

CHACÔVIVO



# ESG POLICY AND AMP

20

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# MISSION

Chaco Vivo is leading transformative efforts in large-scale conservation (1), ecosystem restoration (2), and sustainable development (3) within the Chaco region. The project is dedicated to pioneering innovative practices (4), fostering robust stakeholder collaboration (5), and upholding the highest social and environmental responsibility standards (6). Chaco Vivo aims to create sustainable ecosystems and resilient communities by leveraging advanced technologies and encouraging community engagement (7). The project is committed to significantly contributing to the global SDGs (8), addressing the critical challenges of climate change, biodiversity loss, and socio-economic development through holistic and inclusive strategies (9).

1. Lead transformative efforts in large-scale conservation
  - SDG 15: Life on Land
2. ecosystem restoration
  - SDG 13: Climate Action
3. and sustainable development within the Chaco region.
  - SDG 1-17
4. Pioneering innovative practices
  - SDG 9: Industry, Innovation, and Infrastructure
5. Fostering strong stakeholder collaboration
  - SDG 17: Partnerships for the Goals
6. Upholding the highest social and environmental responsibility standards
  - SDG 16: Peace, Justice, and Strong Institutions
7. Create sustainable ecosystems and resilient communities by leveraging advanced technologies and encouraging community engagement
  - SDG 11: Sustainable Cities and Communities
  - SDG 12: Responsible Consumption and Production
8. Committed to significantly contributing to the global SDGs
  - SDG 1-17
9. Addressing the critical challenges of climate change, biodiversity loss, and socio-economic development through holistic and inclusive strategies
  - SDG 5: Gender Equality
  - SDG 10: Reduced Inequalities
  - SDG 13: Climate Action
  - SDG 15: Life on Land

## SUSTAINABLE DEVELOPMENT GOALS







# EXECUTIVE SUMMARY

## SECTION 01

EJECUTIVOS  
CHACOVIVO

Project Chaco Vivo is not just a local initiative but a global beacon of sustainable land management, biodiversity conservation, and community prosperity. This Environmental, Social, and Governance (ESG) and Adaptive Management (AMP) plan (the “Plan”) for the project, which draws from global best practices and aligns with international standards, is a testament to the project and the collaborative partner’s collective commitment to tackling the complex issues of climate change, habitat loss, and social development. Grounded in these core values of integrity, transparency, and sustainability, the Plan seeks to foster enduring ecological health and social well-being, ensuring a resilient future for the environment, regional biodiversity, local communities, and global climate change.

## Statement of Terminology

Throughout this document, the term “Chaco Vivo” or “the Project” is used to refer to the Project Proponent and all associated development partners involved in Chaco Vivo. For the purposes of this Plan, these terms are synonymous and collectively represent the unified efforts of all entities contributing to the project’s objectives and operations. All integral partners have reviewed and signed the plan, ensuring compliance and acceptance of this Plan as the operational framework guiding all parties involved. This collective alignment underpins the strategic implementation and adherence to the commitments and provisions set forth within this document.



# 1.1 THE CODE OF ETHICS

The Chaco Vivo Code of Ethics outlines the ethical standards and behaviors expected of all members of the organization, which set the foundation for all of Chaco Vivo’s plans and policies. This Code serves as a practical guide for ethical decision-making and ensures that the business practices reflect the project’s commitment to sustainability, human rights, and environmental stewardship. The following are key commitments of the Code of Ethics:

## Principles and Values

Chaco Vivo recognizes that maintaining the highest integrity, transparency, and sustainability standards is only possible with the support and collaboration of stakeholders. The project’s principles and values form the foundation of the organizational culture and guide all interactions with stakeholders, employees, and the communities the project serves. These core values are articulated in Chaco Vivo’s Code of Ethics and align closely with international standards such as the United Nations Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI), and the Equator Principles.

## Integrity and Transparency

Integrity and transparency are the cornerstones of the project’s governance framework. Chaco Vivo conducts all operations honestly and openly, ensuring that decisions and actions are transparent and accountable. Chaco Vivo is dedicated to fostering a culture of ethical behavior and compliance, where integrity guides every aspect of Chaco Vivo’s work.

## Respect for Human Rights

Respecting and promoting human rights are central to operations. Chaco Vivo aligns with the UN Guiding Principles on Business and Human Rights, ensuring that activities do not infringe on human rights and that the project actively contributes to their promotion and protection. This includes fair labor practices, non-discrimination, and supporting the rights of indigenous communities.

## Environmental Stewardship

Environmental stewardship is at the heart of Chaco Vivo's mission. The project strives to minimize environmental impact through sustainable practices and continuous improvement in environmental performance. Chaco Vivo's commitment includes preserving biodiversity, managing natural resources responsibly, and mitigating climate change effects through innovative solutions.

## Stakeholder Engagement

Chaco Vivo maintains an open and constructive dialogue with all stakeholders, ensuring their concerns and expectations are addressed. Chaco Vivo actively involves stakeholders in decision-making processes, promoting transparency and building trust. The project's engagement strategy includes regular consultations, feedback mechanisms, and collaborative partnerships.

## Compliance

Chaco Vivo adheres to all applicable laws, regulations, and international standards, promoting a culture of compliance and ethical behavior with zero tolerance policy for contraventions. Regular audits, training programs, and a comprehensive compliance framework ensure that the project meets and exceeds all regulatory requirements, maintaining the highest standards of corporate governance.

## Promotion and Training

The Integrated Compliance function is responsible for promoting the Code of Ethics and conducting training activities. This includes organizing training sessions, workshops, and awareness campaigns to ensure that all employees are well-versed in the Code's principles and their application. Interactive and engaging training programs foster a deep understanding of ethical behavior and its importance in daily operations.

## Implementation and Enforcement

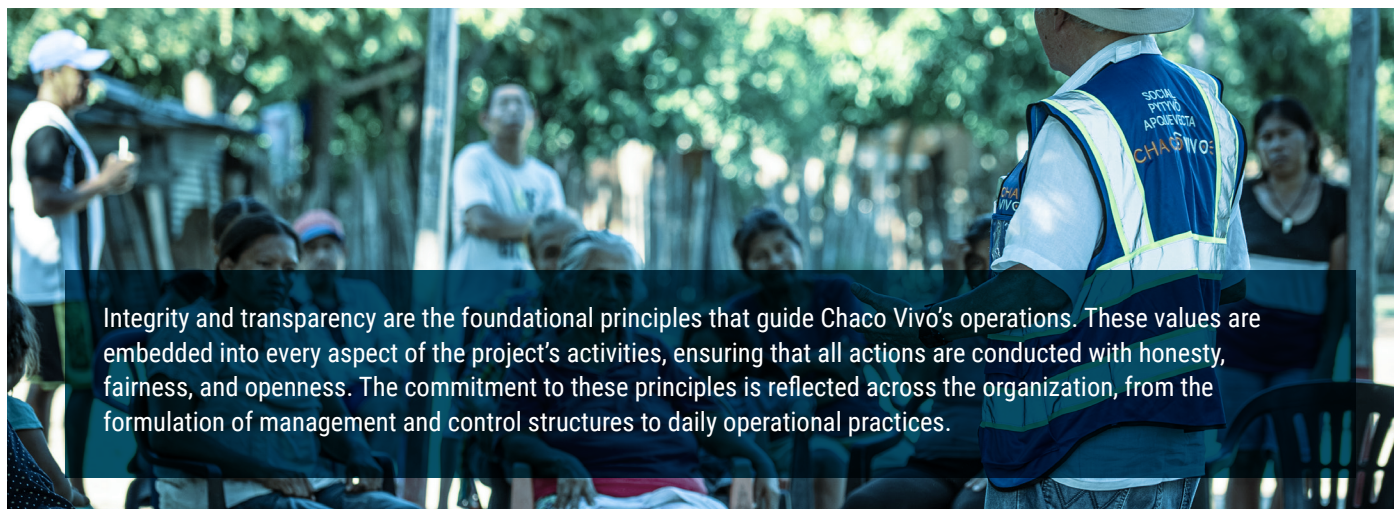
The implementation and enforcement of the Code of Ethics is overseen by the Board of Directors, with the Chief Executive Officer (CEO) playing a key role in ensuring compliance. The Board approves any amendments to the Code, ensuring that it remains relevant and effective in guiding ethical behavior. A rigorous whistleblowing procedure is in place to handle reports of potential violations, providing a safe and confidential channel for employees to raise concerns.

## Alignment with International Standards

The Chaco Vivo Code of Ethics aligns with several international standards and frameworks, including the United Nations Sustainable Development Goals (SDGs), the Global Reporting Initiative (GRI), and the Equator Principles. This alignment ensures that the project's ethical standards are consistent with global best practices and contribute to sustainable development.



# 1.2 GUIDING PRINCIPLES AND VALUES



## Integrated Values in Operations

Chaco Vivo's principles and values are not confined to a single document or policy; they are integrated into the very fabric of the organization. Every decision and action taken by Chaco Vivo reflects a dedication to:



### Ethical Leadership

Leadership at Chaco Vivo exemplifies ethical behavior, setting the standard for all employees and partners. Leaders are committed to making decisions that reflect the highest ethical standards, promoting a culture of integrity throughout the organization.



### Transparency

Transparent communication and reporting practices ensure that stakeholders are well-informed about the project's activities and performance. Regular updates, open dialogues, and clear documentation help build trust and credibility with all stakeholders.



### Sustainability

Chaco Vivo's operations are aligned with the United Nations Sustainable Development Goals (SDGs), ensuring that the project contributes to global sustainability efforts. This includes sustainable land management, conservation initiatives, and community development programs that promote long-term environmental and social well-being.



### Stakeholder Engagement

Actively involving stakeholders in decision-making processes ensures that the interests and concerns of local communities, partners, and employees are considered. This collaborative approach helps Chaco Vivo achieve its mission while fostering a sense of ownership and participation among stakeholders.



### Continuous Improvement

Regular reviews and updates of policies and practices ensure that Chaco Vivo remains at the forefront of ethical and sustainable development. The organization continually seeks to improve its operations by integrating new insights, technologies, and best practices.

## Practical Application

The principles and values of Chaco Vivo are put into practice through comprehensive policies and procedures that guide every aspect of the project. This includes:

### Ethical Conduct

Clear guidelines for ethical behavior are provided to all employees and partners, ensuring that everyone understands their responsibilities and the standards they are expected to uphold.

### Capacity Building

Training and development programs equip employees with the skills and knowledge needed to implement Chaco Vivo’s values in their daily work. This includes training on ethical conduct, sustainability practices, and stakeholder engagement.

### Risk Management

Comprehensive risk management practices help identify and mitigate potential risks, ensuring that the project can adapt to changing conditions and continue to operate sustainably.

By embedding its guiding principles and values into all aspects of its operations, Chaco Vivo ensures that every action taken is aligned with its mission of promoting sustainable development and enhancing community well-being. This holistic approach to ethical and sustainable practices sets Chaco Vivo apart as a leader in conservation and sustainable land management.

# 1.3 PRINCIPLES OF CORPORATE GOVERNANCE

Chaco Vivo adheres to rigorous corporate governance principles, ensuring accountability, transparency, and ethical conduct across all levels of the organization. The governance framework is designed to meet international best practices and regulatory requirements, fostering a culture of integrity and responsible management. The framework includes detailed policies and procedures to guide decision-making, risk management, and stakeholder engagement.



# 1.4 SUSTAINABILITY AND STAKEHOLDERS DIALOGUE



## Stakeholder Engagement Strategy



### Regular Consultations

Conducting regular consultations with stakeholders to gather input and feedback.



### Collaborative Partnerships

Building partnerships with local communities, NGOs, government agencies, and private sector entities.



### Feedback Mechanisms

Implementing mechanisms for stakeholders to provide feedback and voice concerns.



### Transparent Reporting

Ensuring transparency in reporting and communication of project activities and outcomes.



# 1.5 CORPORATE GOVERNANCE INITIATIVES



Chaco Vivo continuously strives to enhance its corporate governance practices. The project's initiatives include the implementation of advanced governance frameworks, regular reviews of governance policies, and the adoption of international best practices. These efforts ensure that all governance structures remain strong and effective, supporting the achievement of the strategic objectives.



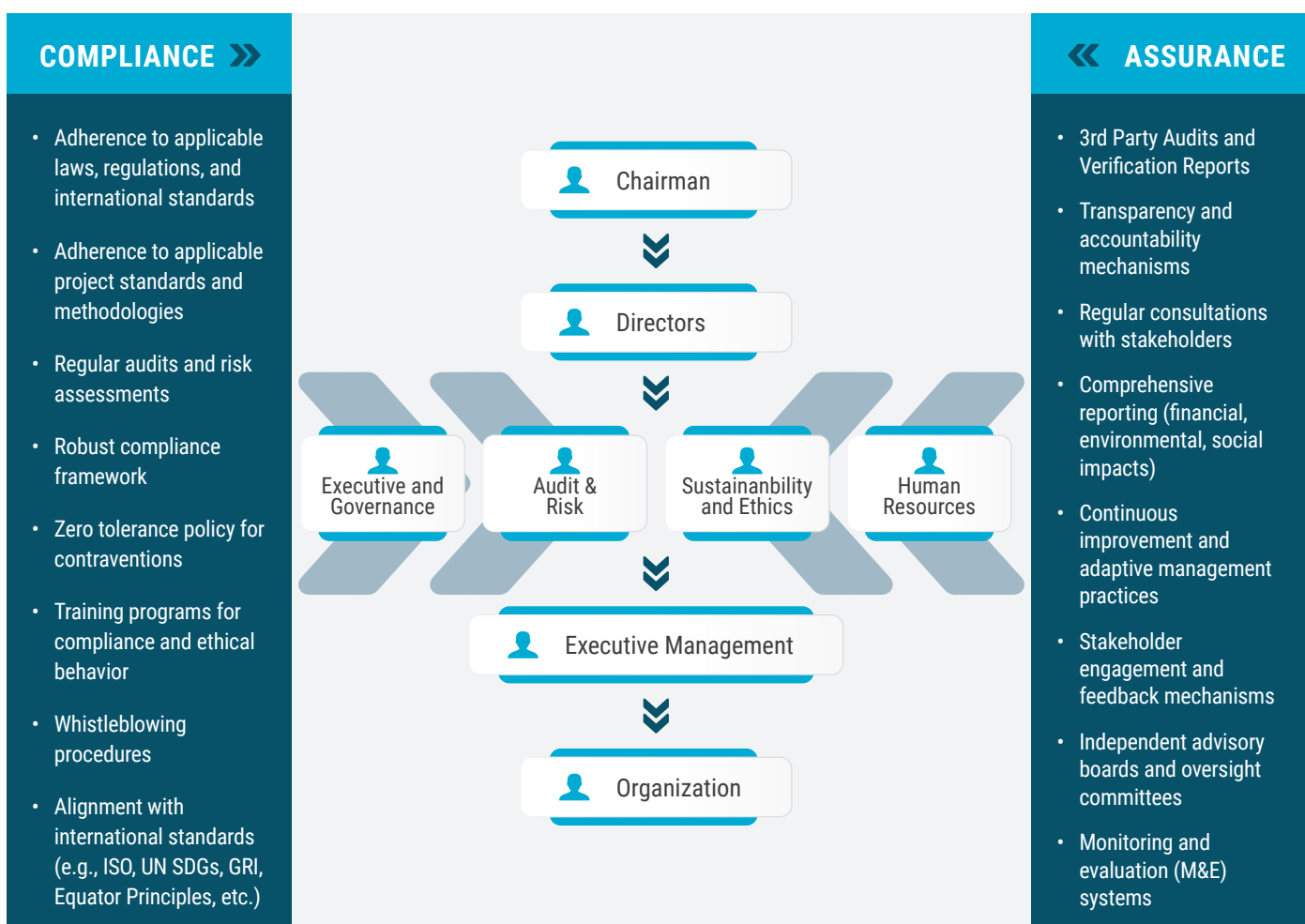
## Key Initiatives

- **Governance Framework Implementation:** Developing and implementing a comprehensive governance framework.
- **Policy Review and Update:** Regularly reviewing and updating governance policies to reflect best practices.
- **International Best Practices:** Adopting international standards and best practices to enhance governance.

# 1.6 CORPORATE GOVERNANCE MODEL

## 1.6.1 The Corporate Governance Model of Chaco Vivo

Chaco Vivo's Corporate Governance Model is built on a foundation of transparency, accountability, and ethical conduct. This model integrates various governance structures and practices to ensure effective oversight and management of the organization.





## 1.6.2 Main Management Committees

### Board of Directors

The Board of Directors is responsible for the overall strategic direction and governance of the project. It ensures that all activities are aligned with Chaco Vivo's mission and values, and it oversees the implementation of the corporate governance policies.

### Executive and Governance Committee

The Executive and Governance Committee is responsible for the strategic direction and management of Chaco Vivo. It comprises senior executives from various functions, ensuring a holistic approach to decision-making and project management. The committee meets regularly to review progress, address challenges, and make critical decisions to steer the project towards its objectives.

### Audit and Risk Management Committee

The Audit and Risk Management Committee ensures the financial integrity and effective risk management of Chaco Vivo. This committee conducts regular audits and risk assessments to ensure compliance with regulatory requirements and international standards.

### Sustainability and Ethics Committee

The Sustainability and Ethics Committee oversees the environmental, social, and governance (ESG) aspects of Chaco Vivo. It ensures that operations align with the project's sustainability goals and ethical standards, monitoring and reporting on ESG performance.

### Human Resources Committee

The Human Resources Committee is responsible for ensuring fair and equitable treatment of employees, promoting diversity and inclusion, and fostering a positive workplace culture. It oversees training and development programs to ensure employees have the skills and knowledge needed to contribute to the project's success.

### Summary

The principles and values, governance structures, and ethical standards outlined above form the bedrock of Chaco Vivo's approach to sustainable development. These foundational elements guide every action and decision, ensuring alignment with the project's mission and commitment to integrity, transparency, and sustainability. While reviewing the following Environmental, Social, and Governance (ESG) and Adaptive Management Plan (AMP), it is essential to recognize how these core tenets shape the project's strategies and actions. The following sections will provide an overview of the initiatives designed to achieve sustainable development, enhance climate resilience, and promote community well-being in the Paraguayan Chaco region.








# PROJECT INTRO

## SECTION 02



## 2.1 PROJECT CHACO VIVO OVERVIEW

Project Chaco Vivo is an ambitious and comprehensive REDD+ (Reducing Emissions from Deforestation and Forest Degradation) initiative aimed at sustainable land management and conservation in the Paraguayan Chaco region. It seeks to address critical challenges such as climate change, biodiversity loss, and unsustainable land-use practices. The project's primary goals include large-scale conservation, ecosystem restoration, biodiversity conservation, carbon sequestration, and the promotion of sustainable livelihoods for local communities.

This project is developed under the Voluntary Carbon Standard (VCS) and the Climate Community and Biodiversity Standard (CCB) under VERRA, registered with VERRA under number 3671. More details can be found at the following: <https://registry.verra.org/app/projectDetail/CCB/3671>.

The initiative is led by Atenil S.A., the landowner and Project Proponent of Chaco Vivo, in collaboration with leading environmental land management and social governance proponents. Project Chaco Vivo aims to address the critical challenges of climate change, biodiversity loss, sustainable social development, and unsustainable land-use practices. The primary goals of the project include:

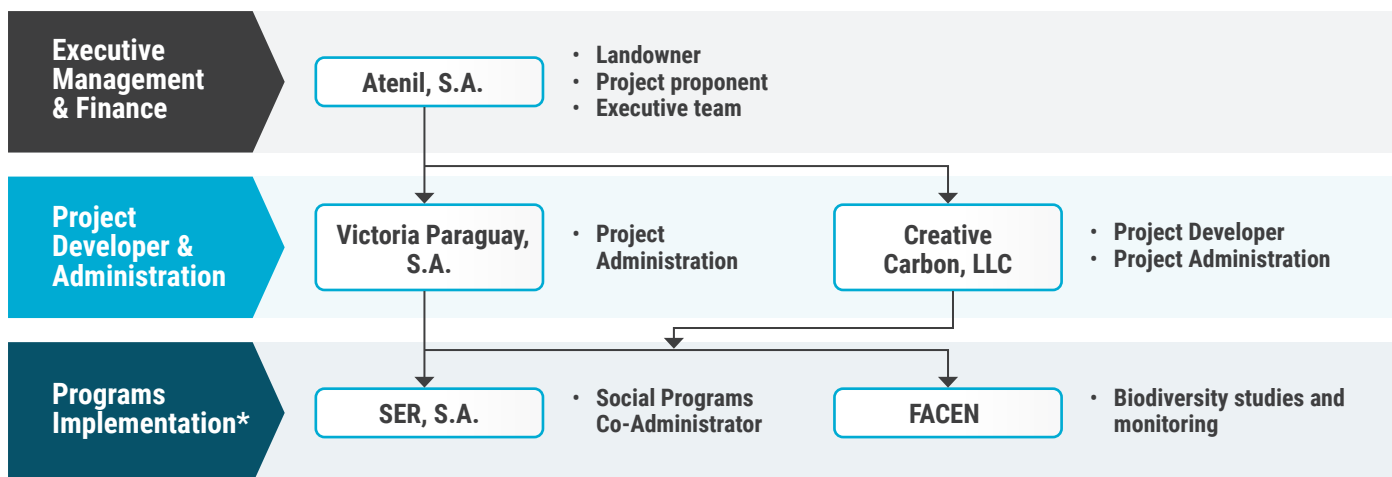
- Large-scale conservation of the Paraguayan Chaco ecosystems.
- Ecosystem restoration and reforestation with native species.
- Biodiversity conservation and creation of a genetic catalog and repository for flora.
- Carbon sequestration to mitigate climate change.
- Promotion of sustainable livelihoods and social well-being for local communities.

## 2.2 PROJECT MANAGEMENT

Project Chaco Vivo is managed by a consortium of environmental organizations and stakeholders dedicated to fostering long-term ecological and social resilience. The Project Proponent, Atenil S.A., leverages its expertise in sustainable land management, conservation, and community engagement to underpin the project's strategic vision and operational framework. The constantly updated list of Project Stakeholders can be found at: <http://www.chacovivo.com/stakeholders> or in the project's Project Description documentation (PDD) published on the VERRA website (previous link).

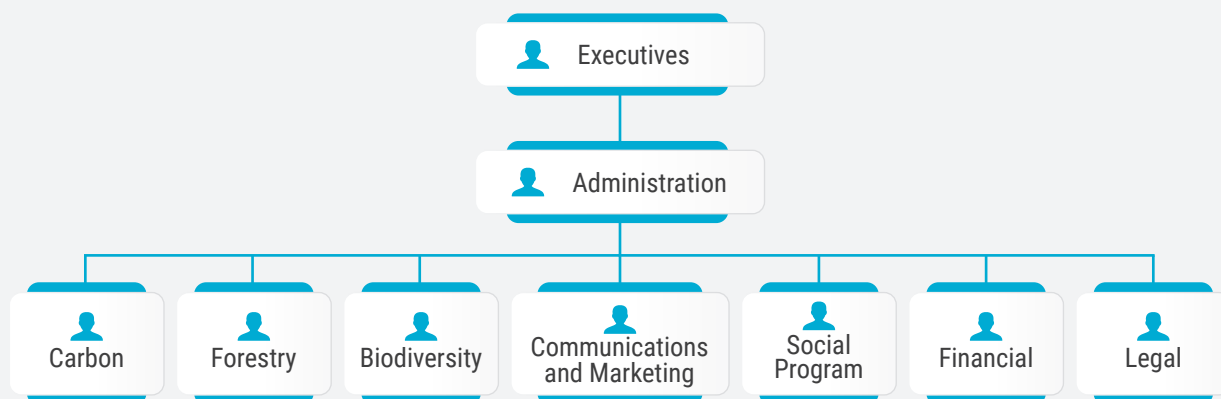
### Main Project Participants and Names:

- **Chaco Vivo:** The REDD+ project.
- **Atenil S.A.:** A Paraguayan registered business entity, the Project Proponent registered with VERRA, and landowner of the conservation lands in Chaco Vivo.
- **Creative Carbon LLC:** A U.S. registered business entity, the Project Developer, and Project Administrator for Chaco Vivo on record with VERRA.
- **Victoria Paraguay S.A. (VIPASA):** A Paraguayan registered business entity, the co-Project Administrator of Chaco Vivo.



\*Programs Implementations is a contracted services and it could change during Project Implementations.

## Macro Operational Structure of Chaco Vivo



## 2.3 SWOT ANALYSIS FOR CHACO VIVO



By conducting this comprehensive SWOT analysis, Chaco Vivo can leverage its strengths, address weaknesses, capitalize on opportunities, and mitigate threats to enhance its adaptive management and dynamic decision-making capabilities related to climate change. This strategic approach ensures that the project remains resilient, sustainable, and aligned with its mission and global sustainability goals.



# Strengths

## 1. Adherence to Comprehensive Environmental Standards

Chaco Vivo aligns with internationally recognized standards such as ISO 14001, VCS, CCB, SASB, and GRI. This comprehensive framework ensures systematic environmental management, high sustainability standards, and transparent reporting practices, enhancing credibility and commitment to global best practices in environmental stewardship.

## 2. Advanced Technological Integration

Utilizing cutting-edge technologies like remote sensing, GIS, IoT devices, blockchain, and AI, Chaco Vivo excels in real-time environmental monitoring and adaptive management. These technologies facilitate precise data collection, improve decision-making processes, and support proactive management strategies, ensuring the project's responsiveness to environmental changes. This technological edge is crucial for innovative solutions and sustainability.

## 3. Strong Community Engagement

Chaco Vivo actively involves local communities in planning, implementation, and decision-making processes. This participatory approach fosters trust, ensures that local needs are met, and leverages indigenous knowledge, enhancing the project's social acceptance and effectiveness. Engaging communities in a meaningful way builds a strong foundation for sustainable development and local empowerment.

## 4. Robust Stakeholder Collaboration

The project has established strong partnerships with governments, NGOs, academic institutions, and private sector entities. These collaborations enhance resource mobilization, facilitate knowledge exchange, and support the integration of diverse expertise. This network of stakeholders significantly contributes to the project's sustainability and resilience, driving shared goals and cooperative success.

## 5. Commitment to UN SDGs

Direct alignment with all 17 UN SDGs ensures that Chaco Vivo's efforts contribute to global sustainability goals, addressing comprehensive social and environmental challenges. This alignment underscores the project's holistic approach to sustainable development, integrating environmental, social, and economic dimensions to create lasting impacts.

# Threats

## 1. Climate Change Uncertainties

Unpredictable climate change impacts pose significant challenges to project operations and community resilience efforts. These uncertainties necessitate robust risk management strategies and adaptive planning to mitigate potential disruptions. The evolving nature of climate threats requires ongoing vigilance and flexibility.

## 2. Political and Economic Instability

Political and economic instability in the region could disrupt project activities, stakeholder engagements, and overall project success. Stability is crucial for maintaining project continuity and achieving long-term goals. Political shifts and economic fluctuations can impact resource availability and stakeholder cooperation.

## 3. Technological Disruptions

Rapid technological advancements could render current systems obsolete, requiring continuous adaptation and potentially leading to significant transition costs. Staying ahead of technological changes is essential to maintain the project's effectiveness. Technological obsolescence can impede progress and necessitate costly upgrades.

## 4. Regulatory Changes

Changes in environmental regulations and policies at the national or international level could impose additional compliance burdens and affect project operations. Staying informed and adaptable to regulatory changes is essential for maintaining compliance and operational continuity. Regulatory shifts can introduce new challenges and require strategic adjustments.



# Weaknesses

## 1. Dependence on External Funding

Chaco Vivo's reliance on diverse funding sources such as grants, and carbon credits introduces financial vulnerability. Ensuring consistent funding is crucial for the project's sustainability and continued progress. Diversifying funding streams and securing long-term financial commitments are essential to mitigate this risk.

## 2. Complex Regulatory Compliance

Navigating and maintaining compliance with multiple international and local standards can be resource-intensive. This complexity requires robust internal controls and continuous monitoring to ensure adherence to regulatory requirements. The administrative burden and potential for non-compliance pose ongoing challenges.

## 3. Technological Dependence

Heavy reliance on advanced technologies necessitates ongoing investment in upgrades and maintenance. Keeping pace with rapid technological advancements can strain resources and require continuous adaptation to maintain operational efficiency. The need for skilled personnel and technical infrastructure adds to the complexity.

## 4. Community Engagement Challenges

Engaging with local communities and stakeholders can be challenging due to varying levels of interest, cultural differences, and potential resistance to change. Effective communication and collaboration are essential but can be resource-intensive. Ensuring that community needs and perspectives are adequately represented requires ongoing effort and commitment, posing a continual challenge.

## 5. Environmental Uncertainty

The project's success is heavily dependent on environmental conditions which are inherently unpredictable. Factors such as climate change, natural disasters, and biodiversity fluctuations can significantly impact project outcomes. Developing adaptive strategies to cope with environmental variability and potential ecological disruptions is critical but complex and uncertain.

# Opportunities

## 1. Expansion of Sustainable Practices

There is significant potential to integrate more sustainable practices such as regenerative agriculture, water treatment, and waste management. These practices can enhance the environmental impact and socio-economic benefits of the project. Expanding sustainable initiatives aligns with global trends towards greener practices and can attract new partnerships and funding.

## 2. Enhanced Climate Adaptation Strategies

Implementing advanced climate models and AI can improve predictive capabilities and proactive management of climate-related impacts. These strategies support the project's resilience against climate change and enhance its adaptive capacity. Leveraging technological advancements can position Chaco Vivo as a leader in climate adaptation.

## 3. Increased Global Partnerships

Forming new global partnerships and collaborations can enhance resource mobilization, facilitate the exchange of best practices, and bring in additional expertise. Expanding the network of partners can strengthen the project's impact and reach. Collaboration with international organizations can provide strategic advantages and broaden influence.

## 4. Innovative Financing Mechanisms

Exploring innovative financing mechanisms such as green bonds and climate adaptation funds can provide financial stability and support long-term sustainability initiatives. Diversifying funding sources can mitigate financial risks and ensure continuous project advancement. Innovative financial solutions can attract investors committed to sustainable development.



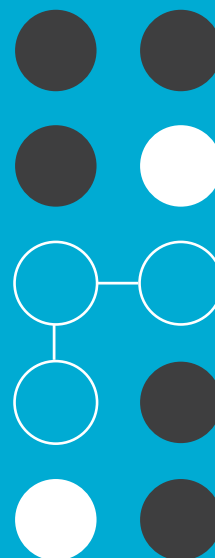
## 2.4 DOCUMENT OVERVIEW

This document presents a comprehensive Environmental, Social, and Governance (ESG) Policy and an Adaptive Management Plan (AMP) for Project Chaco Vivo. These integrated frameworks are designed to ensure the project's alignment with global best practices and standards, fostering transparency, accountability, and continuous improvement.

The ESG Policy outlines Chaco Vivo's commitment to sustainability, ethical governance, and social responsibility. It integrates globally recognized standards such as the Global Reporting Initiative (GRI) Standards, the Climate Community & Biodiversity (CCB) Standards, and the Verified Carbon Standard (VCS), ensuring the project meets high transparency and accountability standards.

The AMP provides a structured and flexible approach to managing dynamic environmental, social, and economic factors, enhancing the project's adaptability to climate change, promoting sustainable land use, conserving biodiversity, and supporting the well-being of local communities.

The ESG Policy and AMP should be reviewed in conjunction with other governance documents provided by the Project Proponent, as well as the comprehensive Chaco Vivo Project Description and ongoing project monitoring reports. These documents are meticulously aligned with all required Voluntary Carbon Standard (VCS) and Climate, Community, and Biodiversity Standards (CCBS) methodologies. By examining these materials together, stakeholders can gain a holistic understanding of the project's governance framework, operational strategies, and performance metrics, ensuring thorough transparency, accountability, and adherence to international standards.





# ESG POLICY

## SECTION 03







## Introduction

Chaco Vivo is committed to leading the way in sustainable land management and conservation in the Chaco region of Paraguay. This Environmental, Social, and Governance (ESG) Policy outlines the overall commitment to sustainability, ethical governance, and social responsibility. The policy aligns with globally recognized standards, including the Global Reporting Initiative (GRI) Standards, European Sustainability Reporting Standards (ESRS), Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB), ISO Standards, Climate Community and Biodiversity (CCB) Standard, International Sustainability Standards Board (ISSB), Equator Principles (EP), and the United Nations Sustainable Development Goals (SDGs).

# 3.1 ENVIRONMENTAL AND SUSTAINABILITY COMMITMENT



Chaco Vivo's environmental strategy focuses on conservation, sustainable resource management, and climate resilience. Key initiatives include:

**Improving sustainable land management (SLM) and conserving landscape-scale areas of intact Paraguayan Chaco ecosystems:** Implementing practices to maintain and enhance the health of ecosystems, ensuring long-term conservation.

**Conducting ecosystem restoration and reforestation with native species:** Prioritizing the use of native plant species to restore degraded lands and enhance biodiversity.

**Monitoring biodiversity, restoring habitats, and creating a genetic catalog and repository for flora:** Establishing a comprehensive monitoring program to track changes in biodiversity and ecosystem health, while maintaining a genetic repository for research and conservation.

**Protecting and restoring ecosystems to enhance social well-being at scale:** Implementing integrated strategies that link ecosystem health with community well-being.

**Mitigating and adapting to climate change through targeted strategies:** Developing and implementing climate adaptation and mitigation strategies to build resilience against climate impacts.

# 3.1.1 Best Practices and Standards for Environmental and Sustainability Commitment

Chaco Vivo is dedicated to upholding the highest environmental standards to ensure sustainable development and biodiversity conservation. The following best practices and standards are integrated into the project’s operations to achieve this commitment:

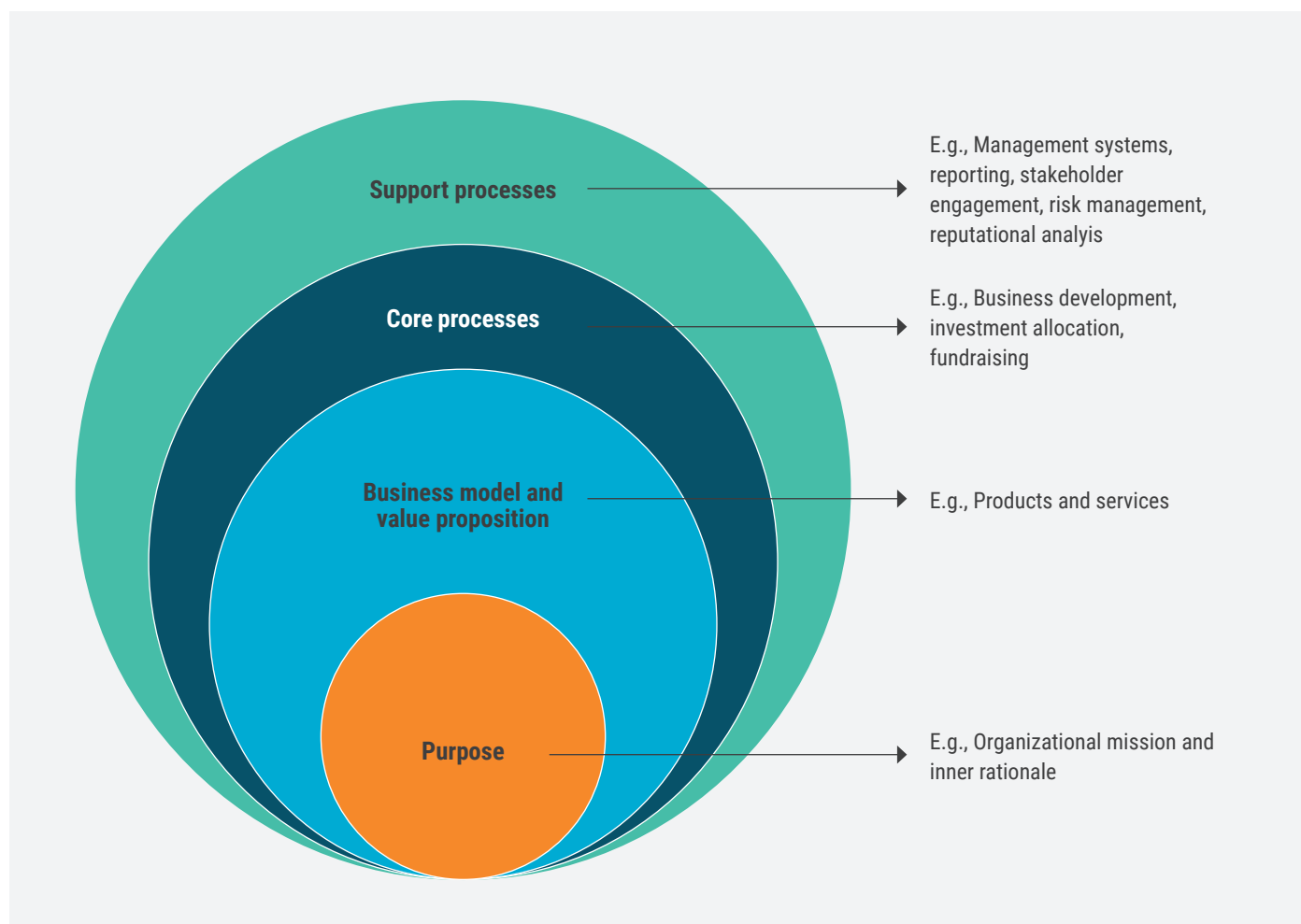
1	<b>ISO 14001: Environmental Management Systems</b>		<b>Global Reporting Initiative (GRI) 101: Biodiversity 2024</b>	5
<b>Description:</b> Chaco Vivo adheres to ISO 14001 standards, which provide a framework for environmental management best practices. This ensures systematic processes to improve environmental performance, reduce waste, and manage resources efficiently.				
2	<b>Climate, Community, and Biodiversity (CCB) Standard</b>		<b>UNDP Social and Environmental Standards (SES)</b>	6
<b>Description:</b> Regular monitoring and evaluation are conducted to align with the CCB Standard. This standard ensures that the project delivers significant climate, community, and biodiversity benefits by addressing social and environmental impacts comprehensively.				
3	<b>Sustainability Accounting Standards Board (SASB) Standards</b>		<b>Taskforce on Nature-related Financial Disclosures (TNFD)</b>	7
<b>Description:</b> Implementing SASB standards helps in reporting sustainability performance with a focus on financial material information relevant to environmental issues. This ensures transparency and accountability in Chaco Vivo’s environmental impact reporting.				
4	<b>Verified Carbon Standard (VCS)</b>		<b>United Nations Convention on Biological Diversity (CBD)</b>	8
<b>Description:</b> Chaco Vivo follows the VCS to quantify and certify the carbon credits generated by the project. This standard ensures that carbon reduction efforts are measurable, verifiable, and contribute to global climate goals.				
		<b>Description:</b> The CBD’s post-2020 Global Biodiversity Framework guides Chaco Vivo’s biodiversity conservation efforts. This framework emphasizes reversing biodiversity loss and ensuring sustainable use of natural resources.		

By integrating these best practices and standards, Chaco Vivo ensures that its environmental management and biodiversity conservation efforts are rigorous, transparent, and aligned with global best practices. This comprehensive approach supports the project’s commitment to sustainable development and the preservation of biodiversity in the Paraguayan Chaco region.



## Environmental Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Forest Cover</b>	Percentage of forest area preserved or restored.	500,000 hectares	550,000 hectares by 2030	Annual	Environmental Manager
<b>Carbon Sequestration</b>	Amount of CO2 captured through reforestation and conservation activities (tons/year).	1 million tons/year	1.5 million tons/year	Bi-annual	Climate Analyst
<b>Biodiversity Index</b>	Diversity and abundance of key species (flora and fauna).	Index value of 3.5	Increase to 4.5 by 2025	Quarterly	Biodiversity Team
<b>Water Quality</b>	Measurement of water quality parameters (pH, turbidity, contaminants).	Baseline 2022	Improve by 20% by 2027	Monthly	Water Resource Specialist
<b>Soil Health</b>	Soil organic carbon content and nutrient levels.	Baseline 2022	Improve by 15% by 2025	Annual	Soil Scientist
<b>Habitat Connectivity</b>	Measures of connectivity between protected areas.	Baseline map 2022	Increase by 10% by 2026	Bi-annual	GIS Specialist



### Sustainability Integration Framework for Project Chaco Vivo

The sustainability integration framework deployed by the project proponent and partners in Project Chaco Vivo ensures that sustainability principles are deeply embedded into every aspect of organizational decision-making and project design.

#### Organizational Purpose

At the core of this framework is the purpose of the organization. In Project Chaco Vivo, sustainability is embedded within the core mission, guiding every strategic decision. This alignment ensures that business outcomes are consistently aligned with long-term sustainability goals, fostering a commitment to sustainable development.

#### Business Model and Value Proposition

The framework further integrates sustainability into the business model and value proposition. In Project

Chaco Vivo, products and services are designed not only to meet market demands but also to enhance societal and environmental well-being. This approach demonstrates how commercial success can drive sustainable impact, highlighting the mutual benefits of profitability and sustainability.

#### Core Processes

Within core business processes, including business development, investment allocation, and fundraising, the framework ensures that sustainable practices are central to the organization's strategy. For Project Chaco Vivo, these processes are redefined to prioritize sustainability, underscoring the commitment to integrating these principles into every aspect of the project's operations.

#### Support Processes

Sustainability principles also permeate support processes such as management systems, stakeholder engagement, and risk management. In Project Chaco Vivo, these processes are designed to ensure that sustainability is integral to strategic

planning and operational execution, reinforcing the project's comprehensive approach to sustainability.

Fully integrating sustainability into the organizational purpose enhances operational efficiency and competitiveness. Through this framework, the project proponent and partners in Chaco Vivo achieve long-term value creation by effectively managing material ESG opportunities and risks. Benefits include an enhanced brand reputation, market differentiation through sustainability, and strengthened relationships with stakeholders.

Project executives view ESG strategy not merely as compliance but as a core component of a purpose-driven strategy that enhances competitiveness across multiple dimensions.

This framework illustrates the transformative potential of embedding sustainability at every level of the organization. The project proponent and partners in Chaco Vivo, through this rigorous approach, position themselves as leaders in sustainability, setting a benchmark in the global marketplace.

## 3.2 SOCIAL RESPONSIBILITY

Chaco Vivo is committed to enhancing the well-being of local communities through inclusive and equitable practices, with a primary objective of impacting all 17 United Nations Sustainable Development Goals (SDGs). The project's social responsibility initiatives are designed to promote sustainable development, preserve cultural heritage, and improve the socio-economic status of the communities within the Paraguayan Chaco region.

### Community Engagement and Empowerment

- **Active Involvement:** Chaco Vivo actively involves local communities in project planning, implementation, and decision-making processes. This participatory approach ensures that the voices and needs of the community members are heard and integrated into project strategies, fostering a sense of ownership and collaboration.
- **Capacity Building:** The project implements capacity-building programs to empower community members with the skills and knowledge necessary to participate effectively in the project and benefit from its outcomes.

### Improving Community Well-being and Livelihoods at Scale

- **Socio-economic Programs:** Chaco Vivo implements programs aimed at enhancing the socio-economic status of communities, such as vocational training, education, healthcare, and access to clean water and sanitation. These initiatives are designed to improve living conditions while promoting sustainable practices.
- **Sustainable Livelihoods:** The project supports sustainable livelihood opportunities, such as eco-tourism, regenerative agriculture, and sustainable forestry, that align with the environmental conservation goals of Chaco Vivo.

## Preserving Cultural Heritage and Ensuring Inclusion of Local Traditions and Knowledge

- **Cultural Integration:** Chaco Vivo recognizes and integrates indigenous knowledge and cultural practices into project strategies. This includes respecting and preserving local traditions, languages, and cultural heritage.
- **Cultural Programs:** The project organizes cultural programs and events that celebrate and promote the rich cultural heritage of the local communities, ensuring that these traditions are passed down to future generations.



**Goal 1: No Poverty:** By improving livelihoods and socio-economic conditions.

**Goal 2: Zero Hunger:** Through sustainable agricultural practices.

**Goal 3: Good Health and Well-being:** By enhancing access to healthcare services.

**Goal 4: Quality Education:** Through educational programs and vocational training.

**Goal 5: Gender Equality:** By promoting equal opportunities and inclusion.

**Goal 6: Clean Water and Sanitation:** By ensuring access to clean water and sanitation facilities.

**Goal 7: Affordable and Clean Energy:** By promoting the use of sustainable energy sources.

**Goal 8: Decent Work and Economic Growth:** By supporting sustainable livelihoods and economic opportunities.

**Goal 9: Industry, Innovation, and Infrastructure:** By fostering innovation and building resilient infrastructure.

**Goal 10: Reduced Inequalities:** Through inclusive and equitable practices.

**Goal 11: Sustainable Cities and Communities:** By promoting sustainable community development.

**Goal 12: Responsible Consumption and Production:** Through sustainable resource management.

**Goal 13: Climate Action:** By implementing climate adaptation and mitigation strategies.

**Goal 14: Life Below Water:** By ensuring that land management practices do not harm aquatic ecosystems.

**Goal 15: Life on Land:** By conserving biodiversity and promoting sustainable land management.

**Goal 16: Peace, Justice, and Strong Institutions:** By fostering transparent and accountable governance.

**Goal 17: Partnerships for the Goals:** By building strong partnerships with stakeholders, including governments, NGOs, and the private sector, to enhance impact and resource mobilization.

By integrating these social responsibility initiatives, Chaco Vivo ensures that its operations not only benefit the environment but also contribute to the overall well-being and development of the local communities, creating a sustainable and resilient future for the Paraguayan Chaco region.

## 3.2.1 Best Practices and Standards for Social Responsibility

### 1. GRI Standards:

Following GRI standards ensures transparent reporting on social impacts and community engagement efforts.

### 2. UN SDGs:

The project aligns its social initiatives with the UN SDGs, particularly goals related to poverty alleviation, gender equality, and sustainable communities.

### 3. Equator Principles:

Ensuring robust risk management practices to minimize adverse social impacts and uphold human rights.

### 4. ISO Standards:

There are multiple ISO standards that the project will follow and, in some cases, seek certification against. The following highlights these standards:



#### ISO 26000:2010 – Guidance on Social Responsibility

This standard provides guidance on how businesses and organizations can operate in a socially responsible way. It covers various aspects of social responsibility, including labor practices, human rights, community involvement, and ethical behavior.



#### ISO 20400:2017 – Sustainable Procurement

ISO 20400 provides guidance on integrating sustainability within procurement, covering aspects such as labor practices, environmental responsibility, and sustainable supply chain management.



#### ISO 45001:2018 – Occupational Health and Safety Management Systems

This standard focuses on occupational health and safety (OHS) management systems, helping organizations ensure safe and healthy workplaces. It includes guidelines for managing social impacts related to employee health and safety.



#### ISO 14001:2015 – Environmental Management Systems

While primarily focused on environmental impacts, ISO 14001 also includes aspects related to the social implications of environmental management, such as community engagement and sustainable resource use.



#### ISO 37001:2016 – Anti-Bribery Management Systems

This standard specifies requirements for establishing, implementing, maintaining, and improving an anti-bribery management system. It helps organizations prevent, detect, and respond to bribery, fostering ethical behavior and social responsibility.



#### ISO 10015:2019 – Quality Management – Guidelines for Competence Management and People Development

ISO 10015 provides guidance on managing competencies and people development within organizations, addressing social aspects such as employee training, development, and overall well-being.

## Social Indicators and KPIs (others provided in PDD)

Indicator	Description	Baseline	Target	Frequency	Responsibility
Community Income	Average income levels in local communities.	\$2,000/year	Increase to \$2,500/year by 2025	Annual	Social Development Team
Employment Rate	Percentage of local population employed through project activities.	40%	60% by 2025	Bi-annual	HR Manager
Education Levels	Literacy and education attainment rates in project areas.	60% literacy rate	75% literacy rate by 2026	Annual	Education Coordinator
Health and Well-being	Access to healthcare services and improvements in health metrics (e.g., reduced child mortality, increased life expectancy).	Baseline 2022	Improve by 20% by 2027	Bi-annual	Health Services Manager
Cultural Heritage	Number of cultural heritage sites preserved and activities promoting cultural traditions.	5 sites/activities	10 sites/activities by 2025	Annual	Cultural Liaison
Community Engagement	Level of community participation in project activities (e.g., attendance at meetings, involvement in decision-making).	Baseline 2022	Increase by 50% by 2026	Quarterly	Community Liaison

# 3.3 GOVERNANCE FRAMEWORK

Chaco Vivo's governance framework is designed to ensure transparency, accountability, and ethical management. Key elements include:

### Transparent Reporting

Regularly publishing comprehensive reports on environmental impact, social outcomes, and governance practices, adhering to relevant global standards. Ensuring financial transparency by making financial statements and project budgets publicly accessible.

### Accountability and Ethics

Establishing effective governance structures to oversee project implementation, including an independent advisory board to provide oversight and guidance. Implementing strict anti-corruption policies and ensuring compliance with all relevant local and international laws and regulations.

### Continuous Improvement

Fostering a culture of continuous learning and adaptation, regularly reviewing, and updating the strategies to incorporate new scientific insights and stakeholder feedback. Committing to ongoing training and development for all staff to maintain high standards of environmental and social governance.

# 3.3.1 Best Practices and Standards for Governance Framework

### 1. ISO 9001

Adopting ISO 9001 standards for quality management to ensure effective governance and continuous improvement.

### 2. TCFD Recommendations

Implementing the TCFD recommendations for climate-related financial disclosures to enhance transparency and investor confidence.

### 3. ISSB Standards

Utilizing ISSB standards to ensure high-quality and globally comparable sustainability-related disclosures.

## Governance Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Transparency Index	Score based on the availability and accessibility of project reports and financial statements.	Score of 7/10	Increase to 9/10 by 2026	Annual	Governance Committee
Compliance Rate	Percentage of compliance with local and international regulations and standards.	90% compliance rate	Maintain above 95% compliance	Annual	Compliance Officer
Stakeholder Satisfaction	Survey results on stakeholder satisfaction with project transparency and engagement.	70% satisfaction rate	Increase to 85% satisfaction	Annual	Stakeholder Relations
Training and Development	Number of training sessions conducted, and percentage of staff trained in ESG policies.	10 sessions/ year	Increase to 15 sessions/year	Quarterly	HR Manager
Audit and Review	Frequency and thoroughness of internal and external audits.	Annual internal audit	Bi-annual internal and external audits	Bi-annual	Internal Auditor
Ethical Conduct	Number of reported ethical violations and resolution rate..	5 reports/ year	Reduce to 2 reports/year with 100% resolution	Annual	Ethics Officer



# 3.3.2 Executive Management Structure

## Introduction

The executive management structure of Project Chaco Vivo is designed to ensure strong governance, ethical conduct, and continuous improvement. By integrating best practices from global standards, the project ensures transparency, accountability, and a commitment to sustainability and social responsibility. The following detailed KPIs and metrics provide a framework for monitoring and evaluating the effectiveness of management processes and systems, ensuring that the project remains aligned with its strategic objectives and ethical principles.

Effective executive management is critical to the success of Project Chaco Vivo. This section outlines the governance framework, management systems, and policies required to adhere to global standards, ensuring transparency, accountability, and ethical conduct. The management structure is designed to foster strong executive decision-making, anti-corruption measures, equality, and anti-discrimination practices.

## Governance Framework

The governance framework of Project Chaco Vivo integrates best practices from global standards to ensure effective oversight, strategic decision-making, and operational efficiency.

### 3.3.2.1 Board of Directors

The Board of Directors is responsible for the overall strategic direction and governance of the project. Key responsibilities include:

- Setting the strategic vision and mission.
- Approving major policies and plans.
- Overseeing financial performance and risk management.
- Ensuring compliance with regulatory requirements.

## KPIs for Board of Directors

Indicator	Description	Baseline	Target	Frequency	Responsibility
Board Meeting Attendance	Percentage of board members attending scheduled meetings.	90% attendance	95% attendance by 2026	Quarterly	Board Chair
Policy Approval Rate	Percentage of major policies reviewed and approved by the board.	80% approval rate	100% approval rate by 2026	Annual	Board Secretary
Financial Oversight	Frequency and thoroughness of financial reviews conducted by the board.	Annual reviews	Bi-annual reviews by 2026	Bi-annual	Finance Committee Chair

### 3.3.2.2 Executive Management Team

The Executive Management Team (EMT) is responsible for the day-to-day management and operational execution of the project's strategies and policies. The EMT includes the CEO, CFO, COO, and other key executives.

#### KPIs for Executive Management Team

Indicator	Description	Baseline	Target	Frequency	Responsibility
Strategic Initiative Success	Percentage of strategic initiatives completed on time and within budget.	70% success rate	90% success rate by 2026	Quarterly	CEO
Operational Efficiency	Improvement in operational efficiency metrics (e.g., process optimization, cost reduction).	Baseline 2022	20% improvement by 2026	Annual	COO
Stakeholder Satisfaction	Level of satisfaction among stakeholders with project management and outcomes.	75% satisfaction rate	90% satisfaction rate by 2026	Annual	COO

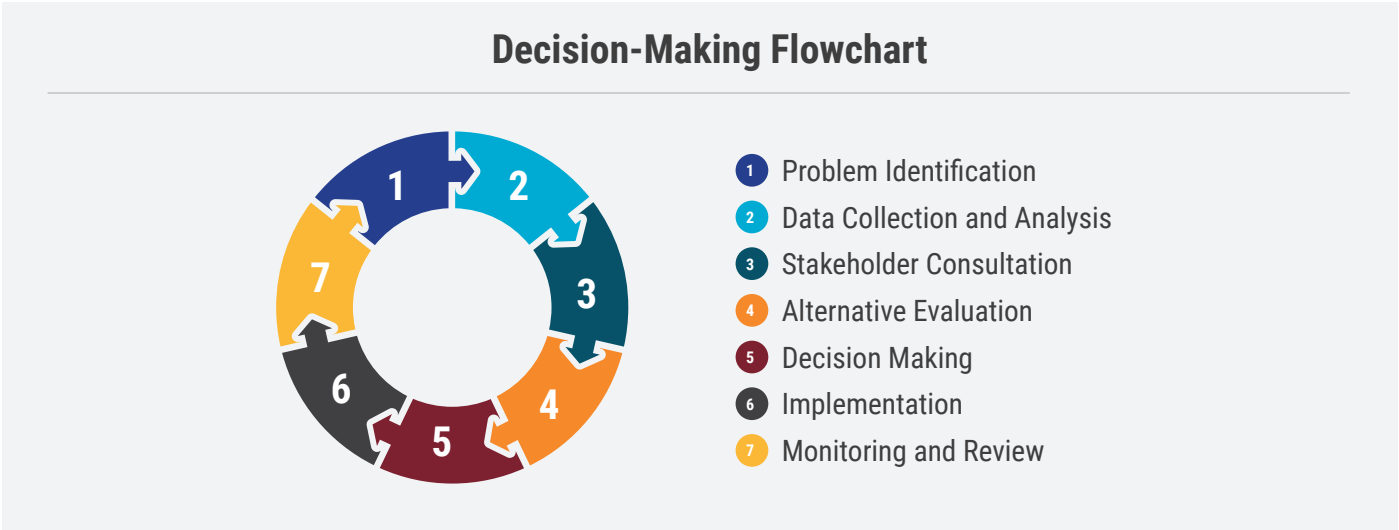
### 3.3.2.3 Decision-Making Process and Matrix

#### Introduction

Effective decision-making is critical to the success of Project Chaco Vivo. This section outlines the structured decision-making process, ensuring transparency, accountability, and efficiency. The process integrates global best practices, providing a clear framework for how decisions are made and imparted across the organization.

#### Decision-Making Process

The decision-making process at Chaco Vivo follows a structured approach, involving multiple steps to ensure thorough evaluation, stakeholder involvement, and clear communication. The process is illustrated in the flowchart below:



## Decision-Making Steps

### 1. Problem Identification

**Description:** Identifying the issue or opportunity that requires a decision.

**Responsible Party:** Relevant department heads and project managers.

### 2. Data Collection and Analysis

**Description:** Gathering and analyzing relevant data to understand the problem and potential solutions.

**Tools:** Use of GIS, remote sensing, field surveys, financial data, etc.

**Responsible Party:** Data Analyst, Environmental Scientist.

### 3. Stakeholder Consultation

**Description:** Engaging stakeholders to gather input and perspectives on the issue and potential solutions.

**Methods:** Community meetings, surveys, workshops.

**Responsible Party:** Stakeholder Relations Manager, Community Liaison.

### 4. Alternative Evaluation

**Description:** Evaluating different alternatives based on criteria such as feasibility, cost, impact, and stakeholder preferences.

**Tools:** SWOT analysis, cost-benefit analysis, impact assessment.

**Responsible Party:** Executive Management Team, Technical Working Groups.

### 5. Decision Making

**Description:** Selecting the best alternative and making the final decision.

**Responsible Party:** Executive Management Team, Board of Directors for major decisions.

### 6. Implementation

**Description:** Executing the chosen alternative and implementing the decision.

**Responsible Party:** Project Managers, Operational Teams.

### 7. Monitoring and Review

**Description:** Monitoring the implementation and reviewing the outcomes to ensure the decision meets its objectives.

**Tools:** M&E systems, performance metrics.

**Responsible Party:** M&E Specialist, Internal Auditor.

## Decision-Making Matrix

The decision-making matrix provides a structured approach to evaluate alternatives and make informed decisions based on multiple criteria. Each criterion is assigned a weighting to reflect its relative importance, and each alternative is scored against these criteria. The total score helps identify the most favorable option.

In the following matrix example, each criterion is evaluated for three different alternatives. The scores reflect the performance of each alternative against each criterion, and the total score indicates the overall suitability of each alternative based on the weighted criteria. The alternative with the highest total score is typically considered the best option, balancing feasibility, cost, impact, stakeholder support, and sustainability.

# KPIs for Board of Directors

Criteria	Weighting (%)	Alternative 1	Alternative 2	Alternative 3
Feasibility	25	80	70	90
Cost	20	70	80	60
Impact	30	60	90	70
Stakeholder Support	15	90	60	80
Sustainability	10	70	80	60
Total Score	100	74	77	74

The decision-making matrix is a tool used to evaluate and compare multiple alternatives based on a set of defined criteria. Each criterion is assigned a weight to indicate its relative importance, and each alternative is scored against these criteria. The total score for each alternative helps to identify the most suitable option.

## Components of the Matrix

### 1. Criteria

These are the factors that are important for making the decision. In this example, the criteria include Feasibility, Cost, Impact, Stakeholder Support, and Sustainability.

### 2. Weighting (%)

Each criterion is assigned a weight, expressed as a percentage, that reflects its importance in the decision-making process. The total of all weights should add up to 100%.

### 3. Alternatives

These are the different options being considered. In this example, there are three alternatives.

### 4. Scores

Each alternative is scored against each criterion, usually on a scale from 0 to 100, where higher scores indicate better performance in that criterion.

### 5. Total Score

The total score for each alternative is calculated by multiplying each score by the corresponding weighting and summing the results. This provides a single value that reflects the overall suitability of each alternative.

## How to Use the Matrix

### 1. Define Criteria

Identify the key factors that are important for the decision. For Chaco Vivo, these might include factors such as feasibility, cost, impact, stakeholder support, and sustainability.

### 2. Assign Weightings

Determine the relative importance of each criterion. In this example:

- Feasibility: 25%
- Cost: 20%
- Impact: 30%
- Stakeholder Support: 15%
- Sustainability: 10%

### 3. Score Alternatives

Evaluate each alternative against each criterion and assign scores. For example, if evaluating three alternatives:

- **Alternative 1:** Scores are 80 for feasibility, 70 for cost, 60 for impact, 90 for stakeholder support, and 70 for sustainability.
- **Alternative 2:** Scores are 70 for feasibility, 80 for cost, 90 for impact, 60 for stakeholder support, and 80 for sustainability.
- **Alternative 3:** Scores are 90 for feasibility, 60 for cost, 70 for impact, 80 for stakeholder support, and 60 for sustainability.



## 4. Calculate Total Scores

Multiply each score by the corresponding weight and sum the results for each alternative.

### For Alternative 1:

- Total Score =  $(80 * 0.25) + (70 * 0.20) + (60 * 0.30) + (90 * 0.15) + (70 * 0.10)$
- Total Score =  $20 + 14 + 18 + 13.5 + 7$
- Total Score = 72.5

### For Alternative 2:

- Total Score =  $(70 * 0.25) + (80 * 0.20) + (90 * 0.30) + (60 * 0.15) + (80 * 0.10)$
- Total Score =  $17.5 + 16 + 27 + 9 + 8$
- Total Score = 77.5

### For Alternative 3:

- Total Score =  $(90 * 0.25) + (60 * 0.20) + (70 * 0.30) + (80 * 0.15) + (60 * 0.10)$
- Total Score =  $22.5 + 12 + 21 + 12 + 6$
- Total Score = 73.5

## 5. Compare Total Scores:

The alternative with the highest total score is typically considered the best option. In this example, Alternative 2 has the highest total score of 77.5, making it the most suitable option according to the defined criteria and weightings.

## Key Performance Indicators (KPIs) for Decision-Making

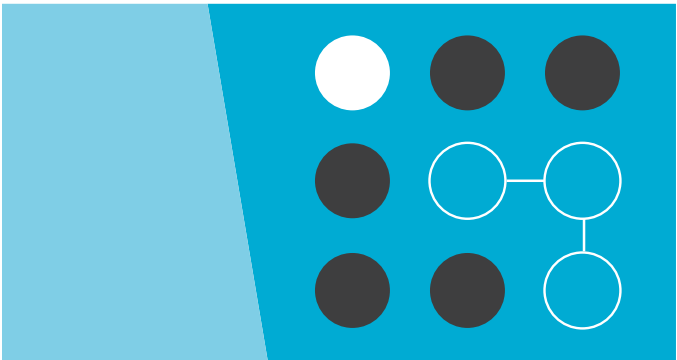
To ensure the effectiveness of the decision-making process, the following KPIs are monitored:

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Decision Turnaround Time</b>	Average time taken to make and implement key decisions.	Baseline 2022	Reduce by 20% by 2026	Quarterly	COO
<b>Decision Documentation Quality</b>	Quality and completeness of decision documentation.	Baseline 2022	95% compliance by 2026	Bi-annual	CEO
<b>Stakeholder Satisfaction</b>	Level of satisfaction among stakeholders with the decision-making process.	70% satisfaction rate	Increase to 85% satisfaction	Annual	Stakeholder Relations
<b>Implementation Success Rate</b>	Percentage of decisions successfully implemented within the planned timeframe and budget.	75% success rate	90% success rate by 2026	Quarterly	Project Manager
<b>Review Effectiveness</b>	Frequency and outcomes of decision process reviews.	Annual reviews	Bi-annual reviews by 2026	Bi-annual	Board Chair

### 3.3.2.4 Communication of Decisions

Effective communication is crucial to ensure that decisions are understood and implemented correctly. The communication strategy includes:

- **Internal Communications:** Regular meetings, emails, and reports to ensure all team members are informed about decisions and their implementation.
- **External Communications:** Public announcements, stakeholder meetings, and reports to communicate decisions to external stakeholders.



### KPIs for Executive Management Team

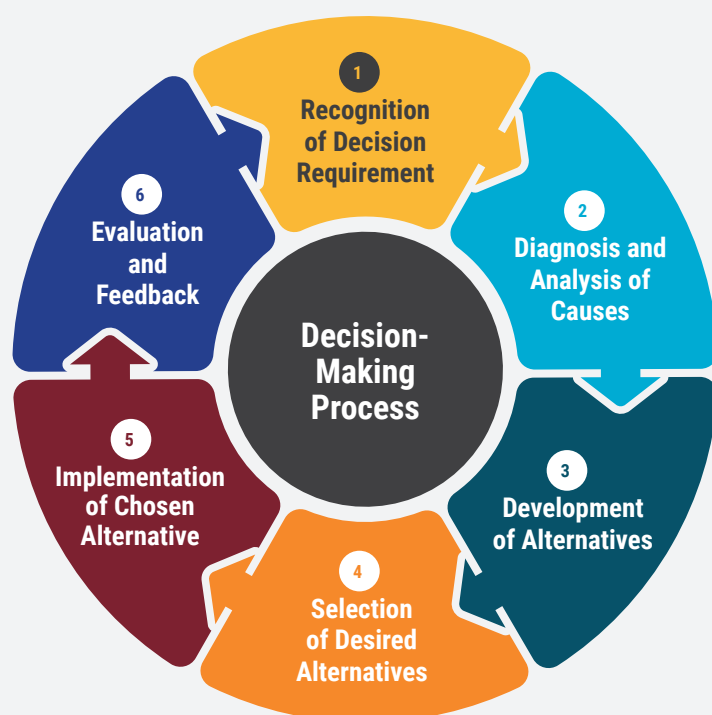
Indicator	Description	Baseline	Target	Frequency	Responsibility
Internal Communication Effectiveness	Level of understanding and clarity among team members about decisions.	Baseline 2022	90% clarity by 2026	Quarterly	Communications Manager
External Communication Effectiveness	Stakeholder understanding and acceptance of decisions communicated externally.	Baseline 2022	85% acceptance by 2026	Quarterly	Stakeholder Relations

### 3.3.2.5 Executive Decision-Making

Effective decision-making processes are essential for effective governance and project management. Key components include:

#### Decision-Making Framework

- **Structured Decision Processes:** Implementing structured processes for major decisions, including risk assessments, impact evaluations, and stakeholder consultations.
- **Decision Documentation:** Maintaining comprehensive records of decisions made, including the rationale, alternatives considered, and expected outcomes.
- **Review and Accountability:** Regularly reviewing decision-making processes and outcomes to ensure accountability and continuous improvement.



- 1 Recognition of Decision Requirement
- 2 Diagnosis and Analysis of Causes
- 3 Development of Alternatives
- 4 Selection of Desired Alternatives
- 5 Selection of Desired Alternatives
- 6 Evaluation and Feedback

## KPIs for Executive Decision-Making

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Decision Turnaround Time</b>	Average time taken to make and implement key decisions.	Baseline 2022	Reduce by 20% by 2026	Quarterly	COO
<b>Decision Documentation Quality</b>	Quality and completeness of decision documentation.	Baseline 2022	95% compliance by 2026	Bi-annual	CEO
<b>Review Effectiveness</b>	Frequency and outcomes of decision process reviews.	Annual reviews	Bi-annual reviews by 2026	Bi-annual	Board Chair

### 3.3.2.6 Anti-Corruption Policy for Decision Process

Chaco Vivo is committed to maintaining the highest standards of integrity and transparency. The project's Anti-Corruption Policy is a comprehensive framework designed to prevent, detect, and address any form of corruption, bribery, or unethical behavior within the organization. The policy includes the following key components:

#### 3.3.2.6.1 Zero Tolerance Policy

Description: Chaco Vivo strictly prohibits any form of corruption, bribery, or unethical behavior. This zero-tolerance approach ensures that all employees, partners, and stakeholders understand that corruption is unacceptable and will not be tolerated under any circumstances.

## Implementation Steps:

1. **Clear Communication:** Communicate the zero-tolerance policy to all employees, partners, and stakeholders through onboarding materials, training sessions, and regular communications.
2. **Policy Documentation:** Include the zero-tolerance policy in the Code of Ethics and other relevant documentation.
3. **Enforcement:** Establish clear consequences for violations of the policy, including disciplinary actions, termination, and legal prosecution if necessary.

## Training and Awareness:

- **Regular Updates:** Ensure that the policy is regularly reviewed and updated to reflect new regulations and best practices.
- **Visibility:** Make the policy visible and accessible to all employees, partners, and stakeholders through the company's intranet, website, and other communication channels.

### 3.3.2.6.2 Whistleblower Protection

**Description:** Chaco Vivo is dedicated to providing secure channels for reporting unethical conduct and protecting whistleblowers from retaliation. This ensures that employees and stakeholders can report concerns without fear of reprisal.

## Whistleblower Protection Process:

### 1. Secure Reporting Channels

- **Anonymous Hotline:** Establish an anonymous hotline for reporting unethical conduct. Ensure that the hotline is managed by an independent third party to guarantee confidentiality.
- **Online Reporting System:** Develop a secure online platform where employees and stakeholders can submit reports anonymously.
- **Physical Mailbox:** Provide a secure physical mailbox where employees can drop off written reports.

### 2. Confidentiality Assurance

- **Data Encryption:** Use encryption and secure data storage methods to protect the identity of whistleblowers.
- **Access Control:** Limit access to whistleblower reports to a small, designated team responsible for investigating allegations.

### 3. Investigation Process

- **Initial Assessment:** Conduct an initial assessment of the report to determine its validity and scope.
- **Formal Investigation:** If the report is deemed credible, initiate a formal investigation conducted by trained investigators.
- **Action Plan:** Develop an action plan based on the investigation findings, including disciplinary measures and process improvements.

### 4. Protection Measures

- **Anti-Retaliation Policy:** Clearly communicate the anti-retaliation policy to all employees and ensure strict enforcement.
- **Monitoring and Support:** Monitor the situation to ensure that the whistleblower is not subjected to retaliation. Provide support resources, such as counseling and legal assistance if needed.

### 5. Feedback and Communication

- **Acknowledge Receipt:** Acknowledge the receipt of the report to the whistleblower (if contact details are provided).
- **Progress Updates:** Provide regular updates on the status of the investigation (while maintaining confidentiality).



### 3.3.2.6.3 Regular Training

- **Annual Training Sessions:** Conduct annual training sessions on anti-corruption policies and ethical behavior for all employees and stakeholders. These sessions should cover the zero-tolerance policy, reporting procedures, and examples of unethical behavior.
- **Interactive Workshops:** Organize workshops and seminars to discuss real-life scenarios and case studies related to corruption and ethical dilemmas.
- **Online Modules:** Provide online training modules that employees can complete at their own pace, ensuring that training is accessible to all staff regardless of location.
- **Assessment and Feedback:** Include assessments and feedback mechanisms in the training programs to evaluate understanding and improve content.

#### Implementation Steps:

1. **Training Calendar:** Develop an annual training calendar to ensure all employees receive regular training on anti-corruption and ethical behavior.
2. **Training Materials:** Create comprehensive training materials, including presentations, handouts, and online resources.
3. **Engagement:** Encourage active participation in training sessions through interactive activities, discussions, and Q&A sessions
4. **Certification:** Provide certification for employees who complete the training, reinforcing the importance of compliance.

#### Evaluation and Improvement

- **Training Effectiveness:** Regularly assess the effectiveness of training programs through surveys, quizzes, and feedback forms.
- **Continuous Improvement:** Use the feedback to continuously improve training content and delivery methods.

### KPIs for Anti-Corruption

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Corruption Incidents Reported</b>	Number of corruption incidents reported and investigated.	Baseline 2022	Zero incidents by 2026	Annual	Ethics Officer
<b>Whistleblower Cases</b>	Number of whistleblower cases reported and resolved.	Baseline 2022	100% resolution by 2026	Annual	Compliance Officer
<b>Training Completion Rate</b>	Percentage of employees and stakeholders completing anti-corruption training.	80% completion rate	100% completion rate by 2026	Annual	Training Coordinator

## 3.3.2.7 Equality and Anti-Discrimination Policy

Chaco Vivo is dedicated to fostering an inclusive and equitable work environment where all employees are valued and respected. The project's commitment to equality and preventing discrimination is reflected in the following key elements:

### 3.3.2.7.1 Inclusive Work Environment

Description: Chaco Vivo strives to create a workplace that is inclusive and free from discrimination based on race, gender, age, disability, sexual orientation, religion, or any other characteristic. The project believes that diversity enriches the organization and enhances the ability to innovate and succeed.

#### Implementation Steps

1. **Inclusive Culture:** Promote a culture of inclusivity through training programs, awareness campaigns, and employee resource groups.
2. **Anti-Discrimination Policies:** Implement and enforce comprehensive anti-discrimination policies that protect all employees from bias and harassment.
3. **Support Systems:** Establish support systems, including counseling services and employee assistance programs, to provide resources for those facing discrimination or bias.

### 3.3.2.7.2 Equal Opportunity

Description: Chaco Vivo is committed to providing equal opportunities for all employees in hiring, promotion, and professional development. The project aims to ensure that every employee has the chance to succeed based on their talents and contributions.

#### Implementation Steps:

1. **Fair Hiring Practices:** Use unbiased recruitment processes, including structured interviews and diverse hiring panels, to ensure fairness in hiring decisions.
2. **Promotion and Development:** Develop clear criteria for promotions and professional development opportunities, ensuring that all employees have access to career advancement based on merit.
3. **Mentorship Programs:** Implement mentorship and coaching programs to support the growth and development of all employees, with a focus on underrepresented groups.

### 3.3.2.7.3 Regular Audits

Description: Chaco Vivo conducts regular audits to ensure compliance with equality and anti-discrimination policies. These audits help identify areas for improvement and ensure that practices align with the project's commitment to equality and inclusion.

#### Implementation Steps:

1. **Audit Schedule:** Establish a regular audit schedule to review policies, procedures, and practices related to equality and anti-discrimination.
2. **Comprehensive Reviews:** Conduct thorough reviews of hiring practices, promotion decisions, pay equity, and workplace culture to identify and address potential disparities.
3. **Action Plans:** Develop and implement action plans based on audit findings to address any issues and promote continuous improvement in equality and inclusion efforts.

#### Evaluation and Improvement:

- **Feedback Mechanisms:** Implement feedback mechanisms, such as surveys and focus groups, to gather input from employees on equality and inclusion efforts.
- **Continuous Monitoring:** Regularly monitor the effectiveness of equality and anti-discrimination initiatives and make necessary adjustments to improve outcomes.
- **Transparency:** Share audit results and action plans with employees to maintain transparency and accountability in efforts to promote equality.

## KPIs for Equality and Anti-Discrimination

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Diversity Metrics</b>	Measurement of diversity across all levels of the organization.	Baseline 2022	30% increase in diversity by 2026	Annual	HR Manager
<b>Equality Training</b>	Number and frequency of equality and anti-discrimination training sessions conducted.	5 sessions/year	8 sessions/year by 2026	Quarterly	Training Coordinator
<b>Audit Outcomes</b>	Results of audits on compliance with equality and anti-discrimination policies.	Baseline 2022	100% compliance by 2026	Annual	Internal Auditor

### Section Conclusion

The ESG Policy for Project Chaco Vivo provides a comprehensive framework for environmental stewardship, social responsibility, and ethical governance. By adhering to internationally recognized standards and integrating detailed indicators, KPIs, and best practices, the policy ensures comprehensive and transparent management of environmental, social, and governance aspects. This commitment positions Chaco Vivo as a leader in sustainable land management and climate resilience, fostering long-term ecological and social benefits for the Paraguayan Chaco region.

A photograph of a leopard lying on a riverbank, with its head down and tongue out, drinking water from a river. The leopard's spotted fur is clearly visible. The background shows green grass and foliage. The image is framed by a blue diamond-patterned border.

# ADAPTIVE MANAGEMENT PLAN

## SECTION 04



# 4.1 ADAPTIVE MANAGEMENT PROGRAM (AMP) OVERVIEW



**Adaptive management** is a science-based, flexible approach to resource management decision-making. When properly designed and implemented, adaptive management programs enable the simultaneous making and executing of decisions while conducting research to reduce ecological and social uncertainties. These characteristics facilitate a management regime that is transparent, collaborative, and responsive to changes in scientific understanding and community needs.

Chaco Vivo employs an adaptive management plan to enhance its conservation efforts and promote sustainable community development in the Paraguayan Chaco. This plan includes a structured decision-making process with four overarching phases: Plan, Assess, Integrate, and Adapt. The AMP aims to reduce uncertainty, improve performance, and ensure the long-term sustainability of Chaco Vivo's conservation and development goals.

Adaptive management is defined as a framework and flexible decision-making process for ongoing knowledge acquisition, monitoring, and evaluation, leading to continuous improvement in management planning and implementation to achieve specified objectives. Chaco Vivo utilizes adaptive management to address the dynamic nature of environmental and social factors in the Paraguayan Chaco region, enabling the project to adapt to new information and changing conditions.

The Chaco Vivo Adaptive Management Plan (AMP) aligns with international standards such as the Global Reporting Initiative (GRI) and the Verified Carbon Standard (VCS), ensuring transparency, accountability, and continuous improvement. The AMP emphasizes the importance of stakeholder engagement, transparency, and continuous learning.

## Objectives of the Adaptive Management Program

Through this Adaptive Management Program, Chaco Vivo aims to:

- Create an adaptive management plan that aligns with international conservation and sustainability standards.
- Identify key uncertainties regarding the implementation of conservation activities and community development to achieve desired outcomes. Key uncertainties include the impacts of deforestation, climate change, and socio-economic factors on biodiversity and community well-being.
- Ensure the application of the best available scientific information in all aspects of decision-making by incorporating peer-reviewed research, monitoring data, and stakeholder input.
- Report compliance with international conservation and sustainability standards, providing transparent and accountable documentation of progress and outcomes.
- Manage operations and performance metrics within regulatory requirements, ensuring legal compliance and adherence to best practices.
- Develop and implement conservation measures and community development initiatives focusing on habitat restoration, species protection, and sustainable livelihoods.
- Integrate the adaptive management program with existing local and international efforts, including REDD+ initiatives, local environmental programs, and global conservation partnerships.

## Decision-Making Framework

This Adaptive Management Program outlines a collaborative process to address areas of uncertainty related to Chaco Vivo's conservation and community development efforts. The decision-making process involves setting management and research priorities, developing science plans, and making adjustments based

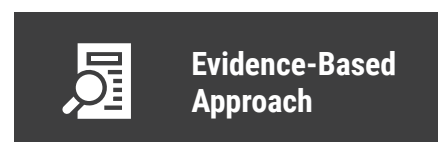
The decision-making framework includes:



Collaborating with local government agencies, NGOs, and international organizations to ensure comprehensive and inclusive decision-making.



Engaging local communities, landowners, and indigenous groups in the decision-making process to incorporate their knowledge and address their needs and concerns.



Utilizing scientific research, monitoring data, and expert opinions to inform decisions and guide management actions.

## Relationship of Adaptive Management to Real-Time Operations

Adaptive management aims to offer dynamic, real-time adaptation strategies for operations by incorporating new or enhanced data and knowledge. This approach seeks to continuously improve activities and functions, with the overarching objective of influencing and refining operational criteria over time. Modifications to operational criteria will be executed through the adaptive management process. For instance:

- **Monitoring and Feedback:** Continuous monitoring of environmental and social indicators to deliver real-time feedback on management actions.
- **Adaptive Responses:** Implementing adaptive responses based on monitoring data, such as adjusting conservation strategies or community development plans to address emerging issues or opportunities.

## Structured Decision Making

Structured decision-making involves defining problems, developing alternatives, evaluating consequences, understanding trade-offs, and making informed decisions. This process ensures transparent and robust decision-making.

### Key steps in structured decision-making include:

1. **Define the Problem:** Clearly articulate the management issue, including spatial and temporal scope.
2. **Set Objectives:** Establish specific, measurable, achievable, relevant, and time-bound (SMART) objectives.
3. **Develop Alternatives:** Identify and evaluate potential management actions and strategies.
  - Understand the uncertainty associated with each alternative.
  - Identify risk tolerance levels.
  - Recognize linked decisions.
4. **Evaluate Consequences:** Assess the likely outcomes and impacts of each alternative.
5. **Understand Trade-offs:** Analyze the trade-offs between different management options, considering ecological, social, and economic factors.
6. **Make Decisions:** Select and implement the optimal management action based on the analysis and stakeholder input.

By following these steps, Chaco Vivo ensures that its management strategies are well-informed, transparent, and adaptable to changing circumstances.

## Conceptual Models

Conceptual models identify sensitive resources and processes affecting their state. These models help formalize understanding of how management actions influence conservation and community outcomes.

### Examples of conceptual models include:

- **Ecosystem Models:** Diagrammatic representations of ecological processes and interactions, such as predator-prey relationships, nutrient cycling, and habitat connectivity.
- **Social Models:** Models that depict the relationships between community activities, socio-economic factors, and conservation outcomes.



## Phases of the Adaptive Management Plan

Phase 1: Plan	Phase 2: Assess	Phase 3: Integrate	Phase 4: Adapt
<p><b>Define the Management Problem:</b> Set objectives and develop comprehensive science plans to address uncertainties and guide management actions.</p> <p><b>Baseline Assessments:</b> Conduct comprehensive baseline assessments of ecological and social conditions to inform planning.</p> <p><b>Objective Setting:</b> Establish clear, measurable objectives for conservation and community development.</p> <p><b>Planning Workshops:</b> Engage stakeholders in planning workshops to co-develop management strategies and action plans.</p>	<p><b>Monitoring Programs:</b> Implement long-term monitoring programs to track key indicators of ecological health and community well-being.</p> <p><b>Research Studies:</b> Conduct targeted research to address specific uncertainties, such as the impacts of climate change on biodiversity or the effectiveness of community development initiatives.</p> <p><b>Data Analysis:</b> Analyze monitoring and research data to evaluate progress and identify emerging issues or opportunities.</p>	<p><b>Stakeholder Consultations:</b> Conduct regular consultations with stakeholders to review progress, share findings, and discuss potential adjustments to management strategies.</p> <p><b>Adaptive Planning:</b> Revise management plans and strategies based on new information and stakeholder input.</p> <p><b>Capacity Building:</b> Provide training and support to stakeholders to enhance their ability to participate in and contribute to the adaptive management process.</p>	<p><b>Implementation:</b> Implement revised management actions and strategies based on the outcomes of the integration phase.</p> <p><b>Evaluation:</b> Conduct regular evaluations to assess the effectiveness of implemented changes and identify areas for further improvement.</p> <p><b>Reporting:</b> Provide transparent and accountable reporting on progress and outcomes to stakeholders and the public.</p>

## Ecosystem and Biodiversity Research

Conduct research to understand the impacts of conservation activities on ecosystems and biodiversity. Focus areas include species monitoring, habitat restoration, and ecosystem health assessments.

Key research areas include:

- **Biodiversity Monitoring:** Track changes in species diversity and abundance to assess the effectiveness of conservation actions.
- **Habitat Restoration:** Evaluate the impacts of habitat restoration projects on ecosystem health and resilience.
- **Climate Change Impacts:** Investigate the effects of climate change on ecosystems and develop adaptation strategies to mitigate these impacts.

## Community and Social Impact Research

Study the socio-economic impacts of the project on local communities. Research areas include livelihood improvements, health and education outcomes, and social equity.

Key research areas include:

- **Livelihood Improvements:** Assess the impacts of sustainable livelihood initiatives on household income, food security, and economic resilience.
- **Health and Education:** Evaluate the effects of community development programs on health and education outcomes, such as access to healthcare, school enrollment, and literacy rates.
- **Social Equity:** Investigate the distribution of benefits and burdens among different community groups to ensure equitable outcomes.





## Funding

The AMP requires sustained funding to support research, monitoring, and adaptive management efforts. Potential funding sources include grants, carbon credits, and partnerships with international organizations.

Key funding strategies include:

- **Carbon Credits:** Generate revenue through the sale of carbon credits from reforestation and conservation projects.
- **Partnerships:** Develop partnerships with international organizations, NGOs, and private sector companies to leverage resources and expertise.
- **Grants and Donations:** Secure grants and donations from government agencies, philanthropic organizations, and private donors.

## Collaboration

The AMP integrates with existing conservation and development efforts at local and international levels. Collaboration with programs such as other REDD+ initiatives, local environmental initiatives, and global conservation partnerships is crucial for achieving Chaco Vivo's objectives.

Key relationships include:

- **REDD+ Initiatives:** Collaborate with other REDD+ or conservation programs to align efforts with global climate goals and access funding opportunities.
- **Local Environmental Programs:** Partner with local NGOs and government agencies to enhance the effectiveness and sustainability of conservation and development initiatives.
- **Global Partnerships:** Engage with international organizations and networks to share knowledge, access funding, and build capacity.

## Annual Work Plan and Budget

The project will prepare annual work plans and budgets to ensure transparency and accountability in project implementation.

Key components include:

- **Work Plan:** Detailed description of planned activities, timelines, and responsibilities for the upcoming year.
- **Budget:** Comprehensive budget outlining the financial resources required to implement the work plan.

## Annual Progress Report

The project will provide detailed updates on project progress, outcomes, and adaptations through annual progress reports.

Key components include:

- **Progress Report:** Summary of activities completed, results achieved, and challenges encountered during the past year.
- **Outcome Evaluation:** Assessment of progress towards achieving project objectives and identification of areas for improvement.
- **Adaptation Plan:** Recommendations for adaptive changes to management strategies and actions based on the evaluation results.

A comprehensive list of references to all scientific studies, reports, and data sources used in the AMP will be included. The AMP will be continuously updated with appendices to provide additional details on specific aspects of the program, including dynamic objectives, key uncertainties, potential research actions, and groups involved in the adaptive management framework.



## Introduction to the Adaptive Management Plan

The Chaco Vivo Adaptive Management Plan (AMP) is an overarching framework dedicated to ensuring the sustainable development and conservation of the Chaco region in Paraguay. This plan aligns with globally recognized standards, including the Global Reporting Initiative (GRI) Standards, the Climate Community & Biodiversity (CCB) Standards, and the Verified Carbon Standard (VCS). By adhering to these frameworks, the Chaco Vivo Project demonstrates a commitment to transparency, accountability, and continuous improvement in its efforts to mitigate and adapt to climate change.

## Purpose and Scope

The primary purpose of the Chaco Vivo Adaptive Management Plan is to provide a structured and flexible approach to managing the dynamic environmental, social, and economic factors affecting the project. This plan aims to enhance the project's adaptability to climate change, promote sustainable land use, conserve biodiversity, and support the well-being of local communities. By integrating adaptive management principles, the project ensures that strategies can evolve in response to climate change, new scientific data, technological advancements, and stakeholder feedback.

# 4.2 KEY OBJECTIVES

## 4.2.1 Evidence-Based Decision Making

The plan emphasizes the use of rigorous scientific methods and continuous monitoring to inform decision-making. Advanced technologies, such as remote sensing, Geographic Information Systems (GIS), and climate modeling, are utilized to provide high-quality data, enabling informed and timely management actions.



## Detailed Scientific Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Remote Sensing Data</b>	Accuracy and frequency of satellite data for monitoring forest cover and land use changes.	Baseline 2022	Bi-weekly data updates	Bi-weekly	Remote Sensing Specialist
<b>GIS Mapping Accuracy</b>	Precision of GIS maps in depicting conservation areas and project boundaries.	95% accuracy	98% accuracy by 2026	Quarterly	GIS Specialist
<b>Climate Model Predictions</b>	Reliability and relevance of climate models used for forecasting climate impacts.	Baseline model 2022	Updated models annually	Annual	Climate Scientist
<b>Biodiversity Monitoring</b>	Comprehensive monitoring of key species populations using field surveys and remote sensors.	Baseline survey 2022	Increase monitoring sites by 30% by 2025	Quarterly	Biodiversity Team

## 4.2.2 Stakeholder Engagement

Engaging local communities, Indigenous peoples, government agencies, NGOs, and other stakeholders is crucial for the success of the project. The plan includes mechanisms for regular consultation and collaboration, ensuring that diverse perspectives are incorporated into the management processes and fostering a sense of ownership and collective responsibility for environmental stewardship.

### Detailed Stakeholder Engagement Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Community Meetings</b>	Number and frequency of meetings held with local communities to discuss project progress and gather feedback.	10 meetings/year	20 meetings/year by 2026	Quarterly	Community Liaison
<b>Stakeholder Satisfaction</b>	Level of satisfaction among stakeholders regarding their involvement and the transparency of the project.	70% satisfaction rate	Increase to 85% satisfaction	Annual	Stakeholder Relations
<b>Feedback Mechanisms</b>	Effectiveness of mechanisms for stakeholders to provide input and receive responses.	Baseline 2022	Implement digital feedback system by 2026	Quarterly	Engagement Specialist

## 4.2.3 Transparency and Accountability

Chaco Vivo is committed to comprehensive and transparent reporting on its activities, challenges, and achievements. This includes making financial statements, environmental impact assessments, and progress reports publicly accessible. Such transparency builds trust and accountability among stakeholders and ensures that the project’s operations are subject to external scrutiny and guidance.

### Detailed Transparency and Accountability Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Public Reports	Number and comprehensiveness of reports published annually.	1 full report/ year	2 full reports/ year by 2025	Annual	Reporting Officer
Audit Outcomes	Results of internal and external audits, including any identified issues and their resolution rates.	Baseline audit 2022	100% resolution of identified issues by 2025	Annual	Internal Auditor
Stakeholder Communication	Frequency and effectiveness of communications with stakeholders regarding project updates and outcomes.	Quarterly updates	Monthly updates by 2026	Monthly	Communications Manager

## 4.2.4 Continuous Improvement and Adaptive Management

The Chaco Vivo Project is committed to a process of continuous learning and improvement. This involves regularly reviewing and refining management practices to incorporate new scientific findings, technological innovations, and stakeholder insights. The adaptive management approach enables the project to remain at the forefront of sustainability and climate resilience, ensuring that it can effectively respond to emerging challenges and opportunities.

### Detailed Continuous Improvement and Adaptive Management Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Learning Workshops	Number and frequency of workshops conducted to review and refine management practices.	4 workshops/ year	6 workshops/ year by 2025	Quarterly	Training Coordinator
Innovation Integration	Rate at which new technologies and scientific findings are integrated into project practices.	Baseline 2022	20% increase in integration rate by 2026	Bi-annual	Innovation Manager
Adaptive Actions	Number of adaptive actions taken in response to monitoring data and stakeholder feedback.	10 actions/ year	15 actions/ year by 2025	Annual	Adaptive Management Team

# 4.2.5 Summary of the Plan’s Content

The Chaco Vivo Adaptive Management Plan is structured around seven key criteria, each addressing a critical aspect of the project’s management strategy:

1. **Variety:** Ensuring diverse approaches and strategies to enhance resilience.

2. **Learning Capacity:** Building the ability to learn from past experiences and adapt to new challenges.

3. **Room for Change:** Maintaining flexibility to adjust strategies in response to new information.

4. **Leadership:** Demonstrating strong leadership and vision in addressing climate change.

5. **Resources:** Securing the necessary financial, human, and technical resources to support adaptive management.

6. **Fair Governance:** Implementing policies and procedures that promote transparency, accountability, and equitable stakeholder engagement.

7. **Innovation:** Leveraging innovative solutions and technologies to enhance climate resilience and sustainability.

Each section of the plan provides detailed strategies and actions designed to achieve these objectives, ensuring that the Chaco Vivo Project remains a leader in sustainable land management and climate resilience.

# 4.3 CRITERION 1: VARIETY

## 4.3.1 Description

The Chaco Vivo Project’s adaptive management approach ensures a diverse array of strategies to enhance ecological and social resilience. This includes integrating various land-use practices, stakeholder engagement methods, and technological innovations. By maintaining a diverse portfolio of strategies, the project can better respond to changing environmental and social conditions.

## 4.3.2 Policy Integration

The project aligns with several key Paraguayan policies and international frameworks, ensuring comprehensive and coherent policy integration:

- **National Climate Change Policy:** Aiming to mitigate and adapt to climate change by reducing greenhouse gas emissions and enhancing resilience.
  - **National Reforestation and Afforestation Program:** Enhancing reforestation efforts, sustainable timber harvesting, and restoring degraded forest areas.

- **National Development Plan 2030:** Promoting sustainable economic development and environmental protection with integrated climate considerations.
  - **Law No. 3001/06 (Forest Law):** Regulating forest resources for conservation and sustainable use.
  - **REDD+ National Strategy:** Focusing on creating financial value for carbon stored in forests and supporting sustainable management.



### 4.3.3 Implementation Strategy

The implementation strategy for these policies involves:

- **Policy Review and Integration:** Conducting annual policy reviews to align with national and international climate policies.
- **Impact Assessments:** Regularly evaluating environmental and social impacts to ensure alignment with policy goals.
- **Compliance Framework:** Establishing a compliance framework to monitor adherence to relevant laws and standards.

### Detailed Implementation Strategy Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Policy Review Frequency	Number of policy reviews conducted annually.	1 review/year	2 reviews/year by 2026	Annual	Policy Analyst
Impact Assessment Completion	Percentage of projects with completed environmental and social impact assessments.	80% completion rate	100% completion rate by 2025	Annual	Impact Assessment Team
Compliance Rate	Adherence to local and international climate policies and standards.	90% compliance rate	95% compliance rate by 2026	Bi-annual	Compliance Officer

### 4.3.4 Multi-Actor Governance

Chaco Vivo’s governance model actively involves a diverse group of stakeholders to ensure a comprehensive approach to climate change adaptation and mitigation:

- **Government Agencies:** Engaging with relevant government bodies to ensure compliance with national regulations.
- **Local Communities:** Involving Indigenous and local communities in decision-making processes.
- **NGOs:** Collaborating with environmental NGOs to leverage expertise and resources.
- **Private Sector:** Partnering with private companies in sustainable forestry, agroforestry, and carbon offset projects.

### Detailed Multi-Actor Governance Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Stakeholder Participation	Number and diversity of stakeholders involved in governance processes.	30 stakeholders/year	50 stakeholders/year by 2026	Annual	Governance Committee
Collaboration Projects	Number of joint projects with government agencies, NGOs, and private sector partners.	5 projects/year	10 projects/year by 2025	Annual	Partnership Manager
Community Involvement	Level of local community involvement in project activities.	Baseline 2022	Increase by 50% by 2025	Quarterly	Community Liaison

### 4.3.5 Organizational Actors and Roles

A clear framework outlines the roles and responsibilities of various organizational actors:

- **Project Management Team:** Responsible for overall implementation and coordination with stakeholders.
- **Stakeholder Advisory Committee:** Including representatives from various sectors to review progress and propose adaptive measures.
- **Technical Working Groups:** Focusing on specific areas such as reforestation and biodiversity conservation, providing technical recommendations.

#### Detailed Organizational Actors and Roles Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Role Clarity	Clarity of roles and responsibilities as reported by project team members.	Baseline survey 2022	95% role clarity by 2026	Annual	HR Manager
Stakeholder Advisory Meetings	Frequency and effectiveness of advisory committee meetings.	4 meetings/year	6 meetings/year by 2025	Bi-annual	Advisory Committee Chair
Technical Recommendations	Number and implementation rate of recommendations from technical working groups.	Baseline 2022	80% implementation rate by 2025	Quarterly	Technical Team Leader

### 4.3.6 Management Processes and Actions

Key components of the adaptive management process include:

- **Policy Review and Integration:** Annual reviews to align with climate policies.
- **Stakeholder Engagement:** Regular workshops and working groups for transparent decision-making.
- **Monitoring and Evaluation:** Tracking key indicators using advanced technologies.
- **Capacity Building:** Training programs and research partnerships to enhance technical capacity.

#### Detailed Organizational Actors and Roles Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Policy Review Completion	Percentage of policies reviewed and updated annually.	70% completion rate	100% completion rate by 2026	Annual	Policy Analyst
Workshop Participation	Number of participants and frequency of stakeholder workshops.	50 participants/year	100 participants/year by 2026	Quarterly	Workshop Coordinator
M&E System Implementation	Effectiveness of monitoring and evaluation systems in tracking key indicators.	Baseline 2022	Fully operational by 2026	Bi-annual	M&E Specialist
Training Program Effectiveness	Participant feedback and improvement in technical capacity from training programs.	Baseline survey 2022	90% positive feedback by 2026	Quarterly	Training Coordinator

# 4.3.7 Documentation and Transparency

Comprehensive documentation includes:

- **Annual Sustainability Report:** Detailed descriptions of policies, roles, and outcomes.
- **Role-Activity Matrix:** Outlining stakeholder responsibilities, updated regularly.

## Detailed Documentation and Transparency Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Sustainability Report Completion	Number and comprehensiveness of annual sustainability reports published.	1 report/ year	2 reports/ year by 2026	Annual	Reporting Officer
Role-Activity Matrix Updates	Frequency and accuracy of updates to the role-activity matrix.	Baseline 2022	Quarterly updates by 2026	Quarterly	HR Manager
Transparency Index	Score based on stakeholder perceptions of transparency and access to information.	Score of 7/10	Increase to 9/10 by 2025	Annual	Governance Committee

## Section Conclusion

The variety in Chaco Vivo’s adaptive management plan is achieved through diverse policy options, multi-actor governance, clear organizational roles, and structured management processes. This comprehensive approach ensures resilience and adaptability, aligning with the highest standards of sustainable and inclusive climate action.

# 4.4 CRITERION 2: LEARNING CAPACITY

## 4.4.1 Description

Learning capacity refers to the project’s ability to continuously learn from past experiences and integrate new information into its practices, ensuring flexibility and responsiveness to changing environmental conditions.

## 4.4.2 Best Practices for Enhancing Learning Capacity

### 4.4.2.1 Continuous Learning and Adaptation

Chaco Vivo incorporates systematic learning and adaptation practices, including:

- **Reflective Practice:** Regular debriefing sessions to discuss successes and failures.
- **Feedback Loops:** Establishing effective feedback mechanisms to inform decision-making.

### Detailed Continuous Learning and Adaptation Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Debriefing Sessions	Number and frequency of debriefing sessions conducted to review project activities.	6 sessions/ year	10 sessions/ year by 2026	Quarterly	Project Manager
Feedback Implementation Rate	Percentage of feedback received from stakeholders that is implemented in project improvements.	60% implementation rate	80% implementation rate by 2025	Bi-annual	Feedback Coordinator

## 4.4.2.2 Integration of Scientific Research and Local Knowledge

The project integrates scientific research and local knowledge through:

- **Research Partnerships:** Collaborating with academic institutions for scientific data and climate models.
- **Community Engagement:** Involving local communities in monitoring and data collection.

### Detailed Integration of Scientific Research and Local Knowledge Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Research Collaborations</b>	Number of research partnerships and collaborative projects with academic institutions.	3 partnerships/year	6 partnerships/year by 2026	Annual	Research Coordinator
<b>Community Data Collection</b>	Level of community involvement in data collection and monitoring activities.	Baseline 2022	50% increase in involvement by 2025	Bi-annual	Community Liaison

## 4.4.2.3 Capacity Building

Building capacity involves:

- **Training Programs:** Regular sessions on climate resilience and adaptive management.
- **Knowledge Exchange Workshops:** Events for sharing experiences and best practices.

### Detailed Capacity Building Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Training Session Attendance</b>	Number of participants attending training sessions on climate resilience and adaptive management.	100 participants/year	150 participants/year by 2026	Quarterly	Training Coordinator
<b>Knowledge Exchange Events</b>	Frequency and effectiveness of knowledge exchange workshops.	2 events/year	4 events/year by 2026	Bi-annual	Knowledge Manager



# 4.4.3 Monitoring and Evaluation (M&E)

## 4.4.3.1 Comprehensive M&E System

A comprehensive M&E system tracks key indicators:

- **Real-Time Data Collection:** Using remote sensing and GIS technologies.
- **Adaptive Management Cycle:** Regular reviews to inform adaptive actions.

### Detailed M&E System Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Real-Time Data Accuracy	Accuracy and timeliness of real-time data collected through remote sensing and GIS.	90% accuracy	95% accuracy by 2026	Quarterly	M&E Specialist
Adaptive Actions Taken	Number of adaptive actions implemented based on M&E data.	10 actions/year	15 actions/year by 2025	Annual	Adaptive Management Team

## 4.4.3.2 Participatory M&E

Emphasizing participatory M&E:

- **Community-Based Monitoring:** Training community members in data collection.
- **Stakeholder Feedback Mechanisms:** Channels for stakeholders to provide feedback.

### Detailed Participatory M&E Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Community Training Programs	Number of community members trained in M&E activities.	50 members/year	100 members/year by 2025	Quarterly	Training Coordinator
Feedback Mechanism Utilization	Frequency and effectiveness of stakeholder feedback mechanisms.	Baseline 2022	75% utilization rate by 2026	Bi-annual	Engagement Specialist

## 4.4.4 Learning and Evidence-Based Decision Making

### 4.4.4.1 Learning Platforms

Creating platforms for continuous learning:

- **Knowledge Management Systems:** Digital systems for storing and sharing data.
- **Learning Networks:** Participation in national and international networks.

#### Detailed Learning Platforms Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Data Storage Capacity</b>	Capacity and reliability of digital systems for storing project data.	Baseline 2022	Increase capacity by 20% by 2026	Annual	IT Manager
<b>Network Participation</b>	Level of participation in national and international learning networks.	Baseline 2022	30% increase in participation by 2026	Annual	Learning Coordinator

### 4.4.4.2 Adaptive Learning Cycles

Implementing adaptive learning cycles:

- **Action-Reflection Cycles:** Regular reviews of actions and outcomes.
- **Scenario Planning:** Techniques for anticipating and preparing for future conditions.

#### Detailed Adaptive Learning Cycles Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Review Cycles</b>	Number and frequency of action-reflection cycles conducted annually.	4 cycles/year	6 cycles/year by 2026	Quarterly	Project Manager
<b>Scenario Planning Workshops</b>	Number of workshops held for scenario planning and their outcomes.	2 workshops/year	4 workshops/year by 2025	Bi-annual	Planning Coordinator

## 4.4.5 Documentation and Transparency

### 4.4.5.1 Transparent Reporting

Maintaining transparent reporting practices:

- **Annual Learning Reports:** Detailed reports on learning activities and outcomes.
- **Stakeholder Communication:** Regular updates to stakeholders.

#### Detailed Transparent Reporting Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Learning Report Publication</b>	Number and comprehensiveness of annual learning reports published.	1 report/year	2 reports/year by 2026	Annual	Reporting Officer
<b>Stakeholder Update Frequency</b>	Frequency and effectiveness of communications with stakeholders regarding learning activities.	Quarterly updates	Monthly updates by 2026	Monthly	Communications Manager

### 4.4.5.2 Role-Activity Matrix

Maintaining a detailed role-activity matrix for learning and adaptation processes.

#### Detailed Role-Activity Matrix Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Matrix Updates</b>	Frequency and accuracy of updates to the role-activity matrix.	Baseline 2022	Quarterly updates by 2026	Quarterly	HR Manager
<b>Role Clarity</b>	Clarity of roles and responsibilities as reported by project team members.	Baseline survey 2022	95% role clarity by 2026	Annual	HR Manager

### Section Conclusion

Learning capacity in Chaco Vivo's adaptive management plan is achieved through continuous learning practices, integration of scientific and local knowledge, comprehensive M&E systems, and transparent documentation. This comprehensive approach ensures responsiveness and continuous improvement.

# 4.5 CRITERION 3: ROOM FOR CHANGE

## 4.5.1 Description

Room for change ensures continuous access to climate information and the ability to respond effectively to future climate events. It encompasses the integration of advanced technologies, multi-scale climate data, and adaptive strategies to maintain flexibility and adaptability in the face of environmental and social changes.

## 4.5.2 Continuous Access to Climate Information

Ensuring access to high-quality climate information is crucial for effective adaptation and mitigation strategies. Chaco Vivo commits to implementing advanced systems to gather, analyze, and disseminate climate data in real-time.

### Detailed Adaptive Learning Cycles Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Early Warning Accuracy	Accuracy and reliability of early warning systems for climate events.	90% accuracy	95% accuracy by 2026	Quarterly	Climate Analyst
Projection Updates	Frequency and comprehensiveness of climate change projection updates.	Annual up-dates	Bi-annual up-dates by 2026	Bi-annual	Climate Scientist

## 4.5.3 Integration of Multi-Scale Climate Data

Incorporating data at different scales (national, regional, and local) ensures comprehensive understanding and responsiveness to climate variability and change.

### Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Data Integration Rate	Rate at which multi-scale climate data is integrated into project planning.	Baseline 2022	20% increase by 2026	Annual	Data Integration Specialist
Regional Data Utilization	Utilization of regional climate data in project strategies.	Baseline 2022	30% increase by 2026	Annual	Climate Analyst

# 4.5.4 Advanced Technologies and Tools

Leveraging advanced technologies such as remote sensing, Geographic Information Systems (GIS), and climate models enhances the project’s capability to monitor environmental changes and predict future scenarios.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Technology Utilization	Level of utilization of advanced technologies in monitoring and planning.	Baseline 2022	30% increase by 2026	Annual	Technology Coordinator
Model Accuracy	Accuracy and reliability of climate models used for predictions.	90% accuracy	95% accuracy by 2026	Bi-annual	Climate Modeler

# 4.5.5 Internal and External Expertise

Engaging both internal and external expertise is essential to analyze data accurately and implement effective adaptive strategies. This involves forming specialized teams and collaborating with external research institutions.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Team Expertise	Level of expertise within internal climate teams.	Baseline survey 2022	90% high expertise level by 2026	Annual	HR Manager
Collaborative Projects	Number and effectiveness of collaborative projects with external experts.	3 projects/year	6 projects/year by 2026	Annual	Collaboration Manager



# 4.5.6 Comprehensive M&E Framework

A comprehensive Monitoring and Evaluation (M&E) framework is critical to track progress and ensure adaptability. This framework includes setting detailed SMART indicators for various environmental, social, and governance aspects. SMART indicators are Specific, Measurable, Achievable, Relevant, and Time-bound. These criteria ensure that the indicators are clearly defined (Specific), can be quantified or evidenced (Measurable), are realistic and attainable (Achievable), align with the project’s goals (Relevant), and have a defined timeline for achievement (Time-bound). By utilizing SMART indicators, the project can effectively monitor its performance and make data-driven adjustments to its strategies.

## Detailed M&E Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Biodiversity Metrics	Measurement of species diversity, abundance, and ecosystem health.	Baseline survey 2022	20% improvement by 2025	Annual	Biodiversity Specialist
Carbon Sequestration Rates	Quantification of carbon capture through reforestation and conservation efforts.	1 million tons/year	1.5 million tons/year by 2025	Bi-annual	Climate Analyst
Water Usage Efficiency	Monitoring and optimization of water usage across project activities.	Baseline 2022	15% reduction by 2026	Quarterly	Water Resource Manager
Community Well-being Index	Composite index measuring health, income, education, and satisfaction.	Baseline survey 2022	25% improvement by 2025	Annual	Community Liaison
Engagement Levels	Frequency and quality of stakeholder engagement activities.	Baseline 2022	30% increase by 2026	Quarterly	Engagement Specialist
Transparency and Compliance	Regular audits and compliance checks with local and international standards.	90% compliance rate	95% compliance by 2026	Bi-annual	Compliance Officer

# 4.5.7 Data Collection and Management

Effective data collection and management practices are essential for informed decision-making and continuous improvement.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Real-Time Data Collection	Utilizing remote sensing, IoT devices, and local monitoring networks for data collection.	Baseline 2022	Full implementation by 2026	Quarterly	Data Manager
Data Accuracy	Accuracy and reliability of collected data.	90% accuracy	95% accuracy by 2026	Bi-annual	Data Analyst
Data Management Systems	Implementation of advanced data management software for storing and analyzing data.	Baseline 2022	Fully operational by 2026	Annual	IT Manager

# 4.5.8 Analysis and Interpretation

Regular analysis and interpretation of data ensure that adaptive actions are based on sound scientific and socio-economic principles.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Trend Analysis	Identifying long-term trends and emerging patterns in environmental and social data.	Baseline 2022	Quarterly reports by 2026	Quarterly	Data Analyst
Scenario Analysis	Developing scenarios to anticipate and prepare for future conditions.	Baseline 2022	Annual scenario planning workshops	Annual	Planning Coordinator

# 4.5.9 Reporting and Feedback

Transparent reporting and effective feedback mechanisms are critical for ensuring stakeholder trust and continuous project improvement.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Annual Reports	Number and comprehensiveness of annual reports published on environmental, social, and governance performance.	1 report/year	2 reports/year by 2026	Annual	Reporting Officer
Stakeholder Meetings	Frequency and quality of meetings held with stakeholders to discuss findings and gather feedback.	Quarterly meetings	Monthly meetings by 2026	Monthly	Stakeholder Relations

# 4.5.10 Adaptive Management Cycle

Regular review and adaptation of strategies ensure the project remains responsive and effective.

## Detailed Indicators and KPIs

Indicator	Description	Baseline	Target	Frequency	Responsibility
Quarterly Reviews	Conducting in-depth reviews of progress and challenges on a quarterly basis.	4 reviews/ year	4 reviews/ year	Quarterly	Project Manager
Annual Strategy Updates	Revising strategies based on new data and stakeholder input.	Annual up-dates	Annual up-dates	Annual	Strategy Team

## Section Conclusion

Room for change in Chaco Vivo’s adaptive management plan is achieved through continuous access to climate information, integration of multi-scale data, advanced technologies, and a comprehensive M&E framework. This ensures the project remains flexible and responsive to emerging environmental and social challenges, aligning with global best practices, and maintaining high standards of sustainability and resilience.

## 4.6 CRITERION 4: LEADERSHIP

### 4.6.1 Description

Leadership in Project Chaco Vivo involves developing a long-term vision for climate change mitigation and adaptation, and stimulating action, collaboration, and innovation among stakeholders. Effective leadership ensures that the project remains dynamic, resilient, and capable of addressing emerging challenges. This section outlines the strategies and best practices for fostering visionary leadership, strategic communication, proactive collaboration, and continuous improvement.

### 4.6.2 Visionary Leadership and Strategic Communication

Chaco Vivo's leadership integrates climate considerations into its vision and mission, emphasizing sustainability and resilience. The leadership team is committed to transparent and strategic communication, ensuring all stakeholders are informed, engaged, and aligned with the project's objectives.

#### 4.6.2.1 Vision and Mission Statements

##### Vision Statement

Chaco Vivo envisions a future where the Paraguayan Chaco region flourishes with resilient ecosystems, abundant biodiversity, and empowered communities. The project seeks to implement sustainable land management practices that mitigate climate change, conserve critical biodiversity, and enhance community well-being. Aligning with all 17 United Nations Sustainable Development Goals (SDGs), Chaco Vivo is committed to making meaningful and lasting contributions to environmental health, climate adaptability, and social prosperity in the areas where it operates.

##### Mission Statement

Chaco Vivo's mission is to lead transformative efforts in large-scale conservation, ecosystem restoration, and sustainable development within the Chaco region. The project is dedicated to pioneering innovative practices, fostering strong stakeholder collaboration, and upholding the highest social and environmental responsibility standards. Chaco Vivo aims to create sustainable ecosystems and resilient communities by leveraging advanced technologies and encouraging community engagement. The project is committed to significantly contributing to the global SDGs, addressing the critical challenges of climate change, biodiversity loss, and socio-economic development through holistic and inclusive strategies.

#### Enhancing the Vision and Mission

To deepen the impact and ensure the vision and mission are robust and comprehensive, Chaco Vivo integrates the following best practices and elements:

1. **Comprehensive Approach to Sustainability:** Embracing a holistic approach that integrates environmental conservation with social and economic development, ensuring that projects contribute to the overall well-being of the communities served.
2. **Innovative Solutions:** Utilizing cutting-edge technologies such as remote sensing, Geographic Information Systems (GIS), Internet of Things (IoT) devices, blockchain, and artificial intelligence (AI) to enhance monitoring, reporting, and management capabilities. These technologies help adapt to climate change and optimize resource use for better environmental and social outcomes.
3. **Community Engagement and Empowerment:** Actively involving local communities in conservation efforts, respecting their knowledge and traditions, and supporting sustainable livelihoods. This includes training programs, capacity-building initiatives, and creating economic opportunities through sustainable practices like regenerative agriculture and eco-tourism.

4. **Collaboration and Partnerships:** Building strong partnerships with governments, NGOs, academic institutions, and private sector entities to enhance impact. These collaborations facilitate knowledge exchange, resource sharing, and joint initiatives that drive progress toward conservation and sustainability goals.

5. **Continuous Improvement and Adaptation:** Remaining dynamic and flexible approach, continuously seeking new opportunities and innovative solutions to address emerging challenges. This includes regular reviews of strategies, adapting to new scientific findings, and staying ahead of technological advancements to improve effectiveness
6. **Commitment to Global Standards:** Aligning efforts with international frameworks such as the Global Reporting Initiative (GRI) Standards, European Sustainability Reporting Standards (ESRS), Task Force on Climate-related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (SDGs). This ensures that work is globally recognized and meets the highest environmental and social governance standards.

By integrating these elements, Chaco Vivo aims to achieve its vision and mission and set a benchmark in conservation and sustainable development, making a lasting and meaningful impact on the environment and communities in the Paraguayan Chaco region and beyond.

KPIs for Visionary Leadership and Strategic Communication

Indicator	Description	Baseline	Target	Frequency	Responsibility
Clarity of Vision and Mission	Stakeholder understanding and alignment with the vision and mission.	Baseline 2022	95% alignment by 2026	Annual	Leadership Team
Communication Effectiveness	Frequency and quality of communication regarding project objectives and updates.	Baseline 2022	90% effectiveness by 2026	Quarterly	Communications Manager
Stakeholder Engagement	Level of stakeholder engagement in strategic planning and decision-making processes.	Baseline 2022	30% increase by 2026	Quarterly	Stakeholder Relations

4.6.3 Stimulus for Action and Collaboration

Encouraging proactive action and fostering collaboration across various sectors is vital for Chaco Vivo’s success. This includes building partnerships with government agencies, NGOs, private sector entities, and local communities.



### 4.6.3.1 Cross-Sector Partnerships

Building strong partnerships enhances the project's capacity to achieve its goals and leverages diverse expertise and resources.

#### KPIs for Cross-Sector Partnerships

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Partnership Formation</b>	Number of partnerships formed with government, NGOs, and private sector.	10 partnerships/year	15 partnerships/year by 2026	Annual	Partnership Manager
<b>Collaborative Projects</b>	Number and success rate of collaborative projects.	5 projects/year	10 projects/year by 2025	Annual	Project Manager
<b>Community Engagement</b>	Level of community involvement in project activities.	Baseline 2022	30% increase by 2026	Quarterly	Community Liaison

### 4.6.4 Incentivizing Innovation and Entrepreneurship

Fostering a culture of innovation and entrepreneurship is essential for developing new solutions to climate challenges and improving project outcomes.

#### KPIs for Innovation and Entrepreneurship

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Innovation Grants</b>	Number and amount of grants awarded for innovative climate solutions.	\$100,000/year	\$200,000/year by 2025	Annual	Innovation Manager
<b>Startup Support</b>	Number of startups and small businesses supported through incubation programs.	5 businesses/year	10 businesses/year by 2025	Annual	Entrepreneurship Coordinator

### 4.6.5 Continuous Improvement and Accountability

Ensuring continuous improvement and accountability involves regular performance evaluations, feedback mechanisms, and transparent reporting practices.

# 4.6.5.1 Performance Metrics and Audits

Establishing clear performance metrics and conducting regular audits ensures accountability and fosters a culture of continuous improvement.

## KPIs for Continuous Improvement and Accountability

Indicator	Description	Baseline	Target	Frequency	Responsibility
Performance Metric Compliance	Adherence to defined performance metrics for leadership and management processes.	Baseline 2022	90% compliance by 2026	Quarterly	Performance Manager
Audit Frequency and Quality	Frequency and thoroughness of internal and external audits.	Annual internal audit	Bi-annual internal and external audits	Bi-annual	Internal Auditor
Feedback Implementation Rate	Percentage of stakeholder feedback implemented into project practices.	60% implementation rate	80% implementation rate by 2025	Bi-annual	Feedback Coordinator

# 4.6.6 Ethical Leadership and Governance

Chaco Vivo’s leadership is committed to ethical conduct, transparency, and governance excellence. This involves strict adherence to anti-corruption policies, equality, and anti-discrimination practices.

## 4.6.6.1 Anti-Corruption Policy

Chaco Vivo maintains a zero-tolerance policy towards corruption and unethical behavior, ensuring secure channels for reporting and protecting whistleblowers.

## KPIs for Anti-Corruption

Indicator	Description	Baseline	Target	Frequency	Responsibility
Corruption Incidents Reported	Number of corruption incidents reported and investigated.	Baseline 2022	Zero incidents by 2026	Annual	Ethics Officer
Whistleblower Cases	Number of whistleblower cases reported and resolved.	Baseline 2022	100% resolution by 2026	Annual	Compliance Officer
Training Completion Rate	Percentage of employees and stakeholders completing anti-corruption training.	80% completion rate	100% completion rate by 2026	Annual	Training Coordinator

# 4.6.7 Equality and Anti-Discrimination Policy

Chaco Vivo is dedicated to promoting equality and preventing discrimination, ensuring an inclusive and fair working environment.

## KPIs for Equality and Anti-Discrimination

Indicator	Description	Baseline	Target	Frequency	Responsibility
Diversity Metrics	Measurement of diversity across all levels of the organization.	Baseline 2022	30% increase in diversity by 2026	Annual	HR Manager
Equality Training	Number and frequency of equality and anti-discrimination training sessions conducted.	5 sessions/year	8 sessions/year by 2026	Quarterly	Training Coordinator
Audit Outcomes	Results of audits on compliance with equality and anti-discrimination policies.	Baseline 2022	100% compliance by 2026	Annual	Internal Auditor

## Section Conclusion

Leadership in Chaco Vivo’s adaptive management plan is demonstrated through a clear vision, proactive collaboration, transparent communication, and a commitment to innovation and accountability. By integrating best practices and detailed KPIs, the project ensures effective climate action, ethical governance, and sustainable development. This approach positions Chaco Vivo as a leader in climate resilience and sustainable land management in the Paraguayan Chaco region.

# 4.7 CRITERION 5: RESOURCES

## 4.7.1 Description

Chaco Vivo ensures adequate resources are allocated and efficiently utilized to achieve the project's goals and all environmental, social, and governance (ESG) objectives. The project remains adaptive to climate change by maintaining a strong resource management framework that includes financial, human, and technological assets. The project's strategy encompasses ongoing research and development for new business ventures, continuous professional training, dynamic departmental formations, staying abreast of technological developments, and seeking new collaborations and finance partners.

## 4.7.2 Financial Resources

**Description:** Ensuring sufficient financial resources to support all project activities is essential for successfully implementing Chaco Vivo's initiatives. This includes securing funding, managing budgets, and ensuring financial transparency and accountability.



### Implementation Steps:

#### 1. Budget Planning:

- **Annual Budget:** Develop a detailed annual budget that aligns with project goals and ESG objectives. Include provisions for unexpected expenses to ensure financial stability.
- **Funding Sources:** Identify and secure diverse funding sources, including grants, donations, partnerships, and revenue from carbon credits.
- **Financial Projections:** Create long-term financial projections to anticipate future funding needs and ensure sustainability.

#### 2. Financial Management:

- **Internal Controls:** Implement robust internal controls to monitor and manage financial transactions, ensuring accuracy and preventing fraud.
- **Financial Reporting:** Maintain transparent financial reporting practices, regularly updating stakeholders on financial status and resource allocation.
- **Audits:** Conduct regular internal and external audits to ensure compliance with financial policies and international standards.

## KPIs for Financial Resources

Indicator	Description	Baseline	Target	Frequency	Responsibility
Budget Adherence	Percentage of budget adherence and variance.	Baseline 2022	95% adherence by 2026	Quarterly	Finance Manager
Funding Diversity	The number of different funding sources secured.	Baseline 2022	Increase by 25% by 2026	Annual	Development Manager
Audit Compliance	Percentage of successful audit reports with no significant findings.	Baseline 2022	100% compliance by 2026	Annual	Internal Auditor

## 4.7.3 Human Resources

Description: Efficient management and development of human resources are crucial for achieving Chaco Vivo’s objectives. This includes recruiting skilled personnel, providing continuous training, and fostering a positive and inclusive work environment.

### Implementation Steps:





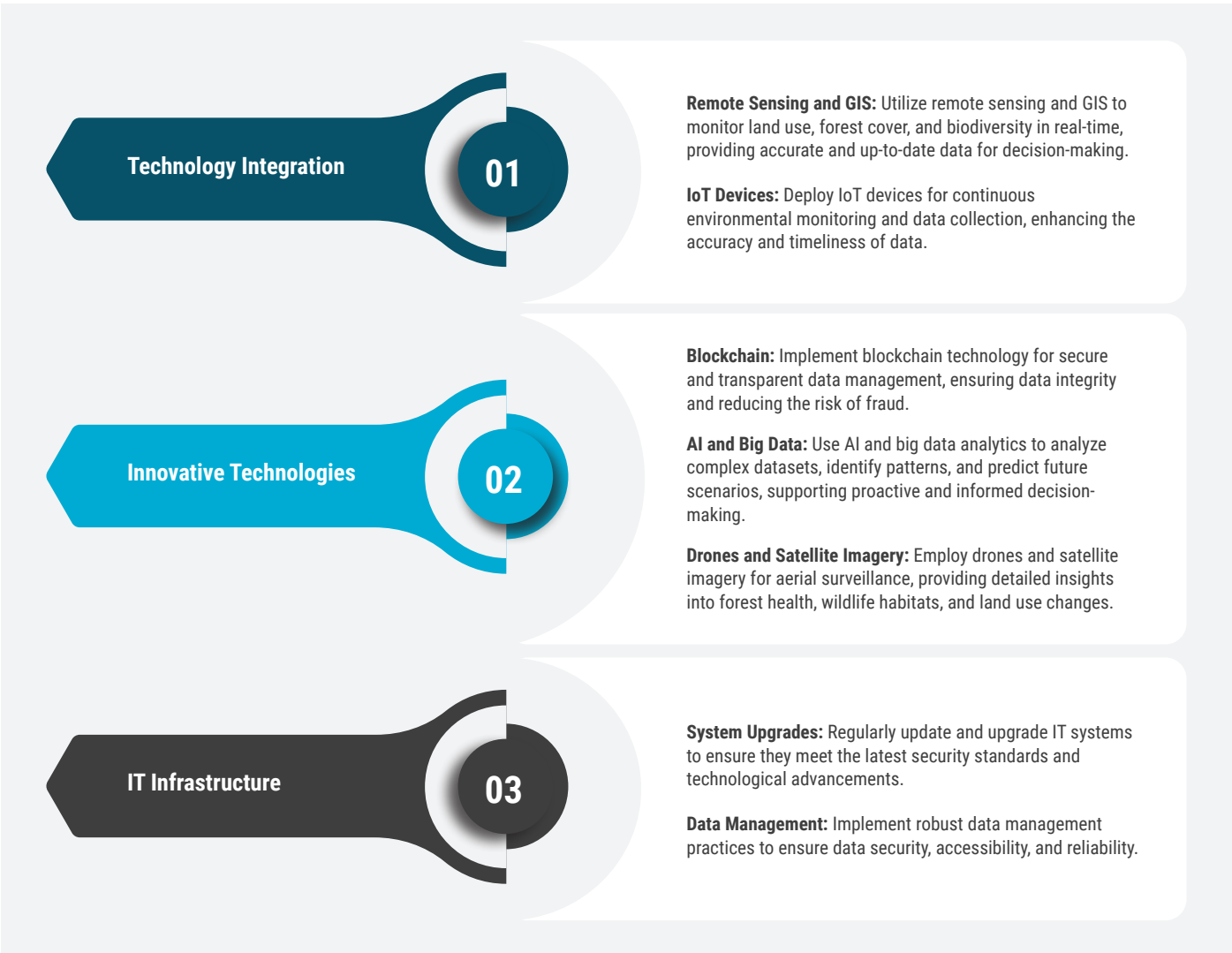
## KPIs for Human Resources

Indicator	Description	Baseline	Target	Frequency	Responsibility
Employee Turnover Rate	Percentage of employee turnover.	Baseline 2022	Reduce by 15% by 2026	Quarterly	HR Manager
Training Completion Rate	Percentage of employees completing training programs.	Baseline 2022	100% completion by 2026	Quarterly	Training Coordinator
Employee Satisfaction	Employee satisfaction score based on regular surveys.	Baseline 2022	Increase by 20% by 2026	Annual	HR Manager

## 4.7.4 Technological Resources

**Description:** Leveraging advanced technologies is essential for efficiently managing Chaco Vivo’s projects. This includes using remote sensing, Geographic Information Systems (GIS), Internet of Things (IoT) devices, blockchain, artificial intelligence (AI), and other innovative tools.

### Implementation Steps:



## KPIs for Technological Resources

Indicator	Description	Baseline	Target	Frequency	Responsibility
Technology Utilization Rate	Rate of adoption and implementation of advanced technologies.	Baseline 2022	Increase by 30% by 2026	Annual	Technology Coordinator
Data Accuracy and Reliability	Accuracy and reliability of data collected using advanced technologies.	90% accuracy	95% accuracy by 2026	Bi-annual	Data Analyst
System Uptime	Percentage of time IT systems are operational and available.	98% uptime	Maintain 99.5% uptime by 2026	Quarterly	IT Manager

## 4.7.5 Adaptability to Climate Change

Chaco Vivo remains adaptive to climate change by continuously monitoring environmental conditions, updating strategies, and embracing new opportunities that arise. The project’s adaptability includes:

### 1. Research and Development

- **New Business Ventures:** Invest in research and development to explore new sustainable business opportunities, such as regenerative agriculture, water treatment, and waste management.
- **Innovative Solutions:** Stay abreast of the latest technological advancements and integrate innovative solutions to enhance climate resilience and sustainability.

### 2. Professional Training

- **Continuous Learning:** Provide ongoing training and development programs to ensure employees are equipped with the latest knowledge and skills to address climate challenges.

- **Specialized Training:** Offer specialized training for new departments or roles that may be required as the project evolves and new technologies are adopted.

### 3. Dynamic Department Formation

- **Flexibility:** Maintain the flexibility to form new departments or teams as needed to address specific technical challenges or opportunities.
- **Interdisciplinary Collaboration:** Encourage interdisciplinary collaboration to leverage diverse expertise and drive innovation.

### 4. Technological Developments

- **Emerging Technologies:** Stay informed about emerging technologies, such as AI, drones, Earth observation, and advanced

- computing, that can enhance climate adaptation efforts.
- **Tech Integration:** Continuously integrate new technologies into project operations to improve efficiency and resilience.

### 5. Collaboration and Finance Partners

- **New Partnerships:** Seek new collaborations with academic institutions, technology companies, government agencies, and NGOs to enhance project capabilities and resources.
- **Diverse Funding:** Explore diverse funding opportunities, including climate adaptation finance, grants, and private investments, to support sustainable business practices and project expansion.

## Section Conclusion

By effectively managing resources and remaining adaptive to climate change, Chaco Vivo ensures the necessary assets and capabilities to achieve the ESG objectives and foster long-term sustainability are dynamic and readily available. This comprehensive approach enables us to continuously improve and innovate, positioning Chaco Vivo as a leader in sustainable land management and climate resilience in the Paraguayan Chaco region.

# 4.8 CRITERION 6: FAIR GOVERNANCE

## 4.8.1 Description

Fair governance in Project Chaco Vivo involves implementing policies and procedures that ensure accountability, transparency, ethical conduct, and inclusivity. Effective governance structures are critical to managing climate impacts, fostering stakeholder trust, and achieving sustainable development goals. This section outlines the strategies, best practices, and performance indicators for maintaining effective governance frameworks.

## 4.8.2 Implementation of Effective Climate Change Policies

Chaco Vivo is committed to developing and implementing comprehensive policies that address climate change mitigation and adaptation, ensuring alignment with international standards and local regulations.

### 4.8.2.1 Policy Framework



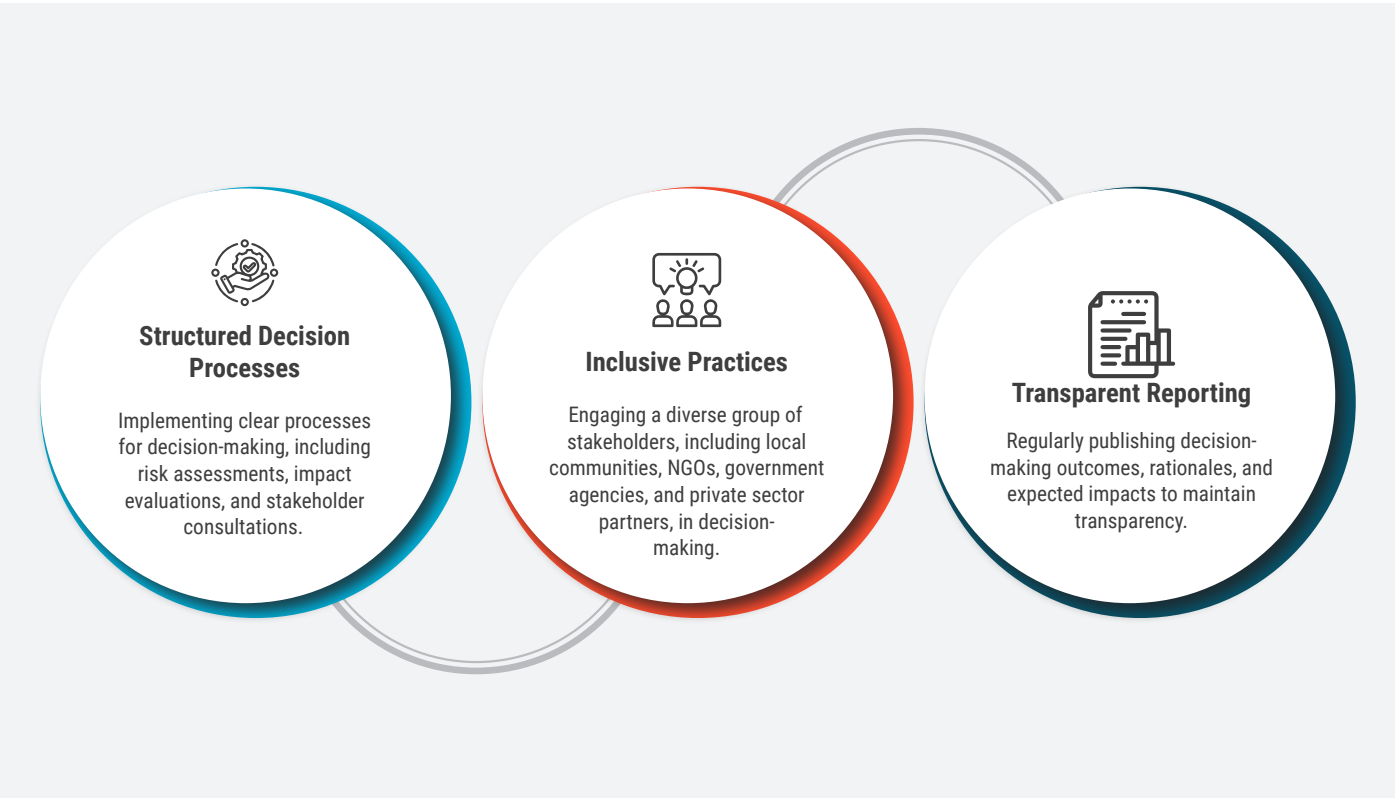
## KPIs for Policy Implementation

Indicator	Description	Baseline	Target	Frequency	Responsibility
Policy Development	Number of comprehensive policies developed and implemented.	Baseline 2022	Fully implemented by 2026	Annual	Policy Analyst
Compliance Rate	Percentage of compliance with developed policies.	90% compliance rate	95% compliance by 2026	Bi-annual	Compliance Officer
Stakeholder Awareness	Level of stakeholder awareness and understanding of the policies.	Baseline 2022	90% awareness by 2026	Annual	Communications Manager

## 4.8.3 Transparent and Inclusive Decision-Making

Ensuring transparency and inclusiveness in decision-making processes is essential for fostering stakeholder trust and achieving project goals.

### 4.8.3.1 Decision-Making Framework



## KPIs for Transparent and Inclusive Decision-Making:

Indicator	Description	Baseline	Target	Frequency	Responsibility
Decision Turnaround Time	Average time taken to make and implement key decisions.	Baseline 2022	Reduce by 20% by 2026	Quarterly	COO
Stakeholder Participation	Number and diversity of stakeholders involved in decision-making processes.	30 stakeholders/year	50 stakeholders/year by 2026	Annual	Governance Committee
Transparency Index	Score based on the transparency of decision-making processes as perceived by stakeholders.	Score of 7/10	Increase to 9/10 by 2025	Annual	Governance Committee

## 4.8.4 Accountability Mechanisms

Strong accountability mechanisms are crucial for ensuring that the project adheres to its policies and meets its goals. This includes regular audits, performance evaluations, and ethical oversight.

### 4.8.4.1 Accountability Framework





## KPIs for Accountability Mechanisms

Indicator	Description	Baseline	Target	Frequency	Responsibility
Audit Frequency and Quality	Frequency and thoroughness of internal and external audits.	Annual internal audit	Bi-annual internal and external audits	Bi-annual	Internal Auditor
Ethical Training Completion	Percentage of employees and stakeholders completing ethical conduct training.	80% completion rate	100% completion rate by 2026	Annual	Training Coordinator
Grievance Resolution Rate	Percentage of grievances resolved within a specified timeframe.	70% resolution rate	90% resolution rate by 2026	Annual	Compliance Officer

## 4.8.5 Best Practices and Standards for Fair Governance

### 1. ISO 9001

Adopting ISO 9001 standards for quality management to ensure effective governance and continuous improvement.

### 2. GRI Standards

Utilizing GRI standards for transparent reporting on governance practices.

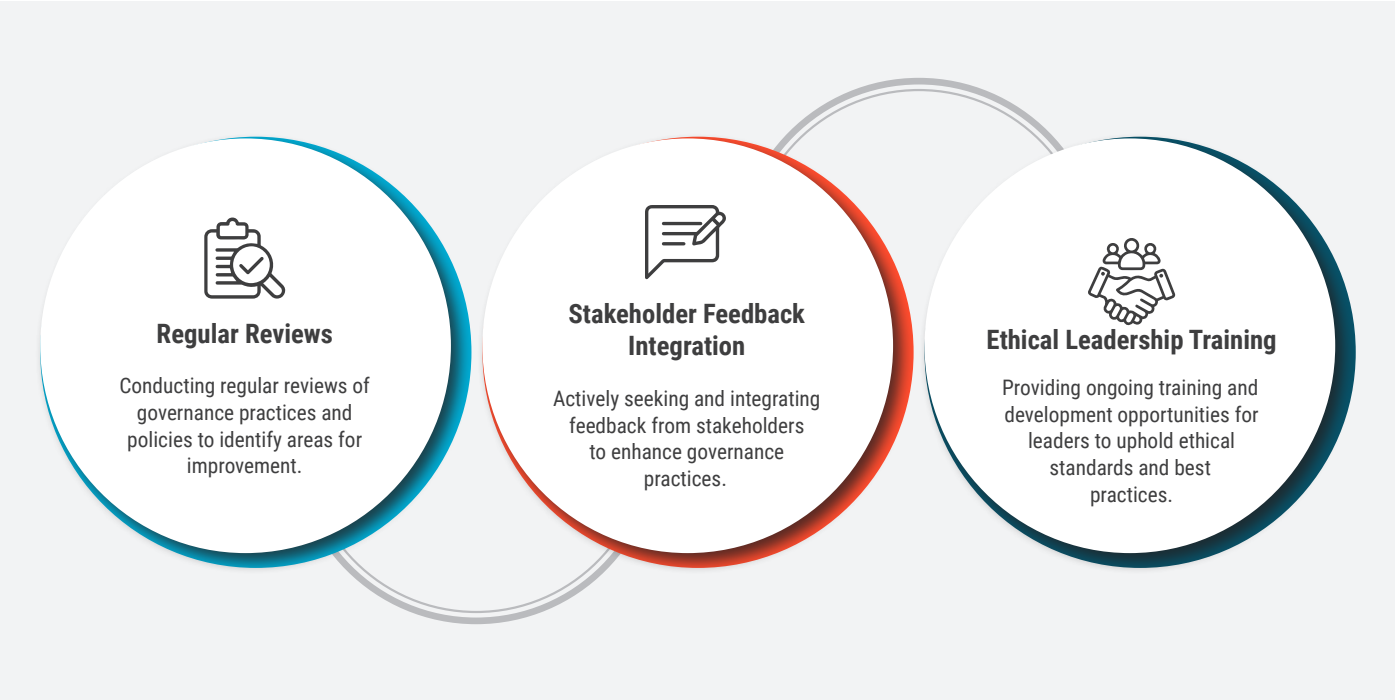
### 3. TCFD Recommendations:

Implementing TCFD recommendations for climate-related financial disclosures to enhance transparency and investor confidence.

## 4.8.6 Continuous Improvement and Ethical Leadership

Ensuring continuous improvement and ethical leadership involves regularly reviewing governance practices, integrating feedback, and fostering a culture of ethical behavior and responsibility.

### 4.8.6.1 Continuous Improvement Framework



### KPIs for Continuous Improvement and Ethical Leadership

Indicator	Description	Baseline	Target	Frequency	Responsibility
Governance Review Frequency	Frequency of reviews conducted to assess and improve governance practices.	Annual reviews	Bi-annual reviews by 2026	Bi-annual	Governance Committee
Stakeholder Feedback Utilization	Rate at which stakeholder feedback is integrated into governance practices.	Baseline 2022	80% utilization by 2026	Bi-annual	Stakeholder Relations
Leadership Training Participation	Number and percentage of leaders participating in ethical leadership training.	Baseline 2022	90% participation by 2026	Annual	HR Manager

### Section Conclusion

Fair governance in Chaco Vivo’s adaptive management plan is achieved through comprehensive policies, transparent decision-making, strong accountability mechanisms, and a commitment to continuous improvement and ethical leadership. By integrating best practices and detailed KPIs, the project ensures effective governance, stakeholder trust, and sustainable development. This approach positions Chaco Vivo as a leader in ethical and transparent governance in the Paraguayan Chaco region.

# 4.9 CRITERION 7: INNOVATION

## 4.9.1 Description



Innovation is a cornerstone of Project Chaco Vivo's approach to climate resilience and sustainability. By leveraging new technologies, fostering creativity, and encouraging research and development, the project aims to develop cutting-edge solutions to environmental and social challenges. This section outlines the strategies and best practices for promoting innovation, encouraging entrepreneurship, and integrating advanced technologies into project operations.

## 4.9.2 Adoption of Advanced Technologies

Implementing cutting-edge technologies for monitoring, data collection, and analysis is crucial for enhancing the project's capability to respond to environmental changes and improve decision-making processes.

### 4.9.2.1 Advanced Technologies Framework

#### Remote Sensing and GIS:

Utilizing remote sensing and Geographic Information Systems (GIS) to monitor land use, forest cover, and biodiversity in real-time. These technologies provide high-resolution imagery and spatial data, allowing for precise mapping and analysis of environmental conditions.

#### IoT Devices:

Deploying Internet of Things (IoT) devices for continuous environmental monitoring and data collection. IoT sensors can measure a wide range of parameters, including soil moisture, air quality, and wildlife activity, providing real-time data that enhances monitoring efforts.

#### Climate Models:

Developing and using advanced climate models to predict future climate scenarios and inform adaptive strategies. These models incorporate various climate variables and provide projections that help in planning and implementing mitigation and adaptation measures.

#### Blockchain Technology:

Implementing blockchain for secure and transparent data management. Blockchain can be used to record and verify data related to carbon credits, conservation activities, and project financing, ensuring data integrity and reducing the risk of fraud.

#### Artificial Intelligence (AI):

Leveraging AI for data analysis, pattern recognition, and predictive modeling. AI can process large datasets to identify trends, optimize resource allocation, and enhance decision-making processes in real-time.

#### Drones:

Utilizing drones for aerial surveillance and monitoring of large forest areas. Drones can capture high-resolution images and videos, providing detailed insights into forest health, wildlife habitats, and illegal activities such as poaching and logging.

### Satellite Imagery:

Employing satellite imagery and remote sensing technologies for large-scale environmental monitoring. Satellites offer comprehensive coverage and frequent updates, enabling the tracking of deforestation, reforestation, and other land-use changes over time.

### Big Data Analytics:

Applying big data analytics to integrate and analyze vast amounts of environmental and social data. This approach facilitates a comprehensive understanding of project impacts and supports the development of data-driven strategies.

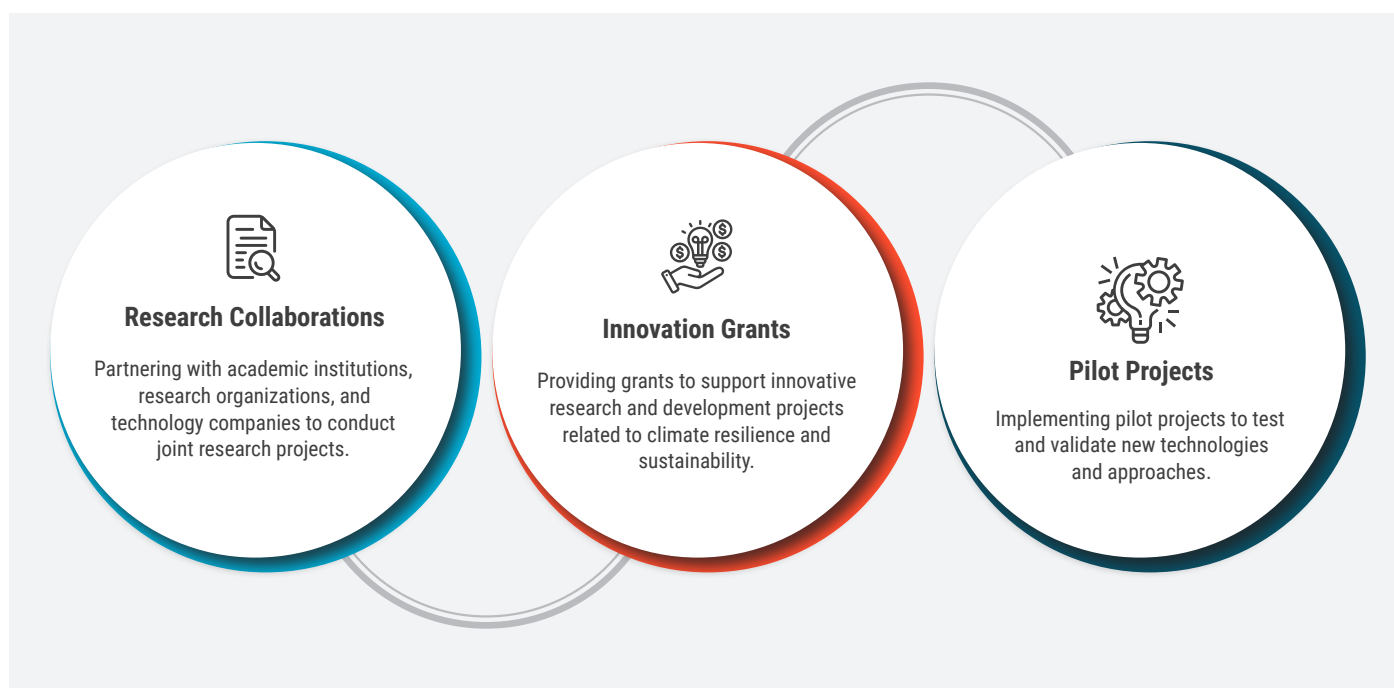
## KPIs for Advanced Technologies

Indicator	Description	Baseline	Target	Frequency	Responsibility
<b>Technology Adoption Rate</b>	Rate of adoption and implementation of advanced technologies in project activities.	Baseline 2022	30% increase by 2026	Annual	Technology Coordinator
<b>Data Accuracy and Reliability</b>	Accuracy and reliability of data collected using advanced technologies.	90% accuracy	95% accuracy by 2026	Bi-annual	Data Analyst
<b>Model Prediction Accuracy</b>	Accuracy of climate models used for scenario planning.	Baseline 2022	95% accuracy by 2026	Annual	Climate Scientist

## 4.9.3 Encouraging Research and Development

Promoting research and development (R&D) is essential for discovering innovative solutions to climate challenges and improving project outcomes.

### 4.9.3.1 Research and Development Framework



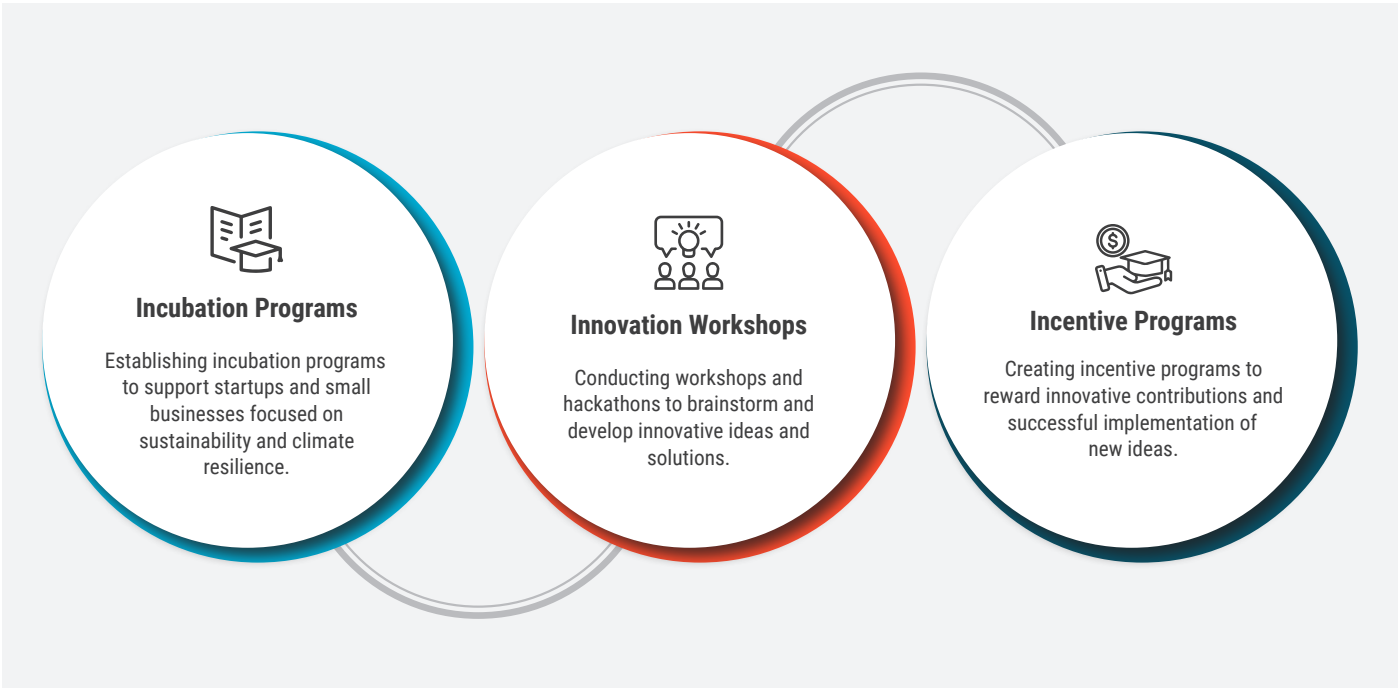
## KPIs for Research and Development

Indicator	Description	Baseline	Target	Frequency	Responsibility
R&D Investment	Amount invested in research and development activities related to climate resilience and sustainability.	\$200,000/year	\$300,000/year by 2025	Annual	R&D Manager
Research Projects	Number of research projects initiated and their outcomes.	3 projects/year	5 projects/year by 2026	Annual	Research Coordinator
Innovation Success Rate	Success rate of pilot projects in achieving desired outcomes and scalability.	Baseline 2022	75% success rate by 2026	Bi-annual	Innovation Manager

## 4.9.4 Fostering Innovation and Entrepreneurship

Encouraging a culture of innovation and entrepreneurship is vital for developing new solutions and improving project performance.

### 4.9.4.1 Innovation and Entrepreneurship Framework





## KPIs for Innovation and Entrepreneurship

Indicator	Description	Baseline	Target	Frequency	Responsibility
Startup Support	Number of startups and small businesses supported through incubation programs.	5 businesses/year	10 businesses/year by 2025	Annual	Entrepreneurship Coordinator
Innovation Workshops Held	Frequency and effectiveness of workshops held to develop innovative ideas.	2 workshops/year	4 workshops/year by 2026	Bi-annual	Innovation Manager
Incentive Program Participation	Participation rate in innovation incentive programs.	Baseline 2022	30% increase by 2026	Annual	HR Manager

## 4.9.5 Integrating Feedback and Continuous Improvement

Continuous improvement is achieved through integrating feedback from stakeholders, monitoring performance, and adapting strategies based on lessons learned.

### 4.9.5.1 Continuous Improvement Framework



## KPIs for Continuous Improvement

Indicator	Description	Baseline	Target	Frequency	Responsibility
Innovation Review Frequency	Frequency of reviews conducted to assess and improve innovation practices.	Annual reviews	Bi-annual re-views by 2026	Bi-annual	Governance Committee
Stakeholder Feedback Utilization	Rate at which stakeholder feedback is integrated into innovation practices.	Baseline 2022	80% utilization by 2026	Bi-annual	Stakeholder Relations
Innovation Performance Metrics	Establishment and monitoring of performance metrics for innovative solutions.	Baseline 2022	90% metrics established by 2026	Quarterly	Performance Manager

## 4.9.6 Best Practices and Standards for Innovation

### 1. ISO 56002

Adopting ISO 56002 standards for innovation management systems to ensure a structured and systematic approach to innovation.

### 2. GRI Standards

Utilizing GRI standards for transparent reporting on innovation practices and outcomes.

### 3. SASB Standards

Implementing SASB standards to report on sustainability-related innovation performance and its impact on financial outcomes.

**Section Conclusion**

Innovation in Chaco Vivo’s adaptive management plan is achieved through the adoption of advanced technologies, encouragement of research and development, fostering of entrepreneurship, and continuous improvement practices. By integrating best practices and detailed KPIs, the project ensures that innovative solutions are effectively developed and implemented, contributing to climate resilience and sustainable development. This approach positions Chaco Vivo as a leader in innovation and sustainability in the Paraguayan Chaco region.

# 4.10 FINAL CONSIDERATIONS



The Chaco Vivo ESG and Adaptive Management Plan is a comprehensive framework designed to ensure sustainable land management, conservation, and community well-being in the Paraguayan Chaco region. This plan integrates best practices, international standards, and innovative technologies to address the multifaceted challenges posed by climate change, biodiversity loss, and socio-economic development.

## Broad Implementation and Strategic Direction

The ESG and Adaptive Management Plan outlines clear commitments and strategies across environmental, social, and governance dimensions. By adopting a holistic approach, the plan ensures that all project activities are aligned with the overarching goals of sustainability, transparency, and continuous improvement. Key elements of the plan include:

1 Environmental Stewardship	2 Social Responsibility	3 Governance Excellence	4 Innovation and Adaptation
Through advanced monitoring technologies, ecosystem restoration, and climate adaptation strategies, Chaco Vivo prioritizes the preservation and enhancement of the region's natural resources. The integration of remote sensing, IoT devices, and climate models facilitates real-time data collection and informed decision-making.	The plan emphasizes inclusive and equitable practices, ensuring that local communities are actively engaged and benefit from project activities. Programs aimed at improving livelihoods, education, health, and cultural preservation are integral to fostering community resilience and support.	Robust governance structures and policies ensure accountability, ethical conduct, and transparency. Regular audits, stakeholder consultations, and transparent reporting practices build trust and ensure compliance with global standards such as GRI, ISO, and TCFD.	The project leverages cutting-edge technologies and fosters a culture of innovation to continuously improve its operations and outcomes. By encouraging research and development, supporting startups, and integrating feedback, Chaco Vivo remains adaptive and resilient to emerging challenges.



## Operational and Management Direction

The comprehensive implementation of the ESG and Adaptive Management Plan directs the operations and management of Project Chaco Vivo in several critical ways:

### Strategic Vision and Mission

The clear articulation of Chaco Vivo's vision and mission provides a strategic direction that guides all project activities. This alignment ensures that every initiative contributes to the long-term goals of sustainability and resilience.

### Decision-Making Processes

Structured and inclusive decision-making frameworks ensure that all significant decisions are well-informed, transparent, and inclusive of stakeholder input. This enhances the legitimacy and effectiveness of the project's management strategies.

### Performance Monitoring and Evaluation

Detailed SMART indicators and KPIs across environmental, social, and governance aspects provide a robust mechanism for tracking progress and identifying areas for improvement. This continuous monitoring supports adaptive management and ensures that the project remains on track to achieve its objectives.

### Stakeholder Engagement and Communication

Regular and transparent communication with stakeholders fosters a collaborative environment and builds trust. By involving local communities, government agencies, NGOs, and the private sector, Chaco Vivo ensures broad-based support and shared responsibility for project outcomes.

### Continuous Improvement and Innovation

The commitment to continuous learning and adaptation enables the project to stay ahead of challenges and leverage new opportunities. This proactive approach ensures that Chaco Vivo remains a leader in sustainable land management and climate resilience.

## Conclusion

The Chaco Vivo ESG and Adaptive Management Plan provides a robust, detailed, and dynamic framework for achieving sustainable development in the Paraguayan Chaco region. By integrating best practices and innovative solutions, the plan ensures comprehensive management of environmental, social, and governance aspects, fostering long-term ecological and social resilience. This holistic approach positions Chaco Vivo as a model for sustainability and climate action, committed to making a significant and positive impact on the environment and local communities.