

MEMORANDO

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FECHA: 30 de noviembre de 2005

A: Sr. Luis Alberto Moreno
Presidente

DE: Dennis E. Flannery
Vicepresidente Ejecutivo

ASUNTO: BRASIL. Apoyo al Sistema de Protección de la Amazonía (SIPAM). (BR-T1014). Contribución hasta por la suma de US\$750.000. Recursos del Fondo Japonés para Servicios de Consultoría (JCF). Aprobación.

Adjunto sometemos a su consideración y correspondiente aprobación, el Plan de Operaciones para el financiamiento de la operación de la referencia. Este documento ha sido elaborado por el Equipo de Proyecto teniendo en cuenta los lineamientos y procedimientos establecidos para la preparación y procesamiento de operaciones de cooperación técnica no reembolsables.

De conformidad con las normas sobre delegación de autoridad^{1/}, el Presidente tiene la facultad de aprobar cooperaciones técnicas no reembolsables que no excedan la suma de US\$750.000 y formen parte del Programa de Cooperación Técnica para el año correspondiente o de la Estrategia de País o Estrategia Regional o en sus respectivas actualizaciones, aprobados, en cada caso, por el Directorio Ejecutivo.

En consecuencia, teniendo en cuenta que el monto de la operación no excede la suma de US\$750.000 y que se incluyó en el Programa de Cooperación Técnica para el año 2005 (Documento No.GN-2363-5), recomendamos que la operación de la referencia sea aprobada.

La Sra. Helena Piaggese Landázuri (Ext. 1872) estará disponible para cualquier consulta adicional.

Aprobado: 
Luis A. Moreno, Presidente

Fecha: Dic. 2, 2005

^{1/} Documentos GN-1838-1, AT-940, AT-1046-4 y DR-398-3.

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BRAZIL

PLAN OF OPERATIONS

PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM

(BR-T1014)

This document was prepared by the Project Team; Helena Landázuri (Team Leader, RE1/EN1); Eduardo A. Figueroa (COF/CBR); Andrea Monferrari (COF/CBR); Alicia Maldonado (RE1/EN1); and Carlos R. Nunes de Aquino (Consultant).

CONTENTS

	Page
EXECUTIVE SUMMARY	
I. BACKGROUND AND JUSTIFICATION	1
A. Brazil's Amazon Region	1
B. The Amazon Protection System (SIPAM)	1
II. OBJECTIVES AND DESCRIPTION	4
A. Project Objectives	4
B. Project Components	5
III. COST AND FINANCING	6
IV. EXECUTING AGENCY AND MECHANISMS OF EXECUTION	7
V. MONITORING AND EVALUATION	8
VI. RISKS AND BENEFITS	8
A. Program Benefits and Beneficiaries	8
B. Risks	9
VII. SOCIAL AND ENVIRONMENTAL ISSUES	10

ANNEXES

ANNEX I	Logical Framework
ANNEX II	Detailed Budget

ACRONYMS AND ABBREVIATIONS

ANA	Agência Nacional de Águas (National Water Agency)
IDB	Inter-American Development Bank
CENSIPAM	Centro Gestor e Operacional do SIPAM (SIPAM's Management and Operations Center)
FUNAI	Fundação Nacional do Índio (National Indian Foundation)
IBAMA	Instituto Brasileiro de Meio Ambiente e Recursos Naturais Renováveis (Brazilian Institute for Environment and Renewable Natural Resources)
HDI	Human Development Index
IIRSA	Integración de la Infraestructura Regional Suramericana (Integration of Regional Infrastructure in South America)
ACTO	Amazon Cooperation Treaty Organization
PPA	Pluriannual Plan
PPP	Public-Private Partnership
SEGES	Secretaria de Gestão do Ministério do Planejamento (Management Secretariat of the Ministry of Planning)
SIPAM	Sistema de Proteção da Amazônia (Amazon Protection System)
TC	Technical Cooperation

PLAN OF OPERATIONS

PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM (BR-T1014)

EXECUTIVE SUMMARY

REQUESTING PARTY:	Government of the Federative Republic of Brazil		
BENEFICIARY AGENCY:	SIPAM's Management and Operations Center–CENSIPAM		
EXECUTING AGENCY:	Banco Interamericano de Desarrollo		
FINANCING:	Japan Trust Fund for		
	Consultancy Services (JCF)	US\$	750,000
	Local counterpart (CENSIPAM)	<u>US\$</u>	<u>250,000</u>
	Total	US\$	1,000,000
TERMS:	Execution period: 24 months; Disbursement period: 30 months		
OBJECTIVE:	The objective of the Technical Cooperation is to strengthen CENSIPAM to provide relevant, cost-effective and sustainable services for the protection of Brazil's Amazon region in order to contribute to improve protection and management of Brazilian Amazon's natural resources and the region's sustainable development.		
DESCRIPTION:	The Technical Cooperation will be organized under three components: (i) situational diagnosis and analysis of CENSIPAM, to include: internal diagnosis of its legal, organizational, and financial management framework, and external diagnosis of supply and demand for CENSIPAM's potential services; (ii) development of a Business Plan reflecting the results of the diagnostic work, and a corresponding institutional strengthening program, which will include measures to foster CENSIPAM's institutional and financial autonomy; and (iii) project monitoring, evaluation, and dissemination.		
BENEFITS AND BENEFICIARIES:	The institutional strengthening of CENSIPAM will generate direct benefits to the institution such as the identification and adoption of new funding sources, appropriation of new market niches, better institutional capacity to develop new instruments aimed at improving life quality in urban and rural areas in the Region, and		

further development of technological knowledge. Other public institutions involved in natural resource management and sustainable development in the Region, charged with environmental and social prevention, inspection and monitoring functions, will be indirect beneficiaries. Other beneficiaries will include regional electricity, logistics, transportation, telecommunications, mining, and engineering companies, the forest productive chain, the transformation industry and investors in general, as potential users of CENSIPAM's information capabilities.

RISKS:

CENSIPAM risks being an irrelevant organization in the crowded institutional context where it operates. Numerous projects and institutions claim responsibility for providing information and/or performing coordination functions -- albeit none with the technological arsenal and regional capillarity that CENSIPAM has. To mitigate this risk, this operation is structured around the development of a "business plan", that is, it will be based upon an objective analysis of supply and demand, weaknesses and strengths, opportunities and restrictions, in order to come up with a plan that is doable, opportune and financially viable. Also, there is the risk that the staff of CENSIPAM may find it difficult to adapt to the re-engineering of the organization. To mitigate this risk, this operation will involve the staff in the diagnostic and design work, and will include a strong training component to strengthen those areas in which staff lacks experience.

**SPECIAL CONTRACTUAL
CLAUSES:**

There are no special contractual clauses in this Cooperation.

EXCEPTIONS TO BANK

POLICIES & PROCEDURES There are no exceptions to Bank policy.

**ENVIRONMENTAL AND
SOCIAL REVIEW:**

CESI reviewed the Project Profile in its session 04/05 of January 28, 2005. It was recommended that during the Project design phase, the following aspects be taken into account: (i) the possibility of facilitating free-of-charge access by certain users, considering that the information collected by SIPAM can be characterized as public property; and that this possibility be reflected in the Business Plan; and (ii) opportunities to promote the access of indigenous peoples to the System, since information can help improve the life of remote groups. The Plan of Operations reflects these suggestions in paragraphs 2.3, 2.5 and 2.7.

**COORDINATION WITH
OTHER FINANCIAL
INSTITUTIONS:**

Operationalization and sustainability of the System will be a useful tool for developing regional integration programs such as IIRSA and for the activities of the recently established Amazon Cooperation Treaty Organization (ACTO).

I. BACKGROUND AND JUSTIFICATION

A. Brazil's Amazon Region

- 1.1 Boasting the richest natural heritage on the planet, the Amazon region houses a huge diversity of live species, with over two million taxa. It is the largest fresh water basin in the world, with about 20% of the world's volume in its 6.5 million square kilometers. The Amazon Forest, which makes up 1/3 of the Earth's rainforests, covers parts of the territory of nine countries; yet, 85% of it lays in Brazil, totaling 5.2 million square kilometers, or 61 per cent of Brazil's territory; this area is known as "Legal Amazon".
- 1.2 Notwithstanding its large territorial extension, the Amazon region has a population of 21 million people, i.e., 12.4% of the country's overall population, making it the least populated region in the country, with 4.14 inhabitants per square kilometer. The urban population totals 14.3 million, while the rural population numbers 6.7 million. There are currently 215 different ethnic groups speaking over 180 different languages and totaling approximately 358.000 individuals that account for some 0.2% of Brazil's overall population.¹ Contemporary indigenous peoples are spread all over Brazil, although the majority of them is found in the Legal Amazon – which comprises the states of Amazonas, Acre, Amapá, Pará, Rondônia, Roraima, Tocantins, Mato Grosso, and the western portion of Maranhão, with 60 per cent of the indigenous population. The Human Development Index (IDH) in the region is 0.73. This is below the indexes found in Central-South Brazil but exceeds those of northeastern states.

B. The Amazon Protection System (SIPAM)

- 1.3 After centuries of haphazard occupation and predatory exploitation in the region, the Brazilian government established the Amazon Protection System (SIPAM) in 1995. Considering the extension of the subject area, precarious and temporary access, insufficient monitoring of anthropic activities, as well as insufficient reach of public services, Brazil has struggled for decades to establish mechanisms aimed at integrating the region to the rest of the country, and at increasing the presence of the national government in the area. The original purpose of SIPAM, thus, was to provide sophisticated territory surveillance infrastructure covering the whole of Legal Amazon, so as to ensure Brazil's effectiveness in maintaining territorial sovereignty over the region.
- 1.4 However, with the development of reliable links with Brazil's neighbor countries, and the expansion of the road and communication systems, the emphasis on territorial control has receded, giving way to the objective of reinforcing the protection and preservation of the regions' natural attributes, social inclusion, and sustainable development, tasks that remain among Brazil's most difficult development challenges. Subsequently, SIPAM's mission has gradually evolved

¹ FUNAI (Fundação Nacional do Índio – National Indian Foundation) 2005.

- over time. Currently, SIPAM has the mandate to “integrate information and generate updated knowledge for the articulation, planning and coordination of global government actions in the Brazilian Legal Amazon so as to promote the protection, social inclusion and sustainable development of the region”.
- 1.5 Today, SIPAM’s Management and Operations Center, or CENSIPAM, houses an impressive technological structure; the system continuously monitors the region by means of electronic sensors and uses satellites and highly qualified human resources to gather information from various sources. This information is available in a network of over 900 remote terminals, through eight aircrafts, 200 data collection platforms, and 300 radio transmission systems. It operates all over the Amazon region at federal, state, municipal and non-governmental levels. CENSIPAM has entered forty-four (44) Technical Cooperation Agreements with several institutions, among which are: the Ministry of Environment, the Ministry of Health, the Brazilian Institute for Environment and Renewable Natural Resources (IBAMA), the Brazilian Navy Command, the Army Command and the Federal Police. The knowledge generated by CENSIPAM can enable corporations, investors and R&D centers to identify benchmarks for engineering and environmental projects, monitor anthropic activities in real time, and speed-up the *in situ* collection of samples and data for biological and ecological studies. Thus, CENSIPAM is poised to act as a systematic data collection and distribution system, based upon a complex technological base and an integrated institutional network for knowledge management, protection, and sustainable human development in the region.
 - 1.6 However, along with losing its “national defense” role, CENSIPAM also lost a lot of central governmental financial support. In budgetary terms, the System currently depends on the Fiscal Budget; its expected allocation in the 2004-2007 Pluriannual Plan (PPA) is not only far below its real needs, but is also subject to contingency plans. Today, the system struggles to keep a level of output that is both relevant and of sufficient quality to be considered trustworthy. The switch towards becoming an instrument of planning and monitoring for sustainable development has not been accompanied by the development of a strong financial base to ensure its long-term survival. Several internal systems and procedures will need to change so that CEMSIPAM can adjust to this new mission. CENSIPAM is involved in turning itself around from a government-dependent institute into a demand-driven, self-supporting organization. CENSIPAM is trying to generate products and services that will help it become a more user-oriented organization, responsive to the demands of paying clients, yet capable of continuing to generate data and information useful to development, environmental and social efforts.
 - 1.7 The present operation will finance an institutional analysis and the development of an action plan to reengineer CENSIPAM, making more efficient use of its considerable technological and information arsenal. The effective implementation of the system would contribute to improved local planning and to socio-cultural and technological inclusion of remote communities. A strong and widely utilized

SIPAM would also help in the early detection of environmental hazards –such as forest fires and deforestation foci– and would help prevent abuse of genetic resources. Optimization of the System will have direct positive impacts on the broad-based sustainable management of the region as well as on environmental conservation and sustainability.

- 1.8 The objectives of this Technical Cooperation are in tune with the social-environmental governance and the modernization of the State strategies for Brazil, since it will promote better use of SIPAM/CENSIPAM capabilities to ensure fulfillment of its mission, environmental protection and the sustainable development of the Amazon Region. Social inclusion is the Federal Government's top priority in the administration of the Amazon Region . A system such as SIPAM - that is integrated with public actions in the region - can act as a catalyst for actions and may become a crucial factor for the integration of remote and isolated communities while respecting their cultural integrity. Therefore, the institutional strengthening of CENSIPAM will also enable the organization to strengthen the link between environmental management and social and cultural development, an outcome that is also in tune with the country strategy, improving the management of natural resources and social development.
- 1.9 However, there are a number of organizations with currently produce or require information of similar or related nature to the one CENSIPAM will produce. Within the federal government: (i) in the Ministry of Science and Technology: National Institute of Space Research, Instituto Nacional de Pesquisas Espaciais (INPE); Weather Forecasting and Climate Studies Center, Centro de Previsão do Tempo e Estudos Climáticos (CPTEC); National Amazonian Research Institute, Instituto Nacional de Pesquisas da Amazônia (INPA); Emilio Goeldi Parana Museum, Museu Paraense Emílio Goeldi; (ii) in the Ministry of Agriculture: Brazilian Agricultural Research Enterprise, Empresa Brasileira de Pesquisa Agropecuárias (EMBRAPA); National Meteorological Institute, Instituto Nacional de Meteorologia (INMET); (iii) in the Ministry of Planning: Brazilian Geography and Statistics Institute, Instituto Brasileiro de Geografia e Estatística (IBGE); (iv) in the Ministry of Justice: National Indigenous Foundation, Fundação Nacional do Índio (FUNAI); (v) in the Ministry of National Integration: Amazonian Development Agency, Agência de Desenvolvimento da Amazônia (ADA); and (vi) in the Minister of Environment: Secretariat for Coordination in Amazonia, Secretaria de Coordenação da Amazônia (SCA); National Center for Sustainable Development of Traditional Peoples, Centro Nacional de Desenvolvimento Sustentável das Populações Tradicionais (CNPT). Within the legislative branch: Permanent Commission for Amazonia, National Integration and Regional Development. Within the NGOs: (i) Friends of the Earth Brazil (Amazônia Brasileira); (ii) SOS Amazônia; (iii) Vitória Amazônica Foundation; (iv) Amazon Working Group, Grupo de Trabalho Amazônico (GTA); (v) Conselho Nacional dos Seringueiros (CNS); (vi) Brazilian Amazon Indigenous Organizations Coordination Office, Coordenação das Organizações Indígenas da Amazônia Brasileira (COIAB) and (vii) Ambiente Brasil – Environmental

Information Website. The most relevant international organization for the region is the Amazonian Cooperation Treaty Organization, Organización del Tratado de Cooperación Amazónica (OTCA). Although none of these organizations can count on the vast technological arsenal and regional capillarity that CENSIPAM has, the latter will need to carve itself a niche that is complementary but not overlapping with that of these other organizations, and strive to provide services that can facilitate the interaction amongst them, and help raise the level of quality and homogeneity of the information and data referred to Amazonia.

II. OBJECTIVES AND DESCRIPTION

A. Project Objectives

- 2.1 The goal of the Technical Cooperation is to contribute to improve protection and management of Brazilian Amazon's natural resources and the region's sustainable development. This operation will improve Brazil's ability to fulfill international commitments such as the Convention on Biodiversity, to deepen the physical integration of the units that make up the region, and to widen the transfer of information and technology to other bordering countries.
- 2.2 The purpose of this Technical Cooperation is to strengthen CENSIPAM to provide relevant, cost-effective and sustainable services for the protection of Brazil's Amazon region (See Logical Framework in Annex I).
- 2.3 The Technical Cooperation will be executed based following a two-fold strategy:
 - a. Analyze and propose adjustments to the existing infrastructure - so that CENSIPAM can achieve technical and financial autonomy in its operation and maintenance, and stay technologically up-to-date, for which CENSIPAM would need to: (i) undergo internal operational, technological and logistical adjustments; (ii) increase integration with other South-American country partners; (iii) adopt software platforms that will better adjust to the needs of the information market; and (iv) adopt rules and procedures to protect property, classified activities, information, and technical and scientific assets, according to the specificities of each activity.
 - b. Prepare a Business Plan and corresponding institutional strengthening program, that will: (i) reduce CENSIPAM's dependency on the fiscal budget; (ii) incorporate interfaces with the population, scientific community, government, community and civil society organizations, corporations and other potential users of its services; (iii) facilitate the access of lower-income groups, particularly Amazonian indigenous peoples and nonprofit organizations; (iv) enable technological innovation, so as to make CENSIPAM competitive in its field of action; and (v) strengthen interinstitutional relations with the scientific community, government, neighboring countries, civil society organizations, corporations, and other suppliers of goods and services of interest to CENSIPAM.

B. Project Components

Component 1 – Situational Diagnosis and Analysis

- 2.4 An institutional diagnosis will be done, and it will include the following activities: (i) undertake a participatory consultation inside CENSIPAM; (ii) analyze its legal and organizational framework and financial management with a view to gain increased technical and financial autonomy; (iii) analyze technical-operational aspects of SIPAM to identify ways to turn its potential into services and products; and (iv) generate a summary situational analysis of SIPAM that would allow decision-makers a clear view of alternative scenarios.
- 2.5 The diagnosis analysis will also include: (i) a participatory consultation with partner organizations and potential users of SIPAM, including community organizations –specifically including indigenous groups-, private sector, NGOs, to identify current and future demands for CENSIPAM’s services and products; and (ii) a critical review of CENSIPAM’s ability to meet potential demands, at the quality level required, and generate sufficient resources to sustain itself.

Component II – Business Plan and Institutional Strengthening

- 2.6 Based on the results obtained in the previous phase, a Business Plan will be developed for CENSIPAM. The Business Plan will contain four substantive parts: Part I - socioenvironmental and economic aspects and entrepreneur profile; Part II – technical aspects; Part III – financial and economic analysis; and Part IV – risk and sustainability analysis.
- 2.7 Foreseen activities include: (i) develop a strategic marketing and communication plan based on the identification and characterization of CENSIPAM’s portfolio of clients, services and products; (ii) design a framework within CENSIPAM to promote the agile sale of services and products, with insight into the current and future market; (iii) propose a funding and economic-financial management framework that would ensure a constant flow of funds and the System’s sustainability; (iv) propose mechanisms to facilitate access to information by lower-income groups, particularly indigenous peoples from the region and nonprofit organizations; (v) develop models for national and international partnership agreements; (vi) review and propose methodologies, standards, rules, and contractual models with civil society/third sector organizations; (vii) develop systems to monitor and evaluate the quality of its services and products, user-satisfaction, investment analysis, and CENSIPAM-compatible outcomes; (viii) develop a system to monitor and evaluate implementation of the Business Plan; (ix) recommend the formulation of a policy for a total quality program, aiming at the international certification of CENSIPAM’s services and products; and (x) organize and host a National Seminar on Amazon Protection, with the aim of

presenting to partner organizations and civil society a Business Plan that would meet current and future demands for CENSIPAM's services and products.

Component III – Monitoring, Evaluation and Dissemination

- 2.8 Under this component, the following activities will be implemented: (i) develop the monitoring and evaluation plan (M&E); (ii) define the project baseline; (iii) implement the M&E system; (iv) generation of M&E and project feedback, including internal workshops to be held on a quarterly basis; and (v) prepare data for dissemination during the I National Seminar on Amazon Protection. The activities described under this component, are responsibility of CENSIPAM, which will use counterpart funds for the purpose.

Products

- 2.9 Upon completion of this operation, CENSIPAM will have: (i) institutional diagnoses; (ii) Business Plan and implementation program for institutional autonomy; and (iii) periodic reports following-up project execution, containing intermediate and final results. The Business Plan will be presented to partner organizations and CENSIPAM employees at a three-day seminar to be held either in Manaus or Belém.

III. COST AND FINANCING

- 3.1 *Project Cost and Funding Sources.* The total estimated cost of this Technical Cooperation is US\$ 1,000,000. The Japanese Trust Fund for Consultancy Services (JCF) will finance US\$ 750,000. The beneficiary will contribute the equivalent of US\$ 250,000 as local counterpart. JCF financing will be used to cover the costs of Components II, and I which Counterpart funds will be used to cover the costs of Component III. The table below shows the main cost categories. The detailed budget is presented in Annex II.

Cost Table – Budget US\$

	Item	Subtotal	JCF	Counterpart	Total
A.	CONSULTING FIRM		750,000	0	750,000
A.1	<i>International Consultants</i>	<i>384,000</i>			
A.1.1	Honoraria	243,000			
A.1.2	Travel	141,000			
A.2	<i>Local Consultants</i>	<i>223,600</i>		0	
A.2.1	Honoraria	208,400			
A.2.2	Travel	15,200			
A.3	<i>Direct Costs</i>	<i>142,400</i>			
B.	COUNTERPART		0	250,000	250,000
B.1	<i>Technical Support</i>	<i>213,600</i>			
B.2	<i>Operations Costs</i>	<i>36,400</i>			
	TOTAL		750,000	250,000	1,000,000

- 3.2 *Sustainability.* CENSIPAM's institutional sustainability will be strengthened by the implementation of the products developed under this operation, and by the center's improved capacity to mobilize funds. The full development of its potential depends on greater budgetary independence, which is one of the results pursued by this operation. The System has concrete potential to develop products for public and private use, in areas such as: (i) security and surveillance of land, air, river and sea spaces; (ii) environmental follow-up at local, regional and global levels (greenhouse effect, etc.); (iii) health and telemedicine; (iv) rural means and agribusiness; (v) research and development; (vi) education, culture and anthropology; and (vii) continental integration, among others.

IV. EXECUTING AGENCY AND MECHANISMS OF EXECUTION

- 4.1 *Executing Agency.* The executing agency for this operation will be the Bank. The Bank will have the support of the Management and Operations System of the Amazon Protection System (CENSIPAM), an organization linked to the Civil Cabinet of the Presidency of the Republic of Brazil. CENSIPAM was established in April 2002.
- 4.2 *Execution mechanism.* The Bank will: (i) contract a Japanese consulting firm that will be responsible for hiring all the consultants involved in the activities of diagnosis, review of the strategic plan, development of the Business Plan and of the implementation program for CENSIPAM's institutional autonomy; the consulting firm will hire the individual local consultants involved in the situational diagnosis phase. CENSIPAM will be responsible, through a technical team, for the execution of the activities in Component 3 – Monitoring, Evaluation and Dissemination. The Japanese consulting firm to be contracted by the Bank to provide the services mentioned in this document will be subject to a restricted tender process (where only short-listed tenderers are invited to submit tenders), according to the Bank's procurement policy and procedures.
- 4.3 To supervise the activities of the consulting firm and local consultants, CENSIPAM will designate a Technical Committee consisting of a general coordinator, a theme consultant and two technical-administrative assistants. The Consulting Firm and individual consultants will submit to the Technical Committee reports such as: (i) periodic progress reports; (ii) interview and consultation reports; and (iii) partial reports containing intermediate products.
- 4.4 *Status of Project Development.* The Terms of Reference for local and international individual consultants as well as for the Japanese consulting firm have been developed and agreed upon with the Beneficiary Agency. The Bank may start the contracting process as soon as the operation has been approved.
- 4.5 *Execution and Disbursement Period.* The period for program execution will be 24 months, and disbursement will be 30 months from the date the Letter of Agreement is signed with the Bank. As a condition for signature of the Letter of

Agreement, CENSIPAM should demonstrate, to the Bank's satisfaction, availability of counterpart funds.

V. MONITORING AND EVALUATION

- 5.1 *Monitoring.* The IDB Brazil Country Office, in coordination with the Beneficiary Agency will be responsible for monitoring the progress of the operation. A technical team of CENSIPAM, using counterpart funds, will be responsible for developing a supporting mechanism to monitor and evaluate the products and sustainability of these mechanisms in the products of this Cooperation. To ensure appropriate monitoring, the Technical Committee to be designated by CENSIPAM will directly follow up and coordinate the activities of the consultants and of the consulting firm to be contracted, particularly as regards delivering all the results provided for in this document and technical documents related to it.
- 5.2 *Technical and Basic Responsibility.* RE1/EN1 will have technical responsibility and COF/CBR will have basic responsibility for the operation.
- 5.3 *Progress and Final Reports.* The general-coordinator will submit to the Bank progress reports including: (i) the progress achieved in activities relating to the project's execution and Logical Framework; and (ii) proposals to address the difficulties that might emerge.
- 5.4 *Evaluations.* The Bank's Country Office in Brazil will prepare a midterm report and a final report containing an evaluation of the cooperation execution and progress vis-à-vis the intended results. These reports will be based on the progress reports and information provided by the general-coordinator.

VI. RISKS AND BENEFITS

A. Program Benefits and Beneficiaries

- 6.1 To CENSIPAM, the institutional strengthening provided through the present operation will allow: (i) planning for institutional autonomy; (ii) a viable, financially sustainable Business Plan; (iii) means and instruments to support the development of applied technological knowledge; (iv) capacity to certify the quality of the images and data collected on the region; (v) accurate and swift delivery of information on natural resources; and (vi) capacity to develop reliable value-added products.
- 6.2 To local communities and organizations, the present operation will represent: (i) availability of training opportunities, open to managers, monitors, community leaders, and volunteers; (ii) access to information on opportunities to integrate social objectives, strategies and projects --such as e-government and telemedicine—into existing or planned projects; (iii) improvement of the telecommunications network, provision of medical services via telemedicine; (iv) development of digital inclusion projects and social campaigns by combining

- communication instruments for community education with information technology; (v) democratization of knowledge; (vi) integration of remote communities among themselves and to mainstream society.
- 6.3 To infrastructure developers, private sector companies, research organizations and other users, this operation will offer opportunities for: (i) definition and follow-up of engineering and project benchmarks; (ii) access to real-time, geographically located data useful for licensing and environmental studies, as well as for operational and construction works follow-up and (iii) clear data on environmental constraints applicable to projects in the fields of electricity, logistics and transportation, telecommunications, mining, engineering, and timber extraction, as well as the transformation industry.
- 6.4 To the public sector, this operation will facilitate: (i) improved services for public prevention, inspection and monitoring institutions (IBAMA and other public partners); (ii) monitoring of land occupation and use; (iii) georeferenced information system for river and watershed management; (iv) border control and surveillance; (v) prevention and control of endemics and epidemics; (vi) civil defense actions and logistics; (vii) detection of illicit activities, including drug-trafficking; and (viii) protection of Indigenous lands.

B. Risks

- 6.5 CENSIPAM must strive to become a relevant organization in the crowded institutional context where it operates. There are numerous organizations and projects aimed at improving the flow of information regarding Amazonia, and at enhancing coordination among the various actors active in the region--albeit none with the technological arsenal and regional capillarity that CESIPAM has. To mitigate this risk, this operation is structured around the development of a “business plan”, that is, it will be based upon an objective analysis of supply and demand, weaknesses and strengths, opportunities and restrictions, in order to come up with a plan that is doable, opportune and financially viable.
- 6.6 The realization of SIPAM’s potential as an instrument for improved decision-making in the Amazon region, depends to a great extent on CESIPAM’s ability to reinvent itself into a service-oriented organization. For this to come about, changes are needed not only in its technological, procedural and financial structure; the transformation must begin with the way its own personnel conceive their selves and the institution, and this change may be difficult and gradual. In order to mitigate this risk, the present operation will involve the participation of the staff in the diagnostic and analytical work, and will include a strong training component to strengthen those areas in which the staff lacks experience.

VII. SOCIAL AND ENVIRONMENTAL ISSUES

- 7.1 As an institutional strengthening project, this operation is expected to produce social and environmental benefits. It will directly improve CENSIPAM’s ability


- to provide value-added services and information to activities involving project planning and development, licensing and environmental studies, monitoring of works under way, and construction works.
- 7.2 Indirectly, SIPAM member-agencies will use this information in a broad field of activities, including: (i) effective control/regulation of land use and occupation; (ii) georeferenced information system for managing hydrographic basins; (iii) supervision of international borders; (iv) prevention and control of endemic and epidemic diseases; (v) detection of illegal activities, including deforestation, forest fires, and drug-trafficking; e (vi) protection of Indigenous lands.
- 7.3 CESI reviewed the profile of this Cooperation in its session 04/05 of January 28, 2005 and recommended the following aspects be taken into account: (i) the possibility of facilitating free-of-charge access by certain users and uses, considering that the information collected by SIPAM can be characterized as public property; and that this possibility be reflected in the Business Plan; and (ii) opportunities to promote the access of indigenous peoples to the System, given the important role played by access to information in improving the level of life for remote groups. Both these recommendations were incorporated in the design of the operation and are reflected in the terms of reference of the consulting services.

**SUPPORT FOR THE AMAZON PROTECTION SYSTEM
(SIPAM)**

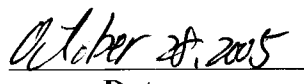
BR-T1014

CERTIFICATION

I certify that this operation was approved for financing by the donor of the Japanese Trust Fund for Consultancy Services through a memorandum dated December 27, 2004 and signed by Keisuke Nakamura, RE2/FSS. Also, I certify that resources from the Trust Fund for Consultancy Services are available for up to US\$750,000 in order to finance the activities described and budgeted in this document. The commitment and disbursement of these resources shall be made only by the Bank in USDollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except that local consultants working in their own borrowing member country shall have their remuneration defined and paid in the currency of that country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this Plan of Operations. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.



Goro Mutsuura
Chief
Japan Special Fund



Date

SIPAM

**PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM (BR-T1014)
LOGICAL FRAMEWORK**

SUMMARY OF OBJECTIVES	INDICATORS	VERIFICATION MEANS	ASSUMPTIONS
GOAL (General Objective)			
GOAL The goal of the Technical Cooperation is to contribute to improved protection and management of Brazilian Amazon's natural resources and the region's sustainable development through a stronger SIPAM.	Two years after project completion: CENSIPAM is providing information and data that used by the Treaty for Amazonian Cooperation and the Brazilian Government in their planning and monitoring functions.	TCA/Government of Brazil annual Amazon Region Status reports show CENSIPAM/SIPAM used as main reference for current data and information. 1.	TCA/Government of Brazil continue to generate periodical reports on Legal Amazonia.
PURPOSE (Specific Objectives)			
PURPOSE To strengthen CENSIPAM to provide relevant, cost-effective and sustainable services for the protection of Brazil's Amazon region.	Six months after project completion: 1. CENSIPAM adopts the Business Plan developed and implements a strategy to effectively occupy the market niche identified. One year after project completion: 2. At least 10% of CENSIPAM's budget funds come from new sources. One year after project completion: 3. CENSIPAM conquers two market niches defined as priorities in the Business Plan. Three years after project completion: 4. At least 25% of CENSIPAM's budget funds come from new sources.	1. Financial data provided by CENSIPAM. 2. Financial data provided by CENSIPAM. 3. CENSIPAM Special Report to the Bank. 4. CBR inspection visit.	2 and 4. Overall economic and financial conditions remain relatively stable and SIPAM continues to have access to some core funding. 3. The market niches identified remain feasible.

SUMMARY OF OBJECTIVES	INDICATORS	VERIFICATION MEANS	ASSUMPTIONS
COMPONENTS			
Component 1. Situational Diagnosis and Analysis Part 1. Institutional diagnosis. Part 2. Diagnosis and Analysis for the Business Plan.	Five months after project initiation: 1. Description of CENSIPAM's current situation in terms of technological platform and technical staff, financing model, and services provided, and identification of main problems and relevant factors. Ten months after project initiation: 2. Market niches that can be used by SIPAM as a provider of relevant information services and under competitive conditions identified.	1. Individual consultants' reports. 2. Technical Committee reports. 3. Diagnosis. 4. Consultancy Firm reports. 5. Technical Committee reports. 6. Diagnosis.	1. All of SIPAM's information, overall framework, operation, activities, and financing modalities are available to consultants. 2. There is market demand for the products SIPAM can offer and the niches they occupy have not been taken by other suppliers.
Component 2. Business Plan and Institutional Strengthening Part 1. Development of Business Plan. Part 2. Implementation of a Program for strengthening CENSIPAM's institutional autonomy.	Twelve months after project initiation: 1. Strategic Alignment developed by CENSIPAM reviewed. Fifteen months after project initiation: 2. Strategic Plan consolidated. 3. Business plan successfully includes win-win partnerships with partner agencies, scientific community, civil society and bordering countries; access to SIPAM's services by lower income groups, particularly indigenous communities, and NGOs has been analyzed and provided for. Nineteen months after project initiation: 4. Feasible Business Plan developed, ensuring CENSIPAM's institutional and financial sustainability. Twenty months after project initiation: 5. Technical and financial organization	1. Consultancy Firm reports. 2. Technical Committee reports 3. Business Plan . 4. Strategic Plan. 5. Business Plan. 6. Consultancy Firm reports. 7. Technical Committee reports. 8. Implementation Program.	1. External environment favorable to institutional development. 2. Market for CENSIPAM's services and products maintains growth trend. 3. Partner agencies, communities and NGOs show interest for entering into partnerships and gaining access to SIPAM's products and services. 4. External environment favorable for establishing partnerships and developing the projects identified.

SUMMARY OF OBJECTIVES	INDICATORS	VERIFICATION MEANS	ASSUMPTIONS
	<p>alternatives identified, enabling CENSIPAM to be autonomous and self-sufficient in the market niches identified.</p> <p>6. Implementation Program developed, including Total Quality strategy and International Certification of CENSIPAM services and products.</p>		
Component 3. Monitoring, Evaluation and Dissemination	<p>Six months after project initiation:</p> <p>1. Project monitoring and evaluation system started.</p> <p>Twenty-one months after project initiation:</p> <p>2. Presentation of the results achieved in the I National Seminar on Amazon Protection</p>	<p>1. Internal reports.</p> <p>2. Semiannual management reports.</p> <p>3. M & E reports.</p> <p>4. Annals of the I National Seminar on Amazon Protection</p>	<p>1. CENSIPAM's interest in implementing the results achieved.</p>
ACTIVITIES			
<p>Component 1. Situational Diagnosis and Analysis</p> <ul style="list-style-type: none"> Organization of Seminar 1 for institutional diagnosis purposes. Evaluation of the legal, organizational and financial management framework. Evaluation of SIPAM's technical/operational aspects. Summary situational summary analyses of CENSIPAM; Seminar 2 for Business Plan diagnosis. Consolidation of Strategic Plan; Market data survey. Gathering of technical and environmental data. Evaluation of the economic and financial framework. 	<p>Total: US\$ 179,100 JCT: US\$ 179,100 JCT (2 seminars): US\$ 26,000</p> <p>Six months after project initiation:</p> <p>1. Technical Committee established at month 1 of execution.</p> <p>2. Participation of 30 CENSIPAM employees in Seminar 1.</p> <p>3. Evaluation of CENSIPAM performed by month 5 of execution.</p> <p>4. Participation of 30 partner organizations in Seminar 2 on diagnosis for Business Plan.</p> <p>Ten months after project initiation:</p> <p>5. Basic data for Business Plan collected by month 9 of execution.</p>	<p>1. Consultancy Firm reports.</p> <p>2. Technical Committee reports.</p> <p>3. Institutional data collected.</p> <p>4. Market data collected.</p>	<p>1. Adjustment of contracted consultants.</p> <p>2. Interest on the part of potential partner institutions.</p> <p>3. There is demand for the services and products proposed.</p>

SUMMARY OF OBJECTIVES	INDICATORS	VERIFICATION MEANS	ASSUMPTIONS
Component 2. Business Plan and Institutional Strengthening <ul style="list-style-type: none"> Business Plan – I: Socio-environmental and economic aspects and entrepreneur profile. Business Plan – II: Technical Aspects. Business Plan – III: Financial and economic analysis. Business Plan – IV: Risk and sustainability analysis. Institutional autonomy Implementation Program. I National Seminar on Amazon Protection. 	<p>Total: US\$ 262,500 JCT: US\$ 262,500 JCT (1 seminar): US\$ 49,000</p> <p>Twenty-one months after project initiation:</p> <ol style="list-style-type: none"> Business Plan developed and approved at the I National Seminar on Amazon Protection. Implementation Program developed and approved at the I National Seminar on Amazon Protection. 	<ol style="list-style-type: none"> Consultancy Firm reports. Technical Committee reports. Business Plan. Implementation Program. Annals of the I National Seminar on Amazon Protection. 	<ol style="list-style-type: none"> Adjustment of contracted consultants. Partner institutions engaged in the project remain interested. Customers' confidence in the quality and continued provision of services and products.
Component 3. Monitoring, Evaluation and Dissemination <ul style="list-style-type: none"> M&E Plan. Definition of baseline; M&E implementation. M&E and project feedback. Data systematization. 	<p>Total: US\$ 213,600 CENSIPAM: US\$ 213,600 (non-financial counterpart).</p> <p>Six months after project initiation:</p> <ol style="list-style-type: none"> CENSIPAM provides team to develop and implement the M&E Plan at month 1 of execution . Baseline defined and M&E system implemented at month 2 of execution. <p>Twenty months after project initiation:</p> <ol style="list-style-type: none"> Data systematization for presentation in Seminar and dissemination. 	<ol style="list-style-type: none"> Internal reports. Semiannual management reports. M&E reports. Annals of the I National Seminar on Amazon Protection, Dissemination material. Several M&E documents. 	<ol style="list-style-type: none"> Possible dissemination of results of developed and approved plans and programs. Relevant interest in results by institutions engaged and the market using the services and products.

BR-T1014

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TERMS OF REFERENCE
BR-T1014 - PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM

PROJECT COORDINATION
Position: General-Coordinator

I. BACKGROUND

- 1.1 SIPAM –Amazon Protection System – is a modern public management model for Brazil's Amazon region. Based on an advanced technological infrastructure installed by the SIVAM Project – Amazon Surveillance System - and fed on a permanent and real time basis by electronic, satellite, and human sensors, SIPAM, in partnership with several Partner Organizations operating in the Legal Amazon region integrates, evaluates, and disseminates information of the most different origins which, after duly processed, are transformed into knowledge sufficiently capable of guiding the planning and coordination of global government actions in the region.
- 1.2 This System however is still little efficient as regards using its considerable technological arsenal and informational resources. Thus, the Japan Trust Fund for Consultancy Services, which is managed by the Inter-American Development Bank, will finance a Technical Cooperation initiative between IDB and SIPAM aimed at the institutional strengthening and sustainability of CENSIPAM, with emphasis on its strategic role as a State tool to be used by the system for the benefit of society. The specific objectives of the Technical Cooperation include:
 - i) Analyzing and proposing adjustments to the current organizational framework, with a view to the technical autonomy of SIPAM in its operation, maintenance and follow-up of technological evolution;
 - ii) Analyzing and proposing adjustments to its operational and logistical capacity, taking into account the system's complexity, capillarity, and territorial coverage; and
 - iii) Preparing a Business Plan.
- 1.3 The operations of the Amazon Protection System (SIPAM) are monitored, implemented, and carried out by the Management and Operational Center of the Amazon Protection System (CENSIPAM), which is linked to the Civil Cabinet of the Presidency of the Republic and will therefore be responsible for managing and executing this Technical Cooperation.
- 1.4 The components of the services proposed in this Cooperation as well as their respective products will be developed in their majority in a sequential manner and each phase will be started after approved by the respective executing and co-executing agencies. To this end, CENSIPAM will: (i) contract a Japanese consultancy firm, which will be responsible for hiring all the consultants involved in the following phases: diagnosis for the business plan, and preparation of the business plan and the implementation program for administrative autonomy; and (ii) hire local consultants to be allocated during the situational diagnosis phase. To supervise the activities of the consultancy firm, CENSIPAM will appoint a Technical Committee made up of a general-coordinator, a theme consultant, and two technical-administrative assistants. All individual consultants will comply with the terms of reference and submit to the Technical Committee the following reports: i) periodic progress reports; ii) interview and consultation reports; e iii) partial reports with intermediate products.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 To act as General-Coordinator, with the responsibility to manage and execute the Technical Cooperation from the Technical Committee that will be located at CENSIPAM's headquarters in Brasília – DF.
- 2.2 To achieve the expected results, the consultant will work in close articulation with CENSIPAM, the system's centers in the Amazon region, and the IDB Country Office in Brazil.

III. ACTIVITIES TO BE DEVELOPED

- 3.1 The main activities to be developed by the consultant include:

- a) Safeguarding the system's strategic, political, and operational guidelines;
- b) Reporting to CENSIPAM's management on issues regarding Project execution;
- c) Submitting to CENSIPAM and IDB proposals for schedules, contracting of local consultancy; and services;
- d) Maintaining integration with unions and institutions involved with the system;
- e) Defining analysis, follow-up, and result verification criteria in agreement with CENSIPAM and IDB;
- f) Confirming fulfillment of the proposed objectives;
- g) Coordinating the works in accordance with the technical cooperation agreement;
- h) Carrying out physical-financial management responsibilities;
- i) Proposing to management the convening of the Technical Committee, whenever necessary;
- j) Submitting to CENSIPAM and IDB approval the reports produced by the consultants after previously evaluated;
- k) Coordinating the work of the theme consultant and of the technical-administrative assistants;
- l) Coordinating internal workshops on Monitoring and Evaluation (M&E);
- m) Preparing Project-related documents in Portuguese and English, to be presented to CENSIPAM's directorate and IDB;
- n) Issuing and submitting to CENSIPAM's directorate technical opinions on the Terms of Reference for contracting services and acquisitions jointly with the Technical Committee.

IV. PRODUCTS AND REPORTS

- 4.1 The General Coordination consultant will be responsible for submitting the following reports:

- i) A detailed work plan, no later than two (2) weeks from signature of the contract;
- ii) A contribution to the Monitoring and Evaluation Plan (M&E), to be prepared by a CENSIPAM technical team by the end of month 2;
- iii) Brief monthly progress reports;
- iv) Semiannual progress reports containing the progress achieved in the activities related to the Project's Logical Framework, suggestions for overcoming difficulties, and an analysis of the products and reports of national and international consultants;
- v) The Final Report, including a synthesis of Project components 1 and 2;

V. WORK EXECUTION PERIOD

- 5.1 The time period to carry out general coordination works is twenty-four (24) consecutive months. The schedule for Project activities is contained in Annex V.

VI. CONSULTANCY SITE AND FEATURES

- 6.1 Site. The consultant will perform most of his/her work in the city of Brasília – D.F. and, when necessary, will carry out work missions at CENSIPAM's regional centers and in selected areas in the Amazon Region.
- 6.2 Consultancy Qualifications. The consultant must: i) have a university degree and at least 10 years of experience in project management; ii) have experience in institutional development projects; iii) have participated in operations financed by multilateral and bilateral organizations involving environment- and sustainable development-related projects, environmental assessments, and use of biodiversity; iv) have experiences relating to the Amazon Region; and v) master the Portuguese language and be fluent in spoken and written English. Experience in monitoring and evaluating institutional development projects will be an advantage.
- 6.3 Contracting, costs and payment terms. The consultant will be selected and contracted on a per-job basis through a process acceptable to the Bank. The consultancy services will be paid in 12 bimonthly installments.

VII. SUPERVISION

- 7.1 Execution of the services to be developed as provided for in these TORs will be coordinated and supervised by CENSIPAM.

TERMS OF REFERENCE
BR-T1014 - PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM

PROJECT COORDINATION

Position: Theme Consultant in Institutional Strengthening and Business Plan

I. BACKGROUND

- 1.1 SIPAM – Amazon Protection System – is a modern public management model for Brazil's Amazon region. Based on an advanced technological infrastructure installed by the SIVAM Project – Amazon Surveillance System – and fed on a permanent and real time basis by electronic, satellite, and human sensors, SIPAM, in partnership with several Partner Organizations operating in the Legal Amazon region integrates, evaluates, and disseminates information of the most different origins which, after duly processed, are transformed into knowledge sufficiently capable of guiding the planning and coordination of global government actions in the region.
- 1.2 This System however is still little efficient as regards using its considerable technological arsenal and informational resources. Thus, the Japan Trust Fund for Consultancy Services, which is managed by the Inter-American Development Bank, will finance a Technical Cooperation initiative between IDB and SIPAM aimed at the institutional strengthening and sustainability of CENSIPAM, with emphasis on its strategic role as a State tool to be used by the system for the benefit of society. The specific objectives of the Technical Cooperation include:
 - i) Analyzing and proposing adjustments to the current organizational framework, with a view to the technical autonomy of SIPAM in its operation, maintenance and follow-up of technical technological evolution;
 - ii) Analyzing and proposing adjustments to its operational and logistic capacity, taking into account the system's complexity, capillarity, and territorial coverage; and
 - iii) Preparing a Business Plan.
- 1.3 The operations of the Amazon Protection System (SIPAM) are monitored, implemented, and carried out by the Management and Operational Center of the Amazon Protection System (CENSIPAM), which is linked to the Civil Cabinet of the Presidency of the Republic and will therefore be responsible for managing and executing this Technical Cooperation.
- 1.4 The components of the services proposed in this Cooperation, as well as their respective products, will be developed in their majority in a sequential manner and each phase will be started after approval by the respective executing and co-executing agencies. To this end, CENSIPAM will: (i) contract a Japanese consultancy firm, which will be responsible for hiring all the consultants that involved in the following phases: diagnosis for the business plan, and preparation of the business plan and the implementation program for administrative autonomy; and (ii) hire local consultants to be allocated during the situational diagnosis phase. To supervise the activities of the consultancy firm, CENSIPAM will appoint a Technical Committee made up of a general-coordinator, a theme consultant, and two technical-administrative assistants. All individual consultants will comply with the terms of reference and submit to the Technical Committee the following reports: i) periodic progress reports; ii) interview and consultation reports; e iii) partial reports with intermediate products.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 To act as Theme Coordinator, with the responsibility to plan and monitor the consultants hired to perform diagnoses and prepare proposals for institutional strengthening and the business plan.
- 2.2 To achieve the expected results, the consultant will work directly with national and international consultants, in addition to maintaining close technical articulation with the General-Coordinator, CENSIPAM's teams in Brasilia, and regional centers.

III. ACTIVITIES TO BE DEVELOPED

- 3.1 The main activities to be developed by the consultant include:
 - a) Preparing and submitting to the general-coordinator monthly progress reports on the work carried out;
 - b) Preparing and submitting to the general-coordinator Terms of Reference for specific national and international consultants;
 - c) Reviewing, following up, and ensuring the technical quality of the work, according to established evaluation criteria;
 - d) Following up independent audits and quality inspections;
 - e) Providing for the necessary logistics (travels, seminars, mail, etc.);
 - f) Articulating internally and externally at his/her level of competence, in close agreement with the general coordination; and
 - g) Approving technical reports on a preliminary basis.

IV. PRODUCTS AND REPORTS

- 4.1 The theme consultant in Institutional Strengthening and Business Plan will be responsible for submitting the following reports:
 - i) A detailed work plan, no later than two (2) weeks from signature of the contract;
 - ii) A contribution to the Monitoring and Evaluation Plan (M&E), to be prepared by a CENSIPAM technical team by the end of month 1;
 - iii) Terms of Reference for contracting consultancy services and acquisitions, whenever necessary;
 - iv) Brief monthly reports on the consultants' work;
 - v) Punctual technical reports;
 - vi) Contributions to the semiannual progress reports to be prepared by the Technical Committee containing the progress achieved in activities related to the Project's Logical Framework, suggestions for overcoming difficulties, and an analysis of the products and reports of national and international consultants;
 - vii) Contributions to the project's Final Report.

V. WORK EXECUTION PERIOD

- 5.1 The time period to carry out theme consultancy works is twenty-one (21) consecutive months. The schedule for the Project main activities is contained in Annex V.

VI. CONSULTANCY SITE AND FEATURES

- 6.1 Site. The consultant will perform most of his/her work in the city of Brasília – D.F. and, when necessary, will carry out work missions at CENSIPAM's regional centers and in selected areas in the Amazon Region.
- 6.2 Consultancy Qualifications. The consultant must: i) have a university degree and at least 5 years of experience in project management; ii) have experience in institutional development projects and preparation of business plans; iii) have participated in operations financed by multilateral and bilateral organizations involving environment- and sustainable development-related projects, environmental assessments, and use of biodiversity; iv) have at least one Amazon Region-related experience; and v) master the Portuguese language and be fluent in spoken and written English. Experience in monitoring and evaluating institutional development projects will be an advantage.
- 6.3 Contracting, costs and payment terms. The Consultant will be selected and contracted on a per-job basis through a process acceptable to the Bank. Consultancy services will be paid in 8 bimonthly installments.

VII. SUPERVISION

- 7.1 Execution of the services to be developed as provided for in these TORs will be coordinated and supervised by the Technical Committee General-Coordinator.

TERMS OF REFERENCE
BR-T1014 - PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM

PROJECT COORDINATION
Position: Technical-Administrative Assistant

I. BACKGROUND

- 1.1 SIPAM – Amazon Protection System – is a modern public management model for Brazil's Amazon region. Based on an advanced technological infrastructure installed by the SIVAM Project – Amazon Surveillance System – and fed on a permanent and real time basis by electronic, satellite, and human sensors, SIPAM, in partnership with several Partner Organizations operating in the Legal Amazon region integrates, evaluates, and disseminates information of the most different origins which, after duly processed, are transformed into knowledge sufficiently capable of guiding the planning and coordination of and global government actions in the region.
- 1.2 This System however is still little efficient as regards using its considerable technological arsenal and informational resources. Thus, the Japan Trust Fund for Consultancy Services, which is managed by the Inter-American Development Bank, will finance a Technical Cooperation initiative between IDB and SIPAM aimed at the institutional strengthening and sustainability of CENSIPAM, with emphasis on its strategic role as a State tool to be used by the system on behalf of society. The specific objectives of the Technical Cooperation include:
- i) Analyzing and proposing adjustments to the current organizational framework, with a view to the technical autonomy of SIPAM in its operation, maintenance and follow-up of technical technological evolution;
 - ii) Analyzing and proposing adjustments to its operational and logistic capacity, taking into account the system's complexity, range, and territorial coverage; and
 - iii) Preparing a Business Plan.
- 1.3 The operations of the Amazon Protection System (SIPAM) are monitored, implemented, and carried out by the Management and Operational Center of the Amazon Protection System (CENSIPAM), which is linked to the Civil Cabinet of the Presidency of the Republic and will therefore be responsible for managing and executing this Technical Cooperation.
- 1.4 The components of the services proposed in this Cooperation, as well as their respective products, will be developed in their majority in a sequential manner and each phase will be started after approval by the respective executing and co-executing agencies. To this end, CENSIPAM will: (i) contract with a Japanese consultancy firm, which will be responsible for hiring all the consultants that will work on the following phases: diagnosis for the business plan and preparation of the business plan and the implementation program for administrative autonomy; and (ii) hire local consultants to be allocated during the situational diagnosis phase. To supervise the activities of the consultancy firm, CENSIPAM will appoint a Technical Committee made up of a general-coordinator, a theme consultant, and two technical-administrative assistants. All individual consultants will comply with the terms of reference and submit to the Technical Committee the following reports: i) periodic progress reports; ii) interview and consultation reports; e iii) partial reports with intermediate products.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 Contributing to the Project in the position of Technical-Administrative Assistant from the Technical Committee that will be located at CENSIPAM's headquarters in Brasilia – D.F.
- 2.2 To achieve the expected results, the two (2) assistant-consultants will work directly with the Project's General-Coordinator and the Theme Consultant in Institutional Strengthening and Business Plan.

III. ACTIVITIES TO BE DEVELOPED

- 3.1 The activities to be developed by the two technical-administrative assistants include:
 - a) Typing and editing Project documents;
 - b) Preparing electronic spreadsheets and forms;
 - c) Providing technical-administrative support to the General-Coordinator and the Theme Consultant in their activities;
 - d) Carrying out surveys on the Internet and other sources;
 - e) Assisting the Technical Committee and contracted consultants in arranging all the necessary logistics (travels, seminars, mail, etc.);

IV. PRODUCTS AND REPORTS

- 4.1 The assistant-consultants will be responsible for submitting the following reports:
 - i) A detailed work plan no later than two (2) weeks from signature of the contract;
 - ii) Brief monthly reports indicating the work developed and the products achieved;
 - iii) The results of bibliographic and Internet surveys.

V. WORK EXECUTION PERIOD

- 5.1 The time period to carry out assistant-consultancy works is twenty-one (21) consecutive months. The schedule for the Project main activities is contained in Annex V.

VI. CONSULTANCY SITE AND FEATURES

- 6.1 Site. The technical-administrative assistants will perform their work in the city of Brasilia – D.F. and, when necessary, will carry out work missions at CENSIPAM's regional centers.
- 6.2 Consultancy Qualifications. The consultant must: i) have technical-professional skills and at least 3 years of proven experience in projects involving multidisciplinary teams; ii) good command of written Portuguese; e iii) computer knowledge of text editing, spreadsheets, electronic mail, the Internet, and some geoprocessing tools. Experience in projects supported by multilateral or bilateral international cooperation will be an advantage.
- 6.3 Contracting, costs and payment terms. The Consultancy will be selected and contracted on a per-job basis through a process acceptable by the Bank. Consultancy services will be paid in 21 monthly installments.

VII. SUPERVISION

- 7.1 Execution of the services to be developed as provided for in these TORs will be coordinated and supervised by the Technical Committee General-Coordinator.

TERMS OF REFERENCE
BR-T1014 - PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM

INSTITUTIONAL ANALYSIS

I. BACKGROUND

- 1.1 SIPAM – Amazon Protection System – is a modern public management model for Brazil's Amazon region. Based on an advanced technological infrastructure installed by the SIVAM Project – Amazon Surveillance System – and fed on a permanent and real time basis by electronic, satellite, and human sensors, SIPAM, in partnership with several Partner Organizations operating in the Legal Amazon region integrates, evaluates, and disseminates information of the most different origins which, after duly processed, are transformed into knowledge sufficiently capable of guiding the planning and coordination of global government actions in the region.
- 1.2 This System however is still little efficient as regards using its considerable technological arsenal and informational resources. Thus, the Japan Trust Fund for Consultancy Services, which is managed by the Inter-American Development Bank, will finance a Technical Cooperation initiative between IDB and SIPAM aimed at the institutional strengthening and sustainability of CENSIPAM, with emphasis on its strategic role as a State tool to be used by the system on behalf of society. The specific objectives of the Technical Cooperation include:
- i) Analyzing and proposing adjustments to the current organizational framework, with a view to the technical autonomy of SIPAM in its operation, maintenance and follow-up of technological evolution;
 - ii) Analyzing and proposing adjustments to its operational and logistic capacity, taking into account the system's complexity, capillarity, and territorial coverage; and
 - iii) Preparing a Business Plan.
- 1.3 The operations of the Amazon Protection System (SIPAM) are monitored, implemented, and carried out by the Management and Operational Center of the Amazon Protection System (CENSIPAM), which is linked to the Civil Cabinet of the Presidency of the Republic and will therefore be responsible for managing and executing this Technical Cooperation.
- 1.4 The components of the services proposed in this Cooperation, as well as their respective products, will be developed in their majority in a sequential manner and each phase will be started after approval by the respective executing and co-executing agencies. To this end, CENSIPAM will: (i) contract a Japanese consultancy firm, which will be responsible for hiring all the consultants involved in the following phases: diagnosis for the business plan, and preparation of the business plan and the implementation program for administrative autonomy; and (ii) hire local consultants to be allocated during the situational diagnosis phase. To supervise the activities of the consultancy firm, CENSIPAM will appoint a Technical Committee made up of a general-coordinator, a theme consultant, and two technical-administrative assistants. All individual consultants will comply with the terms of reference and submit to the Technical Committee the following reports: i) periodic progress reports; ii) interview and consultation reports; e iii) partial reports with intermediate products.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 General. To perform a diagnosis and an institutional analysis of CENSIPAM aimed at providing input for further preparation of the strategic plan and the plan to strengthen personnel and infrastructure capacities for expanding SIPAM's technical autonomy in the provision of services and products.
- 2.2 Specific. a) To assess the suitability of the legal framework, the organizational framework and the teams vis-à-vis the challenges of institutional action, with less dependency on the fiscal budget; b) to assess specific aspects of the accounting system and financial management mechanisms adopted by the institution; and c) to perform an evaluation of the main technical-operational subsystems used by SIPAM.
- 2.3 Scope of Services. To perform the institutional diagnosis and analysis, consultants will be required to develop a series of activities and tasks, the schedule of which is contained in Annex V. The end product to be delivered by the consultancy will be contained in a document that meets all IDB requirements. Additionally, harmonization between the proposals and the strategic alignment methodology used by the Management Secretariat – SEGES – of the Planning Ministry will be of fundamental importance.

III. ACTIVITIES TO BE DEVELOPED

- 3.1 To obtain the products, consultants should develop activities and tasks (see budget and schedule in Annexes III and V, respectively) in close articulation with the Technical Committee, the different CENSIPAM centers and IDB – COF/CBR:

PRODUCT 1: Participatory consultation with CENSIPAM – Institutional Diagnosis

Activities/Tasks:

- a) Preparing the Work Plan (one of the consultants);
- b) Surveying secondary data on the legal framework and financial and technical operational aspects;
- c) Conducting quality interviews with the institution's directorate and operational managers;
- d) Seminar 1 – Institutional Strengthening Diagnosis:
 - (i) Planning Seminar 1 – a two-day seminar to be attended by 30 employees of CENSIPAM;
 - (ii) Holding Seminar 1 in Brasília, D.F., with the objective of getting input from CENSIPAM employees for the analysis and proposal of adjustments to the current organizational framework, with a view to ensuring SIPAM's technical autonomy in its operation, maintenance and follow up of technological evolution. On the occasion, analysis methodologies such as SWOT, among others, may be used to identify strengths, weaknesses, threats and opportunities;
 - (iii) Consolidating the results of Seminar 1 in an intermediate product report.

PRODUCT 2: Legal and organizational framework and financial management

Activities/Tasks:

- a) Identifying harmonization needs and updating the legal framework for initiatives aimed at ensuring SIPAM's greater autonomy, including evaluating rules, asset-related security procedures, and classified activities.
- b) Surveying and assessing the organizational situation, with a focus on:
 - (i) Human resources – people-management ability; leadership; recruiting needs, improvement and training;
 - (ii) Organizational framework – institutional interaction mechanisms;
 - (iii) Economic-financial mechanisms used.
- c) Identifying ways to support the development of public policies, with respect for individual competences and potentializing SIPAM's integration and knowledge generation role;

PRODUCT 3: Technical-operational aspects of SIPAM

Activities/Tasks:

- a) Surveying and assessing technical-operational aspects within the scope of the following SIPAM subsystems: collection, processing and aggregation, telecommunications, logistics and complementary subsystems – climatization, security, energy, and land control. To this end, the following main activities and tasks will be developed:
 - (i) Analyzing the technical platform and the existing physical infrastructure, so as to translate their potential into services and products;
 - (ii) Verifying with SIPAM the role of the service providers currently operating in the areas of system integration, remote sensing, geoprocessing, modeling and simulation, process control, and simultaneous engineering;
 - (iii) Identifying the products that are or will be generated by SIPAM that are being used by governmental and non-governmental, institutional, private and community partners;
 - (iv) Identifying applications that can be migrated to a free software platform and those that require the use commercial software so as to be compatible with different users, particularly those that make up the potential market for the anticipated information services;

PRODUCT 4: Summary situation analysis of CENSIPAM

Activities/Tasks:

- a) Evaluating and classifying the strategic use of SIPAM in themes relating to government plans and programs planning and monitoring;
- b) Identifying, evaluating, and classifying social and structuring programs created from the network and capillarity established with SIPAM;
- c) Indicating the comparative advantages of SIPAM in relation to traditional instruments in the areas of operation;
- d) Defining and selecting the main problems of SIPAM and identifying relevant variables and players.

IV. PRODUCTS AND REPORTS

4.1 Consultants will submit the following reports:

- i) A detailed work plan, no later than two weeks from signature of the contract;
- ii) Brief monthly progress reports;
- iii) Reports on quality interviews and possible missions;
- iv) Report on the four anticipated products;
- v) A brief Final Report at the end of month 5 of Project execution containing a summary of the institutional diagnosis and analysis. Preferably, this report should be coordinated by a consultant with enough experience to integrate the intermediate products of each individual consultant.

V. WORK EXECUTION PERIOD

- 5.1 The time period for completing the institutional diagnosis and analysis of CENSIPAM is five continuous months, pursuant to the schedule contained in Annex V. The total estimated amount of consultancies is 12/month.

VI. CONSULTANCY SITE AND FEATURES

- 6.1 Site. Consultants will perform most of their work in the city of Brasília – D.F. and, when necessary, will participate in work missions to Manaus – AM, Belém – PA, Porto Velho – RO, and other sites that are deemed necessary for executing the work.
- 6.2 Consultancy Qualification. Obtaining the anticipated products will require hiring national and international consultants with at least 8 years of experience in institutional development projects, a university degree, and fluency in Portuguese, who are available for work missions. One of the consultants will be responsible for harmonizing and consolidating the intermediate products in a summary report containing the diagnosis and analysis of CENSIPAM: a) legal aspects (1/m); b) accounting aspects and financial management (1/m); iii) technical-operational aspects (5/m), requiring experts in the following subsystems: (i) collection, (ii) processing and aggregation; (iii) telecommunications; (iv) logistics; and (v) complementary subsystems such as climatization, security, energy, and land control; and d) *ad hoc* consultants (5/m) in related themes to be defined during work execution. Having some consultants with experience in institutions involved in socio-environmental themes will be an advantage.
- 6.3 Consultants will work in close articulation with experts from different areas of CENSIPAM in the centers located Brasília – D.F., Manaus – AM, Belém – PA and Porto Velho – RO.
- 6.4 Contracting, costs and terms of payment. Consultants will be hired on a per-job basis through a process acceptable to the Bank. Individual consultancy services will be paid as follows: 30 per cent upon signature of the contract; 40 per cent upon delivery of the preliminary report; and 40 per cent upon approval of the final report.

VII. SUPERVISION

- 7.1 The services to be performed pursuant to these TORs will be coordinated and supervised by the CENSIPAM Technical Committee.

TERMS OF REFERENCE
BR-T1014 - PROGRAM TO SUPPORT THE AMAZON PROTECTION SYSTEM
CONTRACTING OF A JAPANESE CONSULTANCY FIRM

I. BACKGROUND

- 1.1 SIPAM – Amazon Protection System – is a modern public management model for Brazil's Amazon region. Based on an advanced technological infrastructure installed by the SIVAM Project – Amazon Surveillance System – and fed on a permanent and real time basis by electronic, satellite, and human sensors, SIPAM, in partnership with several Partner Organizations operating in the Legal Amazon region integrates, evaluates, and disseminates information of the most different origins which, after duly processed, are transformed into knowledge sufficiently capable of guiding the planning and coordination of global government actions in the region.
- 1.2 This System however is still little efficient as regards using its considerable technological arsenal and informational resources. Thus, the Japan Trust Fund for Consultancy Services, which is managed by the Inter-American Development Bank, will finance a Technical Cooperation initiative between IDB and SIPAM aimed at the institutional strengthening and sustainability of CENSIPAM, with emphasis on its strategic role as a State tool to be used by the system on behalf of society. The specific objectives of the Technical Cooperation include:
- i) Analyzing and proposing adjustments to the current organizational framework, with a view to the technical autonomy of SIPAM in its operation, maintenance and follow-up of technological evolution;
 - ii) Analyzing and proposing adjustments to its operational and logistic capacity, taking into account the system's complexity, capillarity, and territorial coverage; and
 - iii) Preparing a Business Plan.
- 1.3 The operations of the Amazon Protection System (SIPAM) are monitored, implemented, and carried out by the Management and Operational Center of the Amazon Protection System (CENSIPAM), which is linked to the Civil Cabinet of the Presidency of the Republic and will therefore be responsible for managing and executing this Technical Cooperation.
- 1.4 The components of the services proposed in this Cooperation, as well as their respective products, will be developed in their majority in a sequential manner and each phase will be started after approval by the respective executing and co-executing agencies. To this end, CENSIPAM will: (i) contract a Japanese consultancy firm, which will be responsible for hiring all the consultants involved in the following phases: diagnosis for the business plan and preparation of the business plan and the implementation program for administrative autonomy; and (ii) hire local consultants to be allocated during the situational diagnosis phase. To supervise the activities of the consultancy firm, CENSIPAM will appoint a Technical Committee made up of a general-coordinator, a theme consultant, and two technical-administrative assistants. All individual consultants will comply with the terms of reference and submit to the Technical Committee the following reports: i) periodic progress reports; ii) interview and consultation reports; e iii) partial reports with intermediate products.

II. OBJECTIVES AND COORDINATION OF THE CONSULTANCY

- 2.1 **General.** To perform the diagnosis for the Business Plan, in addition to other planning instruments, with a view to the institutional strengthening and the medium- and long-term sustainability of CENSIPAM. The documents produced, which will make up the main action planning elements and guide the participation of other institutional and social players, will be submitted to IDB for use in the financing structuring process.
- 2.2 **Specific.** a) to perform the diagnosis for the Business Plan; b) to review the Strategic Plan developed by CENSIPAM; c) to prepare the Business Plan, which will involve integrating institutional, legal, technical, financial, socioenvironmental, and economic studies and proposals, so as to provide the basis for execution feasibility; and d) to prioritize strategies and develop the Implementation Program, including autonomy, with international certification of products and services.
- 2.3 **Scope of the Services.** The Strategic Plan, the Business Plan and the Implementation Program should be contained in documents that meet all IDB requirements. Furthermore, it will be fundamental to harmonize the proposals with the Strategic Alignment coordinated by the Ministry of Planning, in addition to the environmental and development policy of the Federal and State governments for the region. The consultancy work should be carried out in close cooperation and articulation with CENSIPAM, the Technical Committee, and IDB (COF/CBR) main environmental expert.

III. ACTIVITIES TO BE DEVELOPED

- 3.1 To obtain the products, consultants should perform their activities and tasks (see budget and Schedule in Annexes III and IV, respectively) in close articulation with the Technical Committee and IDB – COF/CBR:

PRODUCT 5: Participatory consultation with Partner Organizations and CENSIPAM – Business Plan

Activities/Tasks:

- a) Preparing the Work Plan (Japanese consultancy firm);
- b) Surveying secondary data on the business plans developed;
- c) Conducting quality interviews with CENSIPAM's directors and operational managers;
- d) Seminar 2 – Diagnosis for the Business Plan:
 - (i) Planning Seminar 2 – a 3-day seminar for 45 participants – 30 from business organizations and 15 CENSIPAM employees;
 - (ii) Holding Seminar 2 in Manaus or Belém, with the objective of getting input from partner organizations and CENSIPAM employees for preparing a Business Plan containing the identification of current and future demands for services and products that can be met by SIPAM;
 - (iii) Consolidating the results of Seminar 2 in an intermediate product report.

PRODUCT 6: Diagnosis and Analysis for preparing the Business Plan

Activities/Tasks:

- a) **Surveying market data:**
 - (i) Identifying current and future demands for services and products that can be met by SIPAM;
 - (ii) Identifying relevant players for the plan - clients, partners, suppliers and competitors;
 - (iii) Identifying the potential demand for and supply of information from different lower-income groups, particularly indigenous peoples in the Amazon region and nonprofit organizations.
- b) **Gathering technical and environmental data:**
 - (i) Identifying inputs needed by SIPAM to be provided by governmental, institutional or private partners;
 - (ii) Characterizing, on a preliminary basis, services and products for the purpose of integration with the other Amazon countries;
 - (iii) Analyzing/identifying a Total Quality Program suitable for certifying the services and products provided by SIPAM.
- c) **Economic and financial framework:**
 - (i) Assessing the data available on budget, revenues, financial projections, sources and origins of ordinary funds and service provision;
 - (ii) Identifying external sources for mobilizing funds;
 - (iii) Analyzing existing public and private funds with a view to proposing the appropriate framework for making the Business Plan operational.

PRODUCT 7: CENSIPAM's reviewed Strategic Plan

Activities/Tasks:

- a) Evaluating the Strategic Alignment work developed by CENSIPAM employees, with the technical support of the Department of Management Programs of the Ministry of Planning's Management Secretariat;
- b) Consolidating the Strategic Plan, with a focus on:
 - (i) Premises – assessing the internal and external environment; performing a prospect analysis; projecting alternative scenarios;
 - (ii) Strategic formulation – Institutional Mission; Vision of the Future; definition of strategic components; strategic objectives and actions; expected evolutions – dynamic planning.

PRODUCT 8: Business Plan prepared

Activities/Tasks:

- a) Preparing the Business Plan, which will contain 4 substantive parts (see details on the suggested framework in Appendix 1):
 - (i) Part I – Socioenvironmental and economic aspects and entrepreneur profile (CENSIPAM);
 - (ii) Part II – Technical aspects;
 - (iii) Part III – Financial and Economic Analysis;
 - (iv) Part IV – Risk and Sustainability Analysis;

- b) Including relevant points for CENSIPAM's sustainability, namely:
- (i) Developing a Strategic Marketing and Communication Plan based on the identification and characterization of SIPAM's portfolio of clients, services and products;
 - (ii) Designing a framework at SIPAM to promote the agile sale of services and products with a focus on the current and future market;
 - (iii) Proposing a fund and economic-financial framework so as to ensure a permanent flow of funds and ensure System sustainability;
 - (iv) Proposing mechanisms to enable access to information by lower-income groups, particularly indigenous peoples in the region and nonprofit organizations;
 - (v) Developing models for national and international partnership agreements;
 - (vi) Revising and proposing methodologies, standards, norms, and agreement models with civil society /third sector organizations;
 - (vii) Developing systems for evaluating the quality of services and products, customer's satisfaction, investment analysis and results compatible with SIPAM;
 - (viii) Developing a system for monitoring and evaluating implementation of the Business Plan;
 - (ix) Making recommendations on the formulation of a total quality program policy, aimed at the international certification of SIPAM's products and services.
- c) Seminar 3 – 1st National Seminar on Amazon Protection:
- (i) Planning Seminar 3 – a 3-day seminar for 150-200 participants from partner organizations and civil society;
 - (ii) Holding Seminar 3 in Manaus or Belém, with the objective of presenting the Business Plan within the perspective of meeting current and future demands for SIPAM's services and products;
 - (iii) The event will also serve as a forum for discussing themes related to Amazon protection and to the tasks assigned to CENSIPAM which, on the occasion, will present the Implementation Program prepared with the support of the consultancy firm (Product 9).
- d) Consolidating the results of Seminar 3 in Annals and other means for further dissemination.

PRODUCT 9: Implementation Program for institutional autonomy

Activities/Tasks:

The following core actions and activities will be incorporated into the Implementation Program for the purpose of appropriately attaining the objectives of both the Strategic Plan and the Business Plan:

- a) Assessing possibilities for national and international technological partnership agreements in the current areas of domain expertise;
- b) Suggesting possible partnerships with a view to developing local entrepreneurship, taking into account regional specificities;
- c) Suggesting the creation of products applicable to the Amazon area with a view to the continental integration of the region;
- d) Proposing programs for systematically evaluating environmental changes in the Amazon region;
- e) Developing a broad range of certified services and products that have high added value, quality and reliability, for use by the public and private sectors;

- f) Making recommendations for strengthening emergency, preventive and corrective maintenance logistics, taking into account operational and technological aspects;
- g) Developing a permanent human resources training program;
- h) Preparing project profiles with a view to solving the main problems identified during the diagnosis phase;
- i) Defining strategies and procedures, where applicable, aimed at migrating to a free software platform and identifying complementary commercial software packages;
- j) Indicating the possible partnerships, products, services and projects identified;
- k) Making recommendations for management improvement programs based on the Federal Government's Public Service Quality Program;
- l) Defining a strategy for the international certification of services and products;
- m) Proposing a Monitoring and Evaluation System (M&E) for the Implementation Program;
- n) Contributing to the I National Seminar on Amazon Protection (Product 8).

IV. PRODUCTS AND REPORTS

- 4.1 The Japanese consultancy firm should submit the following reports to be prepared by the international consultants:
- i) A detailed work plan, no later than two (2) weeks from signature of the contract;
 - ii) A progress report at the end of month 2 from signature of the contract;
 - iii) A consolidated report on the Business Plan diagnosis at the end of month 10, accompanied by the individual technical reports prepared by the international consultants;
 - iv) The reviewed Strategic Plan at the end of month 12;
 - v) A draft of the Business Plan at the end of month 15, accompanied by the individual technical reports prepared by the international consultants;
 - vi) A draft of the Implementation Program at the end of month 16;
 - vii) The Business Plan at the end of month 19;
 - viii) The Implementation Program at the end of month 20;
 - ix) The Annals of the I National Seminar on Amazon Protection at the end of month 22;
 - x) A Brief Final Report containing a summary for Project dissemination at the end of month 22.

V. WORK EXECUTION PERIOD

- 5.1 The time period for completing the works involving diagnosis for the Business Plan, review of the Business Plan, and preparation of the Business Plan and the Implementation Program is twenty (20) consecutive months, pursuant to the schedule contained in Annex V. The total estimated number of consultancies is 27/month.

VI. CONSULTANCY SITE AND FEATURES

- 6.1 Site. Consultants will carry out their work in the city of Brasilia – D.F. and will participate, when necessary, in work missions to Manaus – AM, Belém – PA, Porto Velho – RO, countries bordering the Amazon Region, and other sites that are deemed necessary for executing the work.
- 6.2 Consultancy Qualifications. Implementation of the activities and tasks needed to obtain the intended products will require selecting, through a *short list* process, the Japanese firm with successful experiences in institutional strengthening in developing countries and regions, including, particularly, themes such as project and business management and bioregional planning. At least two of the international consultants to be hired should have, in addition to the technical knowledge required, knowledge of Portuguese and experience in the territory where the work will be performed, with a focus on two or more themes related to the Project such as preparing sustainable development plans, performing environmental assessments, remote sensing and geoprocessing, and managing humid tropical forests. Experience in operations financed both by IDB and multilateral and bilateral organizations will be an advantage.
- 6.3 Additionally, consultants should optimize and harmonize existing documents and information by reviewing studies and plans already developed or under way, that are complementary and related to some of the institutional strengthening objectives of CENSIPAM. To this end, it is fundamental that all hired consultants have ability and experience in team work.
- 6.4 The Project provides for the contracting of 27-month international consultants in a 27-month period, as follows: a) one consultant representing the Japanese firm (10 months), who should have (i) at least 15 years of experience in studies involving pre-investment and preparation of business plans; (ii) experience in projects in developing countries and regions; (iii) knowledge of Portuguese; (iv) ability to summarize and consolidate the results of the works of other international consultants; and e (v) work experience in and knowledge of the process of developing and approving similar projects in IDB and other multilateral and bilateral organizations; b) one specialist in the Amazon Region and in managing humid tropical forests (4 months), with at least 10 years of experience and knowledge of Portuguese. This specialist will be responsible for identifying the problems and demands of local institutions, stakeholders, and community organizations; c) one financial management specialist (4 months), with experience of at least 10 years, who will survey and analyze the economic-financial framework, the budget, revenues, financial projections, sources of ordinary funds, and service provision; d) a geographer or equivalent professional with at least eight years of experience and specialized in complex geoprocessing systems and distribution networks (4 months), who will be responsible for issues relating to system integration, simulation modeling, process control, and other related themes; and e) a specialist in strategic planning and international certification (4 months), with at least ten years of experience, who will be responsible for reviewing CENSIPAM's Strategic Plan and preparing the Implementation Program, including issues relating to total quality and certification of SIPAM's services and products.
- 6.5 Consultants should work in close articulation with specialized professionals from different areas of CENSIPAM in the centers located in Brasilia – D.F., Manaus – AM, Belém – PA and Porto Velho – RO.

6.6 Contracting, costs, and terms of payment. The Japanese consultancy firm will be contracted through a process acceptable to IDB, in the *short list* modality. The services provided by the consultancy firm will be paid for according to the following disbursement schedule:

- 30% upon signature of the contract;
- 20% upon delivery of the first progress report;
- 30% upon delivery of the Business Plan draft;
- 20% upon acceptance by the Bank of the Final Report containing the Business Plan and the Implementation Program.

VII. SUPERVISION

7.1 Direct supervision of the work will be performed by CENSIPAM through the Technical Committee, in close articulation with the IDB (COF/CBR) environment specialist.