, or if necessary, via telephone.

4. Alliances and inter-institutional support. All key project activities are planned amongst project partners through consensus-based decision making meetings. By ensuring that planning is conducted from the outset through multiple institutions, including governmental and civil society partners, the risk of retaliation is diffused and inter-institutional support is guaranteed. With the highest risk cases, we have tried to ensure no evidence of personal-level involvement, speaking outwardly only as a consortium of institutions, or by allowing high-level central government officials to take the lead, such as the Guatemalan Attorney General or the Minister of Defence.

5. Multi-sector public support. In order to garner further support for project actions, denounce illicit activities, or condemn intimidation of personnel, we have requested public statements from the 36-member multi-sector roundtable for conservation and development in Petén, which includes members representing all societal sectors.

6. Transparency and proper procedures. Powerful actors involved in illicit activities often have the ability to manipulate the media and influence public perception – even if their portrayal of events is not factual. Therefore, we not only ensure that the actions we promote follow all legal procedures correctly, but we also promote the involvement of human rights observers to ensure transparency and avoid political or reputational attacks through misinformation campaigns.

7. Supporting and giving credit to authorities. Although we actively promote and participate in programme activities, we try to keep a low profile, preferring to support governmental authorities and local organizations to comply with their responsibilities. Rather than trying to attract public recognition for ourselves, we prefer to allow local champions to take credit for positive results. This approach has resulted in increased local leadership capacity and political will to continue implementing actions to improve governance.

8. Security measures for key CONAP personnel. Through the GTF, we have provided security support for CONAP personnel who received credible threats, including logistical support for security guards, camera systems in control posts, and cameras in the CONAP headquarters. The programme has also provided insurance for CONAP field staff who have been threatened due to their roles in recovering illicitly usurped territory in the Maya Biosphere Reserve.

9. Security protocols for contingencies. We have developed security protocols for foreseeable emergency scenarios, defining actions to be undertaken and communication chains to be used.

7. M&E Arrangements

There have been no significant changes in our M&E arrangements during fiscal year 2012-2013. M&E personnel, resources and activities continued to be assigned during the period according to the specifications of our Inception Report. The web site for

the programme is accessible at both www.StateOfTheMBR.org and www.EstadoDeLaRBM.org.

8. Logframe Changes

There have been no significant changes in our logframe during fiscal year 2012-2013. The latest version of our logframe is included in Annex 2.

9. Summary of Most Significant Results Analyses

Our GTF programme had four results included in the most significant results analyses:

1. In Guatemala's Maya Biosphere Reserve, a total of 123,000 hectares of misappropriated state land were recovered and 10,000 head of cattle were removed from illegal ranches. Strategically targeted and successful prosecution of criminal cases has provided a strong disincentive for future wrong-doing by powerful interest groups.
2. In Guatemala, secondary education, health service delivery, and water delivery were improved in seven target communities, benefitting 6,000 people including children, youth, and Maya-Q'eqchi' indigenous peoples in the Maya Biosphere Reserve. Furthermore, community organisations have demonstrated more profitable and sustainable natural resource management.
3. In Guatemala, the Multi-sector Roundtable has been able to influence the prioritisation, coordination, and supervision of investments in the Maya Biosphere Reserve, especially of Project PDPCRBM (IDB Loan 1820/OC-GU for £20 million and £2.44 million GEF grant) and international cooperation.
4. In Guatemala's Maya Biosphere Reserve, annual deforestation was reduced by 21% and degradation by fire by nearly 70% in the GTF project area. Six permanent Protection and Control Centres were established to control access to the core of the reserve and reduce timber and wildlife trafficking. Protection measures –patrols, over-flights, and governance monitoring - have also been improved, safeguarding the forest for the use of poor and indigenous people.

Impacts on people's lives include:

- Five Community Development Councils created, organised, and functioning, each with and integrated development plan and project portfolio (Uaxactun, Carmelita, Paso Caballos, Cruce a la Colorada, Buen Samaritano)
- Successfully funded and implemented projects in each of the five communities, including water delivery, education, health care services, tourism, and road maintenance
- Community-based forest concession organisations, representing more than 1200 families, as well as future generations, will benefit from increased protection of forest resources and regional security.
- Increased tourism to Guatemala, the MBR and its World Heritage Sites
- Increased CSO influence on government officials, such as the President, Minister of Interior, Executive Secretary of CONAP, and Attorney General, to garner political support for the improvement of governance in the MBR.
- The aggregate budget for the institutions charged with management and governance of the Maya Biosphere Reserve (CONAP, IDAEH, MARN, MINGOB and MP) increased by 390% between 2008 and 2012.

- More than £8M raised from sources beyond the Guatemalan Government (cooperation, foundations, private sector) to improve governance, livelihoods, and public participation in the Maya Biosphere Reserve
- Significant progress on endowment for sustainable financing of conservation and development activities in the MBR
- Improved administrative and reporting capacity in three community organizations (Carmelita Cooperative, OMYC, and AFICC), including plans for debt reduction and community oversight committees
- Community Conservation Agreements developed in Uaxactun, Paso Caballos, and Carmelita linking COCODE development priorities to external financing sources, conditional upon conservation outcomes
- Long-term impacts include the societal benefits of improved education and health, increased community income from forest management, and increased capacity for managing their own development.
- Global benefits of climate change mitigation, avoided deforestation, and conservation of biodiversity

The improvements achieved so far have largely been due to:

- Coordinated demand for action, justice, and efficient use of taxpayer money from civil society and the private sector
- Creation and facilitation of multi-stakeholder spaces for dialogue and decision making between civil society, private sector, and government institutions
- Reconfiguration of governmental, private sector, and donor investments so as to prioritise local necessities
- Increased transparency about administration of public funds
- Support for governmental institutions charged with protected areas management and environmental justice
- Deep investment in local level planning and capacity building
- Improved financial management practices
- Strategic design and planning of control and protection in the reserve using multiple data sources and multi-disciplinary experience
- Advocacy for, and coordination of investments from multiple sources to build and operate control posts
- Measures to reduce corruption, increase transparency, and increase the security of personnel
- A coalescence of dedicated governmental and non-governmental leaders

10. Progress towards sustainability

WCS is dedicated to building the capacity of the MBR's national partner and community organisations over the long-term, and most GTF programme activities have focused on institutional strengthening. WCS and partners have used the DFID grant to leverage funds and establish long-term working relationships with community organizations, government agencies, donors, and the private sector. Project responsibilities are distributed among partners so that each will continue to build its expertise and long-term capacity. The programme has also fomented and institutionalised spaces for public participation in governmental decision making processes, such as the Roundtable and the Environmental Justice Forum.

Below is an assessment of the sustainability of our programme, including the status of programme partners and networks, and specific actions that have been undertaken to ensure that efforts to improve governance in the MBR extend beyond GTF programme funding:

Civil Society and Government Partners:

- **Community Development Councils:** In five communities, Community Development Councils have been conformed, trained, and supported during the GTF programme, each with several projects successfully funded and implemented. Besides the immediate impacts of improved educational, health, water, and other projects, capacity has been developed to improve the communities' capabilities of managing their own development. The skills and knowledge to demand services from public institutions develop projects and engage with Municipal governments and donors will remain after the programme has ended.
- **Community Concession Organisations:** The improved administrative and reporting capacity and development of community oversight committees has helped reduce debt and increase profitability in community organizations. Furthermore, improved structures and methods for forest protection, both state and community-level, have ensured that the forest resources upon which communities depend for livelihoods remain intact. Both of these changes represent structural and cultural changes within organizations that will persist beyond the GTF programme lifetime.
- **CONAP:** The restructuring of CONAP's control and protection department represents a lasting impact that will improve the efficacy and efficiency of forest protection beyond the GTF. The programme has facilitated improved relationships between CONAP and other public institutions in the justice sector, as well as those that deliver public services (e.g. Ministry of Education, Health, Agriculture). Partners continue to advocate for lasting improvements in budget allocation for CONAP. Perhaps the greatest lasting impact of the GTF programme have been the successful precedents set for recuperation of illegally occupied land and for the prosecution of environmental crimes.
- **Coadministrators:** CECON has vastly improved its capacity for forest and forest fire protection in Biotopes. In the MBR Master Plan, strategies have been developed to further decentralise the Multiple Use Zone for improved coadministration during the next five years.
- **Partner NGOs:** Asociación Balam, the main project partner, has used the GTF to position itself as a leader in combining conservation and development through unprecedented levels of public participation and the development of strategic alliances. There is no doubt that the capacity, relationships, and reputation built during the GTF will have long-lasting effects on Balam's ability to continue to promote similar activities in the future.

Networks between Civil Society and Government

- **Environmental Justice Forum:** In 2012, WCS and project partners completed the process of legally registering the Environmental Justice Forum as an independent foundation in order to ensure its sustainability after funding for the GTF programme ceases. The EJV has already secured funds from other sources to keep GTF activities running after the programme has ended.
- **Mirador Roundtable:** The Roundtable has been a key space for collaboration and networking between civil society and government institutions and will continue to serve this role beyond the GTF with other funding sources. The Roundtable has been formally recognized through a CONAP resolution as an advising body for the MBR.

Sustainable Financing

- **MBR Patrimonial Fund:** WCS and partners are developing an endowment for sustainable financing of conservation and development activities in the

MBR. The MBR Patrimonial Fund was launched in August 2010 with the goal of substantially increasing the funding for the reserve over the long-term by establishing a diversified financial mechanism including funding windows for permanent endowments and expendable accounts. The Guatemalan Finance Minister recently developed a public fund in conjunction with programme partners that will be voted upon by Congress in the upcoming months.

- **Brooklyn Bridge Forest:** The Brooklyn Bridge Forest project is a partnership to obtain sustainably sourced tropical hardwood for the Brooklyn Bridge Promenade, while simultaneously supporting community forest conservation and public awareness of global forest conservation issues. WCS began coordinating and supporting the initiative in 2011-12 with partner Pilot Projects, and will continue to develop the project in hopes of raising several million dollars for conservation and development in the MBR.
- **Community Conservation Agreements:** WCS has secured a Darwin Initiative grant from DEFRA/ DFID to continue and expand the community conservation agreement model in four communities, assuring financing for community development activities, contingent upon conservation outcomes.

11. Value for Money

The total cost of our programme over five years is £1,330,600. This includes £183,296 to support community organisation and development, £188,860 to support CONAP's field efforts, to strengthen the justice system, and for advocacy, £164,793 to support control posts, patrols, and forest fire prevention, £116,739 for management of the roundtable and advocacy, and £676,912 to support civil society partners, programme management, strategic planning, monitoring, and overheads.

Approximately 6,000 people, including children, youth, and Maya-Q'eqchi' indigenous peoples in the Maya Biosphere Reserve have benefited directly from improved education, health service delivery, and water delivery, for a cost of £59 per person.

1,200 families representing approximately 6,600 people have benefited directly from increased forest protection and security, for a total cost of £105 per person. Taking into account the number of hectares (123,000) of forest recuperated through these activities, the cost per hectare recovered has been £3. The reduction of deforestation by an estimated 858 hectares per year (from 2,687 to 1,829 hectares in 2013) has enormous economic value. The 858 hectares are valued at approximately £750,000 in carbon alone (assuming 451 tons of CO₂ in above and below ground biomass and a conservative price of £1.95/ton). If the carbon sequestration of the 123,000 hectares were taken into account, or if other forest products such as timber and non-timber forest products are included in this valuation, the avoided economic losses would be even greater.

For every pound spent by DFID, the programme leveraged £28 from sources beyond the Guatemalan Government (cooperation, foundations, private sector) to improve governance, livelihoods, and public participation in the Maya Biosphere Reserve. Furthermore, public investments were increased fourfold from 2008-2012.

Most importantly, public investments in education and health are now more efficient and reliable, lending to the long-term impact and sustainability of DFID's investments. Benefits of forest protection will extend to future generations, and provide global benefits such as climate change mitigation, avoided deforestation, and conservation of biodiversity.

WCS has consistently prioritised efficiency and value for money in our GTF programme in order to ensure maximum impact with DFID funding. Overall programme impact is evidenced by the achievement rating table and logframe indicators, and has exceeded expectations and stayed within the programme's budget. In order to maximize impacts, at every decision point, we have considered cost savings and alternatives. WCS has charged a low overhead cost for the entire GTF fund, and has passed funding through to sub-grantees with no administrative charge. We have used open bidding processes for the mid-term project evaluation, selecting one of the most inexpensive consultants. Especially given the devaluation of the British Pound, we have used the GTF as a framework for attracting complementary funds to extend and increase benefits and impacts. We have used GTF seed funding to leverage other funding sources – usually at a ratio greater than 2:1. Importantly for the GTF, WCS has ensured that funds committed to promoting basic services under governmental responsibility are matched by significant commitments from governmental institutions. Finally, in order to independently verify the responsible, efficient, and transparent use of project funds by WCS and its partners, a financial auditor has been hired to revise all expenses annually (see annex 10 of the annual report).

Below, we list some specific examples of cost savings methods our programme has undertaken:

1) Cost-sharing between DFID and other institutions

For many activities, the programme has been able to extend impacts by sharing costs with partners and leveraging additional funding. Typically, leveraged funds have been several times greater than DFID's investment.

2) Purchase of vehicles and equipment

For the purchase of vehicles and major equipment, WCS and partners obtain at least three price quotes from different suppliers.

3) Selection of mid-term evaluation consultant

In order to select the consultant for our mid-term and final programme evaluation, we put out a very broad call for applications. We then used multi-criteria decision analysis tools to compare candidates' proposals and credentials. In this manner, we were able to quickly filter out consultants who did not fulfil proposal requisites, or whose price quotes were beyond the project's budget. Amongst the remaining candidates, we combined several qualitative criteria to evaluate each consultant's experience and proposal quality, resulting in rank scores. Finally, we held a partners' meeting to discuss the top-ranked candidates and make a final decision. In the end, out of 15 applicants, we selected the two candidates with the highest score for quality, but with reasonable costs.

4) Meetings and lodging

Whenever possible, meetings have been held in project partners' own meeting rooms, and have not cost anything. When larger, official meeting spaces have been required, the programme has typically used the conference rooms at a single hotel with which we negotiated a preferential rate and increased flexibility. The hotel agreed to waive the rental costs of the conference room (£99) as long as we paid the costs of meals and snacks (approximately £12/ person). Furthermore, the hotel allowed us to pay only the meals for those meeting participants who actually showed up, rather than the number reserved, which was usually an over-estimate. When WCS or project partners travel to Guatemala City for meetings, we stay in Hotel Spring, one of the most inexpensive, but centrally located hotels in the city, thereby spending one-fifth the cost of other middle-range hotels nearby (see table below).

6) Overhead rate

The WCS Negotiated Indirect Cost Rate (NICRA) with the U.S. Government is calculated and audited every year by WCS's external auditors as part of the A-133 audit process. The development of the rate is based on OMB Circular A-122, "Cost Principles for Non-Profit Organizations", which is typically also used as the basis for overhead costs for non-U.S. Government grants. The current NICRA rate for WCS is 16.91%. However, for our DFID/GTF programme we applied a reduced 15% indirect cost rate.

Annex A1 - Achievement Rating Scale

Please see attached excel document.

Annex A2 – Programme Logframe

Please see attached excel document. Logframe changes are highlighted in yellow.

Annex A3 – Annual Financial Report

Please see attached excel document for financial details and attached word document for an explanation of expenditure variances in excess of 10% from budget.

Annex A4.1 – Materials produced during the reporting period

Item	Date	Title or description of material	Access web site (if any)
1	08/03/2013	Fire season monitoring ordinary report # 1	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130308_ares.pdf
2	18/03/2013	Fire season monitoring ordinary report # 2	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130318_ares.pdf
3	22/03/2013	Fire season monitoring ordinary report # 3	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130322_ares.pdf
4	01/04/2013	Fire season monitoring ordinary report # 4	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130401_ares.pdf
5	08/04/2013	Fire season monitoring ordinary report # 5	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130408_ares.pdf
6	15/04/2013	Fire season monitoring ordinary report # 6	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130415_ares.pdf
7	22/04/2013	Fire season monitoring ordinary report # 7	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130422_ares.pdf
8	29/04/2013	Fire season monitoring ordinary report # 8	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130429_ares.pdf
9	06/05/2013	Fire season monitoring ordinary report # 9	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130506_ares.pdf
10	13/05/2013	Fire season monitoring ordinary report # 10	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130513_ares.pdf
11	21/05/2013	Fire season monitoring ordinary report # 11	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130521_ares.pdf
12	27/05/2013	Fire season monitoring ordinary report # 12	http://www.conap.gob.gt/Members/cemec/informe-semanal-de-incendios-2013/informes-semanales/INFORME_20130527_ares.pdf
13	4/10/2013	El Estado de la Reserva de la Biosfera Maya 21 Años Después (updated presentation)	None for now, uploading and updating
14	5/18/2013	Governance in the MBR, 4th report	Restricted access

Annex A4.2 – Documents uploaded to website

1. Project website: www.StateOfTheMBR.org and www.EstadoDeLaRBM.org
2. Web addresses for:
 - a. First Annual Report:
<http://estadodelarbm.org/Portals/88/Informes/GTF%20322%20%20WCS%20Annual%20Report%2030%20June%202009.pdf>
 - b. Second Annual Report:
http://estadodelarbm.org/Portals/88/Informes/GTF322_WCS_Annual_Report_30Jun2010.pdf
 - c. Third Annual Report:
http://estadodelarbm.org/Portals/88/Informes/GTF322_WCS_Annual_Report_30Jun2011.pdf
 - d. Mid-Term Review:
http://estadodelarbm.org/Portals/88/Informes/Mid_Term_Evaluacion_DFID_WCS_GTF322.pdf
 - e. Fourth Annual Report:
http://www.estadodelarbm.org/Portals/88/Informes/GTF322_WCS_Annual_Report_30Jun2012.pdf
3. The date your Fifth Annual Report will be uploaded to your website: 31st July 2013

Annex A5 – Most Significant Results Analyses

See attached word document

Annex A6 - Annual Workplan

See attached excel document

Annex A7 – Local Partners List

See attached excel document

Annex A8 – WCS Contacts List

See attached excel document

Annex C1 – Outstanding Issues

There were no outstanding issues detailed in feedback letters provided by KPMG in relation to our previous annual report.

Annex 10 – External Project Audit

In order to independently verify the responsible, efficient, and transparent use of project funds by WCS and its partners, a financial auditor was hired to review all expenses incurred during the 2012-2013 fiscal year (01/04/12-31/03/13). The auditor's report demonstrates responsible financial management of DFID funds during this reporting period. The cover letter is provided below, and the full report is available upon request.

Rene Vicente Castillo Hernández
Contador Público y Auditor
Colegiado 7,916

INFORME DE AUDITORIA ADMINISTRATIVA EXTERNA
DE CONTADOR PÚBLICO Y AUDITOR INDEPENDIENTE

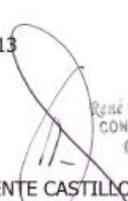
Señor:
Ing. Julio Morales
Director Proyecto DFID
Avenida 15 de marzo, Casa No. 03. Ciudad Flores, Petén

Hemos realizado una Auditoria Administrativa de Ejecucion Presupuestaria del Proyecto DFID y Asociados, del cual usted es el Director General por el período comprendido del 01 de abril del 2012 al 31 de marzo del 2013. Nuestra responsabilidad es expresar una opinión sobre los procedimientos administrativos relacionados con la ejecución presupuestaria, basados en los contratos y sub-contratos existentes.

Efectuamos nuestra auditoria de acuerdo con normas de auditoria generalmente aceptadas. Estas normas requieren que una auditoria sea planificada y realizada para obtener certeza razonable. Incluye también la evaluación de los principios de contabilidad utilizados y de las estimaciones importantes hechas por la administración, así como una evaluación general en la presentación de dichos gastos en los informes financieros correspondientes de cada socio, especialmente en los registros contables y fiscales de WILDLIFE CONSERVATION SOCIETY que es la institución donde se centralizan y se distribuyen los recursos financieros. Consideramos que nuestra auditoria provee una base razonable para nuestra opinión.

En nuestra opinión, los informes de gastos y sus respectivos presupuestos presentan razonablemente en todos los aspectos importantes la ejecución presupuestaria del PROYECTO DFID al 31 de marzo del 2013; basándonos en los anexos que se acompañan al presente informe de auditoria administrativa de Ejecucion Presupuestaria.

Santa Elena, Flores, Petén, 28 de Junio del 2,013


Rene Vicente Castillo Hernández
CONTADOR PÚBLICO Y AUDITOR
Colegiado No. 7,916

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



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