

INTER-AMERICAN DEVELOPMENT BANK

**“TERMINAL EVALUATION OF THE INTEGRATED
ECOSYSTEM MANAGEMENT IN THE BINATIONAL SIXAOLA
RIVER BASIN PROJECT”**

COSTA RICA -PANAMÁ

GRT/FM-10575-RS (RS-X1017)

PREPARED BY:

LEYSON V. GUILLEN V.

October 2013

ACRONYMS AND ABBREVIATIONS

ACBTC	<i>Asociación Corredor Biológico Talamanca-Caribe</i>
ANAM:	National Environment Authority of Panama (<i>Autoridad Nacional del Ambiente de Panamá</i>)
PAs	Protected Areas
ASOMTPAG	<i>Asociación de Mujeres Productores de Gandoca</i>
TA	Technical Assistance
IDB	Inter-American Development Bank
CATHALAC	<i>Centro del Agua del Trópico Húmedo para América Latina y el Caribe</i>
CATIE	<i>Centro Agronómico Tropical de Investigación y Enseñanza</i>
CBCS	Binational Commission for Sixaola River Basin (<i>Comisión Binacional de Cuenca del río Sixaola</i>)
SBRB	Sixaola Binational River Basin
COCABO	<i>Cooperativa de Servicios Múltiples y Cacao de Bocatoreño</i>
COSMUCOCA	<i>Cooperativa de Servicios Múltiples Copete California R.L</i>
CR	Costa Rica
ERDS	Regional Strategy for the Sustainable Development of the Binational Sixaola River Basin (<i>Estrategia Regional de Desarrollo Sostenible de la Cuenca Binacional del río Sixaola</i>)
GEF	Global Environment Facility (<i>Fondo para el Medio Ambiente Mundial</i>)
PI	Performance Index
IDIAP	<i>Instituto de Investigaciones Agropecuarias de Panamá</i>
INBio	<i>Instituto de Biodiversidad</i>
MAG	Ministry of Agriculture of Costa Rica (<i>Ministerio de Agricultura de Costa Rica</i>)
MIDA	Ministry of Agricultural and Livestock Development of Panama (<i>Ministerio de Desarrollo Agropecuario de Panamá</i>)
MINAE	Ministry of Environment and Energy of Costa Rica (<i>Ministerio de Ambiente y Energía de Costa Rica</i>)
ODESEN	<i>Organización de Desarrollo Turístico Naso</i>
OMUB	<i>Organización de Mujeres Unidas de Bonyic</i>
PEP	Project Execution Plan
PILA	La Amistad International Park (<i>Parque Internacional La Amistad</i>)
AOPs	Annual Operational Plans
PES	Payments for Environmental Services
REGAMA	<i>Refugio Nacional de Vida Silvestre de Gandoca - Manzanillo</i>
NRs	Natural Resources
PESys	Project Evaluation System
SIDEA	Integrated System of Agricultural Extension and Innovation (<i>Sistema Integrado de Extensión e Innovación Agropecuaria</i>)
SINAPROC	National System for Civil Protection (<i>Sistema Nacional de Protección Civil</i>)
TIS	Territorial Information System
STIBRAWPA	<i>Asociación STIBRAWPA Personas Artesanas de Yorkín</i>

STRI	Smithsonian Tropical Research Institute
ToRs	Terms of Reference
TNC	The Nature Conservancy
UICN	<i>Unión Internacional para la Conservación de la Naturaleza</i>
UPESABO	<i>Unión de Pescadores Artesanales Bocatoreños</i>
UTEB	Binational Technical Executing Unit (<i>Unidad Técnica Ejecutora Binacional</i>)

INDEX

EXECUTIVE SUMMARY	5
I. GENERAL INFORMATION OF THE EVALUATION	10
II. INTRODUCTION	10
2.1. BACKGROUND.....	10
2.2 PROJECT OVERVIEW	11
III. ASSESSMENT OF RESULTS	12
3.1. ASSESSMENT OF THE RELEVANCE, EFFICIENCY AND EFFECTIVENESS	12
3.2 PROJECT OVERALL PROGRESS RESULTS	14
3.3. SUSTAINABILITY RISK ASSESSMENT	19
3.4. DESCRIPTION OF THE CATALYTIC ROLE OF THE ACTIVITIES FINANCED BY THE PROJECT	22
3.6. ANALYSIS OF THE EVENTS WHICH NEGATIVELY AFFECTED PROJECT EXECUTION.....	26
IV. LESSONS LEARNED	27
V. EXECUTION STATUS AND SCHEDULE OF PROCUREMENT PLAN	29
V. CONCLUSIOS AND RECOMMENDATIONS.....	30
5.1. CONCLUSIONS	30
5.2. RECOMMENDATIONS	32
ANNEXES.....	33
ANNEX I. BASIC METRICS FOR MONITORING THE PROJECT’S FINACIAL EXECUTION WITH GEF’S ECONOMIC RESOURCES	34
ANNEX II. OUTPUTS, INDICATORS AND OUTCOMES OF THE PHISICAL EXECUTION OF THE DIFFERENT PROJECT COMPONENTS.....	36
ANNEX III. MITIGATION ACTIONS FOR THE RISKS IDENTIFIED AND ASSESSED.....	56
ANNEX IV. PROJECT BUDGETS.....	57
ANNEX V. LIST OF PEOPLE INTERVIEWED	58

EXECUTIVE SUMMARY

The general objective of the “*Integrated Ecosystem Management in the Binational Sixaola River Basin Project*”¹ was to contribute to the sustainable use and conservation of biodiversity, water, and soil resources, through the creation of an enabling environment for the integrated and cross-cutting management of the Binational Sixaola River Basin (SBRB).

Five (5) years and nine (9) months from the beginning of Project execution, the results of this Final Evaluation are the following:

- i. The Project’s physical progress stands at 91%, financial execution ² at 95%, and its Performance Index ³ (PI) has been established at 0.82.
- ii. Based on the project evaluation criteria laid down by the Global Environment Facility (GEF)⁴, the *Integrated Ecosystem Management in the Binational Sixaola River Basin Project* performed as follows:
 - It was relevant in that it was consistent with the objectives of conservation of the natural heritage of an important region of the governments of Costa Rica and Panamá. This is mainly due to the fact that the Sixaola River Basin covers a set of protected areas which are globally significant for biodiversity conservation: La Amistad International Park (declared World Heritage Site by UNESCO in 1983), The National Wildlife Refuge of Gandoca - Manzanillo (REGAMA), and the Wetland of San San Pond Sak (declared Wetland of International Importance by the Ramsar Convention).
 - The effectiveness in the execution of the Project is rated as *Satisfactory*. Of the fourteen (14) outputs to be produced by the Binational Technical Executing Unit (UTEB), 71% were implemented satisfactorily, while 29% were not executed or were executed with a poor performance.
 - In terms of efficiency, the Project was designed with an execution timeframe of 48 months (4 years) and its implementation took 69 months (5 years and 9 months).
- iii. According to GEF Global Objectives, the Project is rated as follows:

¹ In the region it is also known as “*Sixaola Binational Project*”.

² Annex I includes the Project’s general budgets.

³ This index was calculated based on the “*Guía para la Elaboración de un Informe de Monitoreo y Evaluación del Proyecto*” of the Inter-American Development Bank.

⁴ These evaluation criteria were defined using the “Guidelines for GEF Agencies in Conducting Terminal Evaluations”. Evaluation Document No. 3, 2008.

- The “*Implementation Progress Rating*” is “*Moderately Satisfactory*”, which means the implementation of the components was in substantial compliance with the original schedule. A formal review of the activities and according corrective measures were required in order to complete the Project within the expected timeframe.
 - The “*Global Environmental Objective Rating*” is “*Moderately Satisfactory*”, which means the Project did contribute to the sustainable use and conservation of biodiversity, natural resources and water, by creating an enabling environment for the integrated and cross-cutting management of the Binational Sixaola River Basin, though with significant deficiencies.
 - The “*Risk Rating*” is “*Substantial Risk*”, which means there is a probability of between 51% and 75% that assumptions may fail to hold and/or the project may face substantial risks. The great staff turnover and the lack of Project ownership by the heads of the National Environment Authority (ANAM) during the first four (4) years resulted in considerable delays in the execution of the activities scheduled in the different Annual Operational Plans (AOPs). In addition, the MINAE (Ministry of Environment and Energy of Costa Rica) allocated high quality staff (academic education and professional experience), but not on a full-time basis, which also negatively affected the execution of the Project.
- iv. The Project’s Logical Framework put forth highly ambitious verifiable indicators in terms of time and financial resources allocated to the execution of the activities scheduled⁵ and made assumptions and included variables which were beyond the Project’s control, which prevented the Project from fulfilling some indicators, for instance: aiming at shifting 20% of the surface area planted with banana and plantain trees to a more organic production without taking into account production aspects and market demands in terms of product quality.
- v. Project disbursements started one year later than expected because of problems arisen in the referendum held by the National Audit Office of Panamá.
- vi. Thanks to the setting in motion of the labor agreements signed with strategic partners like Asociación ANAI, Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), The Natural Conservancy (TNC), Instituto de Biodiversidad (INBio), Asociación Corredor Biológico de Talamanca-Caribe (ACBTC), and the Smithsonian Tropical Research Institute (STRI), and the appointment of a new National Director of Hydrographic Basins of the ANAM⁶ in February 2012, as well

⁵ Indicators c and d of the activity 2.b (Adoption and replication of sustainable productive practices), and indicador a of the activity 2.d.

⁶ Who displayed a great interest in supporting the Project’s execution activities.

as the work done by the technical team of the UTEB, the PI was increased from 0.48⁷ to 0.82 in the closing stage of the Project.

- vii. The administrative performance has been outstanding, as evidenced by the accounting audits performed. However, the situation is quite the contrary in terms of the efficiency of service procurement and procurement processes, and the implementation of the agreements entered into, except in the last stage of implementation (15 months).
- viii. The Project has generated results in terms of the joint management of the binational basin, awareness raising among local residents regarding basin conservation, and institutional support. AS a result of this, The Project has opened a new space for binational coordination within the regional sphere among ANAM-MINAET, MIDA-MAG and the Health Ministries, laying the foundations for a growing joint management model for the binational river basin. For instance:
 - The UTEB and the key stakeholders working in partnership with *Unión Internacional para la Conservación de la Naturaleza* (UICN) produced a set of regulations named *Reglamento de la Comisión Binacional de la Cuenca del Río Sixaola* which was endorsed by the Executive Secretariats created under the Costa Rica – Panamá Transboundary Agreement.
 - The Project has had positive impacts in terms of creating an agenda for shared governance of natural resources in the Sixaola River Basin by setting in execution the harmonized management plans and joint protection actions.
 - The health ministries of both countries undertook joint activities aimed at preventing diseases among boundary communities.
 - The National System for Civil Protection (SINAPROC) and the National Emergency Commission of Costa Rica have developed flood early warning protocols which work jointly to alert the communities located in the low basin of Sixaola.
- ix. Binational coordination processes are at an embryonic stage and are weak, and thus it is necessary for the Project and the Secretariats created under the Costa Rica-Panamá Cooperation Agreement to redouble their efforts for consolidating the CBCS. It is recommended that the Secretariats from both countries created under the Cooperation Agreement appoint one person for each country who should be based in the Basin and act as facilitators of the binational coordination processes between key institutional and civil society stakeholders.

⁷ Performance index reported in the Project’s Mid-Term Evaluation Report.

- x. The existing risks that may jeopardize sustainability of Project outcomes due to the absence of economic resources for following up on the investments made by the Project may result in the progressive loss of certain achievements in terms of binational coordination and of some initiatives mainly related to Component 2 – promote the adoption of productive models that are compatible with the conservation and sustainable use of the water and soil resources- in the NGOs whose institutional development is weaker (Cooperativa de Servicios Múltiples Copete California R.L (COSMUCOCA), Organización de Mujeres Unidas de Bonyic (OMUB), Organización de Desarrollo Turístico Naso (ODESEN) and Unión de Pescadores Artesanales Bocatoreños (UPESABO)).
- xi. It is highly positive that local associations like Cooperativa de Servicios Múltiples de Cacao Bocatoreño (COCABO), Asociación STIBRAWPA Personas Artesanas de Yorkín (STIBRAWPA), UPESABO, CBTC, and CATIE, with full presence within the Project’s influence area will continue working on initiatives related to the promotion of production practices which are consistent with conservation and sustainable use of water and soil resources.
- xii. It is worth highlighting that of all the initiatives financed under Output 2.2 (Adoption and replication of sustainable productive practices), the project called “*Fondo Semilla COCABO - Fondo de Inversión de Plantones de Cacao Injertados*” was rated as the most successful and has the best perspectives in terms of sustainability and social impact⁸. The reason for this is that the aforesaid project is part of a program being developed by COCABO which seeks to improve the production of cocoa by its members.
- xiii. The outputs generated under the agreement entered into with STRI, INBio, TNC and Asociación ANAI are important inputs to decision-making by MINAE and ANAM in connection with the management of the Natural Heritage contained in the basin. Said outputs include, among others:
- Information generated by the manatee research project undertaken in San San Pond Sak and Gandoca - Manzanillo wetlands by STRI, which is useful for the conservation of the population of manatees.
 - Inventory of the existing sources of pollution within the SBRB made by Asociación ANAI.
 - Harmonization of the management plans of boundary protected areas and the creation of a binational integrated biodiversity monitoring system designed by TNC.
 - Awareness raising and creation of print material containing information about the protected areas comprised within the SBRB –both outputs were produced by INBio.

⁸ 1,370 unionized families from different Latin, African descendant, and indigenous ethnic groups (Nägbes Bugles, Naso Teribes, Bribris).

- xiv. It was determined that in the Project’s execution framework the gender variable was a cross-cutting central concept taken into account from the activity planning through the implementation phase.

I. GENERAL INFORMATION OF THE EVALUATION

Operation no.:	GRT/FM-10575-RS (RS-X1017)	GEF ID: 2517
Project Name:	Integrated Ecosystem Management in the Binational Sixaola River Basin Project	
Executing Agency:	Project Binational Technical Executing Unit	
Location:	Binational Sixaola River Basin	
Report date:	October, 2013	
Reported period:	January, 2008 – October, 2013	
Operation No.:	GRT/FM-10575-RS (RS-X1017)	GEF ID: 2517

NB: *Information provided by the UTEB.

GEF Endorsement date:	August 2, 2007		
Approval date:	September 12, 2007		
Execution starting date:	January 9, 2008		
Mid-Term Evaluation	June, 2012		
Date of last disbursement:	September 30, 2013		
IDB-approved amount:	3,500,000.00	Amount available	479,186.00*
Approved matching funds:	14,406,000.00	Matching funds available	1,529,943.33

NB: *Information provided by the UTEB.

II. INTRODUCTION

2.1. Background

In 1991, the Vice-Presidents of Costa Rica and Panamá signed Resolution No. 4-91, which is a Bilateral Agreement aimed at promoting the joint development of transboundary areas in an effort to achieve regional integration.

In 2003, a Permanent Binational Commission was established and two Executive Secretariats were created - one in each country - to act as the top coordinating entities responsible for the initiatives which could arise under the scope of the Framework Agreement.

One of such initiatives was the Binational Sixaola River Basin Sustainable Development Program approved in 2004 and financed by the Global Environmental Facility (GEF),

which addressed a request made by both governments and was executed through the Inter-American Development Bank (IDB).

As a result of the aforementioned Program the Regional Strategy for Sustainable Development (ERDS) was formulated. The ERDS identified the need for protection and sustainable use of natural resources, technical assistance, basic services, infrastructure, among other primary needs. The IDB applied for non-refundable financing from the Global Environment Facility to be applied to the formulation and approval of the “Integrated Ecosystem Management in the Binational Sixaola River Basin”.

On January 9, 2008, the Non-Reimbursable Financing Agreement for Global Environmental Facility Investments No. GRT/FM-10575-RS was signed by the Republic of Costa Rica, the Republic of Panamá and the Inter-American Development Bank as administrator of the IDB/GEF Fund.

The Agreement stipulates that although both countries participate in making major decisions about Project implementation in a consensuated manner, the National Environment Authority (ANAM) shall be responsible for the physical execution of the Project through a financial administration firm which shall also report to the UTEB. The Project operates from its headquarters located in the City of Changuinola, Bocas del Toro Province, Republic of Panamá.

2.2 Project Overview

The **general objective** was to contribute to the sustainable use and conservation of biodiversity, water, and soil resources, through the creation of an enabling environment for the integrated and cross-cutting management of the Binational Sixaola River Basin.

The **specific objectives** were to: i. strengthen the binational institutional framework for integrated basin management and enhance the required technical and operational capacities of the involved institutions, indigenous organizations, and civil society organizations; (ii) promote the adoption of productive models that are compatible with the conservation and sustainable use of the water and soil resources; and (iii) promote the conservation and sustainable use of globally significant biodiversity.

In order to achieve those objectives, the Project was structured according to the following three interrelated components: *i. Strengthening of the institutional framework and of the technical and operational capacities for integrated management; ii. Promotion of productive practices that are compatible with the conservation and sustainable use of water and soil resources; and iii. Conservation and sustainable use of biodiversity.*

Component 1: *Strengthening of the institutional framework and of the technical and operational capacities for integrated management (US\$ 925,000).* The activities under this

component strengthened the technical and operational capacities of the institutional and social stakeholders at local, national, and binational level, to achieve an effective and integrated binational cooperation in accord with the vision and shared goals detailed in the Regional Strategy for the Sustainable Development of the Binational Sixaola River Basin (ERDS). At institutional level, the following key institutions for the management of the basin have been strengthened in several areas related to land management, protected area management, agrochemical use control, among others: Ministry of Environment and Energy of Costa Rica (MINAET) – National Environment Authority (ANAM), Ministry of Agriculture of Costa Rica (MAG) – Ministry of Agricultural and Livestock Development of Panamá (MIDA), Health Ministries, Municipalities of Talamanca and Changuinola. As for the social stakeholders, they have been strengthened in areas related to natural resource management, local management of micro-basins, awareness raising and capitalization of knowledge related to the conservation and sustainable use of biodiversity, soil and water. This component also included activities aimed at improving sustainable financing for basin management.

Component 2: *Promotion of productive practices that are compatible with the conservation and sustainable use of water and soil resources.* (US\$1,290,000). This component attempted to help move from unsustainable productive practices currently performed in the middle and lower basin to the sustainable use of environmental resources and services, thereby increasing ecosystem resiliency and integrity, protecting soil fertility, reducing erosion and sedimentation runoff, bringing agrochemical use to sustainable levels, reducing pollution in binational bodies of water and preserving hydrological functions of rivers and streams.

Component 3: *Conservation and sustainable use of biodiversity* (US\$ 600,000). This component attempted to support a set of actions that would contribute to guaranteeing basin biodiversity health in the long term in order to preserve its global value, while enabling its sustainable, low-impact, long-term use by local communities. While special emphasis was placed on transboundary protected areas⁹, certain interventions cover the whole basin.

Program Intervention Area. This Project’s intervention area covers the whole binational Sixaola River basin (289,000 ha) at its three levels: upper sub-basin (204,000 ha), middle sub-basin (51,000 ha) and lower sub-basin (34,000 ha).

III. ASSESSMENT OF RESULTS

3.1. Assessment of the relevance, efficiency and effectiveness

Based on the GEF’s criteria for terminal evaluations, the Project performed as follows:

⁹As transboundary protected areas stretch out of the limits of the Basin, certain strategic activities related to the harmonization of the management plans included all the protected areas located beyond the limits of the Basin.

- It was *Relevant* in that it was consistent with the objectives of conservation of the natural heritage of an important region of the governments of Costa Rica and Panamá. The protected areas located in the Sixaola River Basin are categorized as globally significant for biodiversity conservation –such is the case of La Amistad International Park (PILA), which has been declared World Heritage Site, and the wetlands located in the delta of the Sixaola River, which have been declared Wetlands of International Importance by the Ramsar Convention¹⁰. As a result of this, the Project could make substantial investments in institutional strengthening for the shared management of biodiversity protection and conservation in the SBRB.
- The effectiveness in the execution of the Project is rated as *Satisfactory* based on the outcomes associated with the *Purpose* established in the Project’s *Logframe* –“*Seeking the sustainable use and conservation of biodiversity, water and soil resources, catalyzing the enabling environment and the integral and cross-cutting management of the Sixaola Binational River Basin*”-, which outcomes are the following:
 - i. The CBCS was created, but its capacity to coordinate interventions in the basin is limited to the working agendas of ANAM-MINAE, the health ministries of both countries and the National Emergency Commission –SINAPROC. In addition, the Commission is a forum for dialogue between institutional stakeholders and the civil society, thus creating a space for joint governance.
 - ii. The binational institutional framework for the integrated management of the SBRB has been strengthened through the improvement of the technical and operating capacities required by ANAM and MINAE, and indigenous and civil society organizations involved. Therefore, the Project has been consistent with the conservation policies of IDB and the national governments.
 - iii. The adoption of demonstrative production models which are consistent with the conservation and sustainable use of water and soil resources has been promoted.
 - iv. The institutional capacity for the conservation and sustainable use of a globally significant area due to its biodiversity has been strengthened through management actions executed in the protected areas through harmonized management plans.
 - v. The Project’s performance in terms of achieving its Purpose was very limited in those aspects which are inherent to land use shifts

¹⁰ National Wildlife Refuge of Gandoca - Manzanillo (Costa Rica) and San San Pond Sak Wetland (Panamá).

and agricultural business practices reconversion to more eco-friendly practices. Pilot demonstrative experiences of good practices and clean production were generated.

- The Project was designed with an execution timeframe of 48 months (4 years) and its implementation took 69 months (5 years and 9 months). Section 3.6. *Analysis of the factors which negatively affected the Project’s execution* provides a detailed explanation of the events and factors that delayed the Project’s implementation. However, the efficiency may be described as follows:
 - i. At the administrative level, the Project was duly executed, as verified by the different annual audits conducted and the mid-term evaluation.
 - ii. In terms of costs, the activities aimed at generating the different components, outputs and tasks were effectively conducted subject to the market costs of the different goods and services purchased.
 - iii. The Project did not result in an overlapping or duplication of the work done by other organization; quite the contrary, the Project supported the strengthening of the capacities of the human resources, logistics and regulations of those institutions.
 - iv. The execution of labor contracts with social stakeholders like ACBTC, CATIE, STRI, TNC and ANAI enabled improving the completion of the works scheduled with a physical progress of 91% (see Annex I).

3.2 Project overall progress results

The achievement of results by this Project was “*Moderately Satisfactory*”: the implementation of some components was in substantial compliance with the original plan. However, in the mid-term evaluation a formal review of the components was performed, which resulted in the determination and implementation of corrective measures to cure the management deficits which hindered the optimum execution of the Project.

The Project ended with a physical progress of 91% and a financial execution¹¹ of 95% (refer to Table No. 1), and its Performance Index (PI) has been established at 0.82, which is substantially higher than the 0.48 established in the Mid-Term Evaluation.

Table No. 1. Project Overall Progress Indicators

Physical progress: 91%	Cost Performance Index (CPI): 0.89
Financial progress: 95%	Program Performance Index (PPI): 0.92

¹¹ Please refer to Annex I.

Performance Index (PI): 0.82

NB: Information provided by the UTEB.

Figure No. 1 shows trends for the physical execution (PE), disbursement progress (DP) and PEP execution period progress percentages. The chart clearly shows a high PE and DP, and since the project execution period stands at 143.75%, the chart line tends towards the PEP execution period angle.

Annex I shows the basic metrics applicable to the monitoring of the Project. Those figures indicate the performance of the budget planning and the disbursements received by the Project until its closing.

In spite of the limitations resulting from the lack of Project ownership by the heads of ANAM (during the first 4 years), support has been received from said institution at different levels, which has enabled executing the activities under Component 1 mainly (78% of physical execution). Components 2 and 3 evidence a low execution – 74% and 65%, respectively (see Annex I). In February 2012, a new National Director of Hydrographic Basins was appointed at ANAM who showed great interest in supporting the Project’s execution activities. This change of Director was important because it enabled streamlining the internal approval processes that ANAM had to conduct, benefitting the administrative performance of the Project. The aforesaid change of Director at ANAM and the setting into motion of the labor agreements entered into with strategic partners (ANAI, CATIE, TNC, INBio, Biological Corridor of Talamanca and STRI) enabled improving the Project’s performance at its final stage.

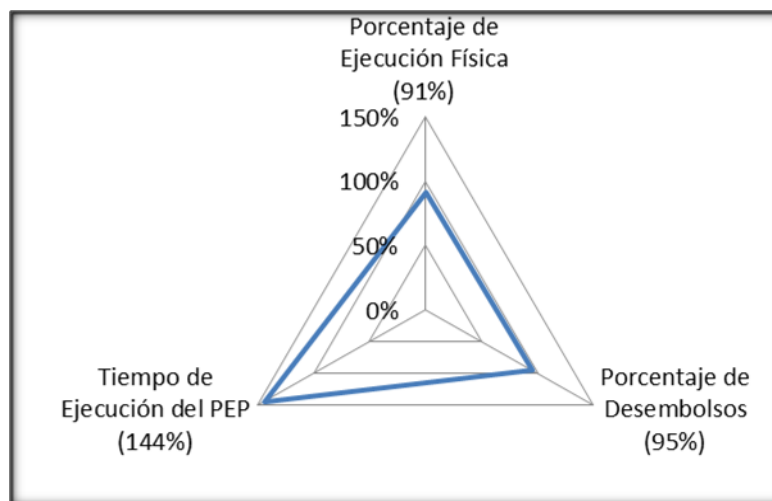


Figure No. 1. Radar chart showing Physical Execution, Disbursement Progress and PEP Execution Progress Percentages

Legend:

Porcentaje de Ejecución Física: Physical Execution Percentage

Tiempo de Ejecución del PEP: PEP Execution Period

Porcentaje de Avance de Desembolsos: Disbursement Progress Percentage

It is worth highlighting that the PI is high. Progress has been made in the execution of different outputs of the different components (see Annex II. Activities and results of the physical execution of the different Project’s components), such as:

- i. Strengthening the binational institutional framework for an integrated management:
 - The Project made significant investments in strengthening technical and operational capacities of regional public institutions (ANAM, MINAE, MAG, MIDA, 2 Health Ministry), in accordance with Output 1.1: Technical and operational capacity strengthening for regional and local public institutions (ANAM, MINAE, MAG, MIDA, 2 Health Ministry and, to a lesser extent, the Municipalities of Talamanca and Changuinola), as well as Output 1.2: Social stakeholders’ capacity strengthening. The results of these investments are as follows:
 - ✓ ANAM, MINAE, MIDA, MAG, Municipalities and Health Ministries have the core capacities to coordinate the activities in the Basin.
 - ✓ REGAMA has the inputs required¹² to monitor and control the protected area and its buffer zone.
 - ✓ PILA Costa Rica has the inputs required to monitor and control the protected area and its buffer zone.
 - ✓ San San Pond Sak has the inputs required to monitor and control the protected area and its buffer zone.
 - ✓ Technical and operational strengthening of both health ministries, which contributes to disease prevention activities conducted by the health ministries of CR and Panama.
 - This component led to a joint management of the binational basin. This translates into results such as:
 - ✓ The Binational Commission became a space for dialogue between the civil society stakeholders and officials of the government institutions in both countries, which means that it was possible to articulate Output 1.3: Strengthening binational coordination frameworks.

¹² At the beginning of Project execution, ANAM and MINAE’s staff lacked equipment to support their protection functions; therefore, they were provided with logistics equipment (GPS, cameras, cars, engines, boats, refuges, among others) to increase officials’ capacity to respond in the performance of their duties of protecting protected areas.

- ✓ Institutions like ANAM, MINAE, the health ministries¹³, SINAPROC and the Emergency Commission have consolidated or articulated their working agendas to cooperate in their institutional arrangements in the SBRB.
- Awareness raising among local residents and capitalization of knowledge, which has materialized as follows:
 - ✓ Thirty (30) primary and secondary schools located in the Basin participated in interactive awareness raising programs.
 - ✓ Base leaders (social representatives) who have links with the Basin have participated in forums for sharing experiences in the management of basins and good agricultural practices. Eight (8) meetings were held with the participation of the key stakeholders of the Basin –all of them under the Binational Commission-, as well as two (2) binational forums aimed at raising financing for development initiatives.
 - ✓ Twenty (20) training courses aimed at producers were held on proven organic and agricultural eco-friendly productive techniques and experiences and in the sustainable management of natural resources.
- ii. Promoting productive practices which are consistent with the conservation and sustainable use of water and soil resources. Output 2.2: *Adoption and replication of sustainable productive practices* has produced replicable and acceptable results among producers within and outside the SBRB, as in the following cases:
 - ✓ The clonal cacao gardens project (CATIE agreement) and the grafted cacao seed fund project executed by COCABO, which allowed 850 families to be trained in organic cocoa production in agro-forestry plantations.
 - ✓ Thirty-two (32) pilot projects on organic agriculture carried out as experiences to be subsequently applied to the conversion of agro-chemically intensive production activities to more environmentally-friendly production. Evidence of this is that, in 2013, three containers of bananas produced under the “Integrated System of Agricultural Extension and Innovation” (SIDEA) were exported to Miami (United States). This technology package was developed in a joint effort by the Project’s resources, the MIDA and the *Instituto de Investigaciones Agropecuarias de Panamá* (IDIAP).

¹³ For example, technical and operational strengthening of both health ministries, contributing to disease prevention activities conducted by the health ministries of CR and Panama.

- ✓ Five (5) seed fund projects which supported farm, indigenous, women and fishermen organizations with innovation and new production system initiatives. Seed fund investments covered about one hundred and forty-five (145) families.
 - ✓ Five (5) sustainable farms and refuges built for rural tourism implemented under the labor agreement entered into with the NGO *Corredor Biológico del Atlántico - Caribe*.
 - ✓ 47 leaders from 12 Panamanian organizations and 52 leaders from 14 Costa Rican organizations received management, accounting and proposal preparation training. As a result, local organizations increased their capacity to execute and manage sustainable production projects and traditional production methods.
- iii. Conservation and sustainable use of biodiversity. This component produced outputs like:
- ✓ Harmonization of management plans which contribute towards the protection of La Amistad International Park (PILA) and San San Pond Sak and Gandoca-Manzanillo wetlands.
 - ✓ Experience-sharing among ANAM and MINAET officials involved in the protection of protected areas within the SBRB.
 - ✓ Training sessions on environmental education geared towards teachers from both ministries of education and implementation of pilot environmental projects (protection of turtles¹⁴, recycling, eco-friendly stoves¹⁵). About thirty (30) schools participated in these activities.
 - ✓ The outputs generated under the agreements entered into with STRI, TNC and ANAI are important inputs to support the shared agenda between ANAM and MINAE for SBRB management.

The financial resources of the Project and the budget allocated by the government entities to the Basin were not enough to establish a monitoring system for following up on the following outcomes:

- The area of natural forest cover in the Basin is the same or has expanded compared to the level at the end of Year 1.

¹⁴ Seventy-five (75) students and teachers trained in sea turtles protection activities.

¹⁵ Environmental education investments were made in eleven schools in the border area to address issues such as recycling, nature protection and building eco-friendly stoves.

- The number of families who make a living out of the Basin and obtain at least 25% of their income from environmentally sound productive activities or a non-extractive use of natural resources consistent with the biodiversity conservation objectives has increased by 10% compared to the baseline to be established through a survey in Year 1.
- At least 20% of the land-surface dedicated to agro-chemically intensive banana production at the beginning of the Project is shifted to organic production.

The aforementioned outcomes are ambitious bearing in mind the Project’s execution period and the resources available.

3.3. Sustainability Risk Assessment

In a working session held in 2012¹⁶, nine (9) risks to Project execution were identified. Five (5) of these risks are rated as highly severe, three (3) as moderately severe and one (1) as low (refer to Annex II).

The Table included in Annex III shows the mitigation or prevention activities. However, risks rated as low or derived from variables which are beyond control did not require taking preventative measures, as is the case of:

- i. High turnover of managers and technical staff at the ANAM resulting in lack of project empowerment.
- ii. Decision-making concentrated at central level.

As part of the risk control and mitigation measures, the UTEB made great efforts on three strategic actions over the last year of Project execution:

- i. Supporting the binational coordination consolidation process.
- ii. Increasing the liquidity of the Revolving Fund in order to achieve greater disbursement execution.
- iii. Prioritizing and reformulating the Procurement Plan to turn its execution feasible.

Upon completion of the physical execution phase of the different activities of the Project, we come to the conclusion that there are significant risks in terms of sustainability of some outcomes:

- i. Binational Commission: This *body* has enough financial resources to continue meeting over the next two years, thanks to the “*Brigdes Building Rivers Dialogues*” project, executed by UICN within the SBRB. Upon completion of this initiative,

¹⁶ Workshop held at Fundación Natura, on 6-12-2012, with the participation of members of UTEB, Fundación Natura and the IDB environmental specialist in Panama.

even with the strong interest of the Secretariats created under the Binational Agreement in both countries, the existence of this body would be seriously threatened should there be no project that articulates initiatives aimed at bringing the Commission’s stakeholders together.

ii. Seed funds in organizations like:

- ✓ OMUB (project called *Reactivación Económica de la Comunidad de Bonyic a través de la Agricultura Sostenible y el Turismo Rural Comunitario*): should there be no technical assistance, such investments will be lost over time.
- ✓ This is also true for the project called *Establecimiento de sistemas agroforestales en la rehabilitación de plantaciones de plátano de Asociados* executed by COSMUCOCA, if the MIDA takes no specific monitoring and technical assistance measures.

iii. The results of Output 2.3: Integrated system for water and soil monitoring, and Output 3.2: Creating an ongoing, integrated and binational biodiversity monitoring plan, require updating¹⁷ but the cost is high. As a result, MINAE and ANAM cannot ensure regular updating and, thus, sustainability.

The Project’s sustainability may be rated as “Moderately likely”, which means there are moderate risks for some outputs to maintain their results, provided that:

Component 1: Strengthening the binational institutional framework for an integrated management. Sustainability of this component depends on whether the Secretariats created under the Binational Agreement allocate funds and staff, and the ANAM, MINAE, MIDA and MAG allocate staff and budget to monitor the activities and processes under implementation. Such is the case of the Binational Commission which is compromised by a lack of internal capacity to mobilize financial resources of member organizations in order to continue providing such space for dialogue. The IUCN executes – through the CBCS – a project called "Bridge Building River Dialogues and Governance" with funding for the next two years. If no resources for new project financing are found, the commission will disappear.

Component 2: Promoting productive practices which are consistent with the conservation and sustainable use of water and soil resources. Due to its implications, this component is at significant risk of having low sustainability, except for initiatives where social stakeholders such as COCABO, STIBRAWPA, and *Corredor Biológico Talamanca-Caribe* are involved, which will continue working and having a presence in the region. The sustainability of resource investments made in the five (5) seed fund projects is as follows:

- i. Grafted Cacao Seedlings Investment Fund (*Fondo de inversión de plantones de cacao injertado*): this project is part of a program being implemented by

¹⁷ The environmental baselines must be updated every two years in order to be valid as a reference tool for decision making.

Cooperativa de Servicios Múltiples y Cacao de Bocatoreño (COCABO) which seeks to improve the cultivation of cacao. The beneficiaries are 125 farm families (10% of the organization’s members). The aim of this initiative is that one (1)-hectare plots serve as demo projects for all union members to make improvements to their cacao crops. COCABO is a cooperative with a turnover of at least three (3) million dollars per year exporting cacao to Europe. The organization has financial resources and technical staff which support its membership; therefore, the sustainability of this seed fund project is very high due to the technical and financial capacities of this cooperative.

- ii. *Reactivation and Sustainable Development of the Productive and Cultural Activity in the Yorkín Community in Talamanca (“Reactivación y Desarrollo Sostenible de la Actividad Productiva y Cultural en la Comunidad de Yorkín en Talamanca”)*: This project is being executed by Asociación *STIBRAWPA* Personas Artesanas de Yorkín (*STIBRAWPA*). We believe that the sustainability of this seed fund project is very high as this organization has a wide experience in fund management, and *STIBRAWPA* has currently positioned its community as an ecotourism and ethnological destination recognized worldwide. The project is aimed at supporting a successful initiative which has been operating for more than 10 years.
- iii. *Snapper Cage Culture as an environmentally-oriented economic alternative in Bocas del Toro (“Cría de pargos en jaulas flotantes como una alternativa económica con enfoque ambiental en Bocas del Toro”)*: this highly innovative pilot initiative is being developed by Unión de Pescadores Artesanales Bocatoreños (*UPESABO*), with the support of the plans called *MAREA-USAID* and Small Grants developed by *GEF*, technical assistance by the Pacific Marine Park of Costa Rica, the National University of Costa Rica, *MINAE* and *ARAP*. The project has significant sustainability risks as a result of the association’s members’ lack of technical expertise. The *UTEB* provided additional funds for extension workers of the Pacific Marine Park of Costa Rica to continue providing support for about three more months, allowing them to make the first production, and inoculate a second production of fingerlings for a new breeding process. To ensure continuity and success of this project, *UPESABO* will need to obtain additional financial resources to complete its members’ learning curve in the field of snapper cage culture.
- iv. *Setup of agro-forestry systems for the rehabilitation of plantain plantations (“Establecimiento de sistemas agroforestales en la rehabilitación de plantaciones de plátanos”)*: this pilot project executed by *Cooperativa de Servicios Múltiples Copete California R.L.* entailed establishing five (5) hectares owned by ten (10) producers under an agro-forestry system, adopting more environmentally sustainable practices. The sustainability of this initiative is high because it is a productive activity with a broad trading market in both countries and there is a wide experience in growing plantain within the region.
- v. *Economic reactivation of the Bonyic Community through sustainable farming and rural community tourism (“Reactivación económica de la comunidad de Bonyic a*

través de la agricultura sostenible y el turismo rural comunitario’): this project executed by Organización de Mujeres Unidas de Bonyic (OMUB) entailed establishing a traditional Naso-style house of ninety (90) m² (to provide accommodation, food, and handicraft exhibition and sale services), one (1) agro-ecological demonstration plot for growing vegetables, fourteen (14) family agro-ecological gardens, and a tree and fruit nursery. The sustainability of this project is quite weak, due to the association’s members’ lack of experience in managing tourism and marketing initiatives. Furthermore, no additional donor agency was identified with an interest to continue developing any project related to such seed fund initiative.

Component 3: Conservation and sustainable use of biodiversity. All activities related to the protection of ecosystems within the protected areas of the basin have a high sustainability, as ANAM and MINAE provide staff and financial resources to address these actions. However, there are some issues related to outputs such as:

- i. Output 3.2: Creating an ongoing, integrated and binational biodiversity monitoring plan. Maintenance of these activities is quite expensive, and MINAE and ANAM budgets are mainly targeted at the protection of protected areas.
- ii. Output 3.3: Promoting ecosystems linkage through biological corridors. This activity has not been implemented, so there cannot be sustainability in an initiative that was not addressed at all.

Finally, the interviews carried out with institutional and civil society stakeholders show that there is a political will at the different decision-making and technical levels to carry on with the processes financed by the Project. However, to measure the sustainability of results, it will be necessary to conduct an ex-post evaluation after 2 to 3 years of completion of UTEB operations.

3.4. Description of the catalytic role of the activities financed by the Project

If there is a component with the potential to prompt a catalytic role of the investments made, this is Component 2: Promoting productive practices which are consistent with the conservation and sustainable use of water and soil resources. The reason is that the outputs generated have produced results¹⁸ that can be outlined as follows:

¹⁸ The project called Snapper Cage Culture as an environmentally-oriented economic alternative in Bocas del Toro (“*Cría de pargos en jaulas flotantes como una alternativa económica con enfoque ambiental en Bocas del Toro*”) was financed by the Unión de Pescadores Artesanales Bocatoreños (UPESABO), with the support of the GEF plans called MAREA-USAID Program and Small Grants Program, technical assistance by Pacific Marine Park of Costa Rica, the National University of Costa Rica, MINAE, ARAP and funds from GRT/FM-10575-RS Project (RS-X1017).

The project called Setup of Three Integrated Farms with Agricultural and Fish Farming Components (“*Establecimiento de tres fincas integrales con componentes agrícolas, pecuarios piscícolas*”) developed by Asociación Corredor Biológico Talamanca-Caribe.

The initiatives developed by CATIE and COCABO around pest control and improved cacao cultivation.

- i. Productive initiatives which can be replicated outside the SBRB.
- ii. They benefit NGOs (in emerging institutional development processes) and vulnerable communities in terms of sustainable development.
- iii. Projects with a strong innovation component aimed at solving the following issues have been developed:
 - Optimizing the use of agrochemicals and improving production (plantain production projects and organic production systems).
 - Pest control (use of grafted cacao).
 - New ways of fish production (sea cage fish farming).

The accelerated Project’s execution process over the last 15 months has not allowed the visualization of results to determine the catalytic role of funded activities. An ex-post evaluation will probably help determine this variable.

3.5. Assessment of the Monitoring and Evaluation System

Table No. 2 below shows the results of the implementation of the different monitoring and evaluation activities included in the Project Operational Manual and Project Document.

Table No. 2. Monitoring and Evaluation Activities of the Integrated Ecosystem Management in the Binational Sixaola River Basin Project

No.	Activity	Observation
1	Throughout the lifetime of the Project, the impact of the Project’s intervention will be monitored through the indicators shown in the logframe matrix. Within the first year of project execution, the Executing Unit – in collaboration with the participant institutions – will check the consolidation of the complete baseline framework of direct effect indicators shown in the logframe matrix, and will ensure operation of a detailed monitoring system (see Appendix F of the Executive Summary). Where possible, the control capabilities and systems already in place in Bocas del Toro program will be used. Capitalizing on existing initiatives promoted by partner institutions in specific segments of the Basin, a system for monitoring the status of	During Project execution, the Logframe indicators were left aside and output indicators were redefined (see Annex II). A system for monitoring the status of biodiversity, soil and water resources in the Basin was set up and left operational at the Project closing to be run by ANAM and MINAE.

No.	Activity	Observation
	<p>biodiversity, soil and water resources will be set up (see Components 2 and 3) to facilitate stakeholders’ decision-making and management adjusted to the circumstances. These systems will be integrated into existing institutions, with the participation of their staff and other local stakeholders to ensure continuity after project completion.</p>	
2	<p>For purposes of project monitoring and evaluation, the tools created during the development of the Project will be used: Baseline, Tracking Tools, logframe, which have been agreed upon and planned during the project.</p>	<p>These tools were consulted during the mid-term evaluation.</p>
3	<p>The UTEB will operate the Project Evaluation System (PESys), which includes two subsystems: the Project and Project-Related Activities Monitoring Subsystem and the Project Evaluation Subsystem. UTEB will conduct site visits to monitor Project execution based on the progress reports of the different contractors. Data collected from these inspections as well as additional data from result reports will be used within the general monitoring system.</p>	<p>The UTEB did not articulate any PESys. However, the technical unit conducted site visits to monitor Project execution based on contractors’ progress reports. Data collected from these inspections as well as additional data from result reports were used to support all payments and disbursement arrangements.</p>
4	<p>The UTEB will produce a Monitoring Report on a semi-annual basis and an Evaluation Report on an annual basis, in addition to the reports required by the Bank as described in the loan agreement. Furthermore, the UTEB – with the support of the BINATIONAL COMMISSION FOR THE BASIN – will launch a website with information about the Project, showing progress and results. As part of the planned continuous monitoring activities, the UTEB will meet with the Bank not later than in the first quarter of execution each year, in order to discuss their progress, check the impact indicators and agree upon the actions to be started the following year.</p>	<p>During the 1st year, no Monitoring or Evaluation Report was produced (there were no funds for execution). During the 2nd and 3rd years, the UTEB produced three (3) Monitoring Reports. In the 4th year, the Project Mid-Term Evaluation Report was produced. In the 5th year, the current Terminal Evaluation Report is being produced. No webpage showing progress and results has been launched. There is no evidence of verification of impact indicators to agree upon the actions to be started in subsequent years.</p>
5	<p>The indicators established will allow – based on the agreements entered into between the UTEB and the Bank – to monitor compliance with the</p>	<p>During Project execution, the UTEB prepared three (3) reports geared to the Bank with information about progress</p>

No.	Activity	Observation
	<p>objectives and targets set in the Work Plan. Progress of each component will be compared with the measurable objectives and targets for the component previously determined. These reports will be prepared by the UTEB and shall include, among other, the following data: (i) an outline of the developments during the previous year compared to the AOP, (ii) an analysis of compliance with the provisions of the Contract, Logframe and this ROP, (iii) lists of activities for each component and their evaluations, procurement and hiring of consultants for that period, and (iv) an assessment of performance and progress indicators established for each component.</p>	<p>of each component, including lists of activities for each component and their evaluations, procurement and hiring of consultants for that period and the relevant AOPs.</p>
6	<p>If as a result of these meetings it is deemed necessary to make adjustments to the Project, the UTEB will take appropriate measures to correct the deficiencies identified. The UTEB will submit the corrective measures to be implemented and their execution schedule in order to obtain the Bank’s non-objection.</p>	<p>As part of the results of the Mid-Term Evaluation Report, the UTEB took measures to ensure that the administrative and managerial deficiencies identified were corrected and priorities were set for the different activities to be performed. The Bank issued its non-objection to the corrective actions that were implemented in 2012 and 2013.</p>
7	<p>The Project will be subject to a mid-term evaluation or to an evaluation to be conducted 24 months after the start of project execution, whichever is earlier. This assessment will determine whether the Project strategy allows making progress towards the stated objectives or if adjustments are required. Once 90% of GEF resources are paid out, a terminal evaluation will be conducted to establish, among other things, the degree to which the Project objectives were achieved, the level of stakeholder participation in the decision-making process, achievement of positive changes in behavior and beneficiaries’ practices through intervention, sustainability and cost effectiveness.</p>	<p>A Mid-Term Evaluation was commissioned forty-one (41) months after the start of Project execution. This report allowed establishing corrective actions to boost Project execution.</p> <p>A Terminal Evaluation was conducted in the closing stage (two months before the end of UTEB work).</p>

The implementation of the “*Monitoring and Evaluation System*” was “*Moderately unsatisfactory*” since the UTEB never articulated the PESys. Given the lack of staff to be

assigned to this kind of tasks, neither ANAM nor MINAE addressed this activity. However, evidence was found that payments and disbursements have appropriate support, as the technical unit conducted site visits to monitor project execution based on progress reports issued by contractors, producing data collected from inspections and reports received.

3.6. Analysis of the events which negatively affected Project execution

The Project’s execution was delayed 21 months, i.e. 144% of excess time. The most significant events that hindered the Project’s execution were as follows:

- January, 2008 A Memorandum of Understanding is signed by the ANAM and the *Centro del Agua del Trópico Húmedo para América Latina y el Caribe* (CATHALAC) in January 2008, and upon completion of all special conditions precedent the first IDB disbursement takes place. **The Financial Administration Firm (CATHALAC) resigned because it could not pay the performance bond for 100% of the funds.**
- December 9, 2008 The first IDB disbursement for starting up the Integrated Ecosystem Management in the Binational Sixaola River Basin Project is credited in the ANAM’s accounts. **Eleven (11) months elapsed until the funds were credited in the ANAM’s bank account.**
- 2009 The UTEB unsuccessfully tried to get a permit from the ANAM’s Fiscal Control unit (which is under the scope of the National Audit Office) to execute these funds. In April, 2009, the National Audit Office declared that the administration firm (CATHALAC) would not be legally qualified to administer the IDB/GEF funds until it regularized the situation concerning the performance bonds under the Agreement it had signed with the ANAM. **One year elapsed without the National Audit Office issuing the necessary permit, which prevented the execution of the IDB funds.**
- 2010 to the first half of 2012 The turnover of top decision-makers at the ANAM negatively affected the continuity of the institutional policy for the execution of the Sixaola Binational Project. In fact, since the Project’s inception, there have been 3 General Administrators, 6 Directors of Hydrographic Basins (responsible for direct Project oversight), 5 Regional Directors of the Bocas del Toro ANAM, and 3 representatives at the UTEB. Each of these changes required the delivery of a presentation of the Project in order to explain its objectives, current progress and schedules for closing institutional support gaps (in both directions). **High staff turnover and lack of Project ownership on the part of the ANAM have resulted in considerable delays in the execution of the activities scheduled in the different AOPs.**

The long review processes undertaken by Fundación NATURA’s Legal

Counsel delayed the execution of the Agreements¹⁹ signed with The Nature Conservancy (TNC), the ANAI, the Talamanca-Caribe Biological Corridor (CBTC) and the CATIE (several months for the first two Agreements and almost one year for the latter).

The UTEB Administrator evidences serious deficiencies in handling the administrative processes required for performing disbursements. This problem was cured in the last stage of the Project.

Binational coordination processes are slow and burdensome, as is the case of the proceedings for vehicles and goods crossing the border. This is mainly due to the fact that Costa Rica and Panamá’s laws and proceedings are different.

The initiatives related to the co-financing of the Project are the Sustainable Development of the Binational Sixaola River Basin Program 1566/OC-CR and the Multiphase Sustainable Development Program for Bocas del Toro (PMDSBT) Phase II (PN-L1016). Both programs were executed independently of one another and at a different pace as compared to the Project. The assumption that these two programs would leverage resources for integrated management failed because uncontrolled variables -such as the delay in loan approval in Costa Rica-, as well as the fact that the available resources were restructured and only allocated to drinking water and sanitation under PMDSBT Phase II in Panama, were not taken into consideration. In this situation, the Project was executed only with its funds and it was not possible to meet many of the indicators set in the logframe.

In conclusion, the IDB’s role throughout the whole monitoring process of the Project was to help obtain approval of the AOPs, the agreements with key stakeholders and, particularly, of revolving fund disbursements. However, it is worth highlighting that the Bank could exert little influence to speed up the administrative management of the ANAM and the Comptroller General of the Republic of Panama.

IV. LESSONS LEARNED

Upon completion of the Terminal Evaluation process of the Integrated Ecosystem Management in the Binational Sixaola River Basin Project, the most important lessons learned are as follows:

¹⁹All of these Agreements have IDB’s Non-Objection and have been consented by the ANAM and the MINAET

- i. The Project’s Logical Framework puts forth highly ambitious activities, outputs, outcomes and impacts in terms of time and financial resources allocated to the execution of the activities scheduled. A good case in point is the conversion of 20% of the land used for intensive banana tree cultivation to a more eco-friendly production²⁰. Due to the scale of this indicator, the implementation of a long-term (10 years at least) Binational Project would be necessary if substantial changes are to be expected in the production systems. It is necessary to perform a thorough review of the expected outcomes in order to redefine achievable and realistic goals taking into consideration institutional political aspects (ANAM-MINAET), the budgets available and the existing technical capacity.
- ii. In designing binational projects which require co-financing from other institutions in order to achieve their results and objectives, it is important to take into account the potential changes of government, as they imply a change in the national and regional priorities, which affects the project and the achievement of results.
- iii. Project disbursements started one year later than expected because of problems arisen in the referendum held by the National Audit Office of Panamá. As a result of this, liabilities accumulated in connection with unpaid salaries of UTEB officials, rents and services. Only the hiring of the Executive Director should have been permitted, and he should have been provided with a working space at ANAM offices so as to avoid spending resources without executing tasks set forth in the PEP.
- iv. The execution strategy developed, which involves the commissioning of small individual consultancies, has demanded a great administrative and management effort from the UTEB. Future similar operations should contemplate consolidating activities covering complete outputs or groups of consultancies, in order to be able to conduct tenders involving larger amounts of money and thus encourage consulting groups to participate.
- v. The administrative performance in terms of compliance with proceedings has been outstanding, as evidenced by the accounting audits performed. This means that funds have been administered consistently with legal and administrative rules by both the UTEB and Fundación NATURA.
- vi. The efficiency of service procurement and procurement processes, and the implementation of the agreements entered into has been low. In the future, it is recommended that the agency in charge of administering the funds have a legal representation in both countries in order to facilitate procurement processes.
- vii. The Project has opened a new space for binational coordination within the regional sphere among the key stakeholders from the civil and institutional sectors, laying

²⁰ Indicators c and d of activity 2.b: Promote the adoption and replication of sustainable productive practices. Additional to indicator a of activity 2.d.

the foundations for a growing joint management model for the binational river basin which may be taken as a reference and replicated in other regions with similar characteristics. This successful experience is mainly the result of the good historic relationship between both countries and the stakeholders’ shared desire to achieve social, economic and regional integration, and, also, the will to seek solutions to ordinary problems affecting the people living in the Basin, no matter in what country they are settled.

- viii. In binational projects located in areas which are isolated or far from the cities and which have binational objectives, the executing entities tend to lose institutional empowerment, which affects their executing capacity. Therefore, in designing a project it is necessary to redouble the efforts aimed at supporting the executing capacity of the Executing Unit, especially in procurement, legal and financial aspects, and the donor or lending agency should play a greater supervisory role as well.

V. EXECUTION STATUS AND SCHEDULE OF PROCUREMENT PLAN

Under the PEP schedule 100% of the outputs must be ready by October of 2013, since all of them have their termination date scheduled for the Project’s closing date. As of the closing of this terminal evaluation, the budget execution of the UTEB amounted to 3,317,687 US Dollars.

The Project includes 14 expected outputs distributed among its three (3) components (refer to Annex I and II). The break-down of the execution is as follows:

- Only three (3) were executed at 100% (Output 1.2: Social stakeholders’ capacity strengthening, Output 1.3: Strengthening binational coordination frameworks, and Output 2.4: Promoting a functional national land use plan for the Basin).
- Five (5) were implemented at 90%-97% (Output 1.1: Technical and operational capacity strengthening for regional and local public institutions (ANAM, MINAE, MAG, MIDA, Municipalities of Talamanca and Changuinola, 2 Health Ministry), Output 1.5: Awareness raising among local residents and capitalization of knowledge, Output 2.3: Integrated system for water and soil monitoring, Output 3.2: Creating an ongoing, integrated and binational biodiversity monitoring plan, and Output 3.4: Promoting alternative livelihoods which are consistent with the sustainable use of biodiversity).
- Two (2) with a 70% performance (Output 2.2: Adoption and replication of sustainable productive practices, and Output 3.1: Harmonizing and implementing management plans for transboundary protected areas).

- Two (2) with low performance of 65 % (Output 2.5: Improving micro-basins management) and 38% (Output 2.1: Creating incentive mechanisms that promote environmentally sustainable productive practices).
- Two (2) were not executed (Output 1.4: Strengthening sustainable financing for basin management, and Output 3.3: Promoting ecosystems linkage through biological corridors).

Of the 14 outputs to be produced by the UTEB, 71% had an acceptable implementation performance, while 29% were not executed or were executed with a poor compliance.

V. CONCLUSIOS AND RECOMMENDATIONS

5.1. Conclusions

The most relevant conclusions are as follows:

- i. In the political sphere, the Project led to new institutional management practice for the Basin and to a change of view -a comprehensive view that necessarily engages Costa Rica and Panama in a shared land management.
- ii. The Project deployed a great effort to impact the key stakeholders and the local population, through awareness raising strategies and the dissemination of information material on the importance of the Basin and its shared management.
- iii. Through a variety of research initiatives, the Project produced baseline information on the current situation of natural resources in the Basin, with an emphasis on water resources, as well as planning tools that will make it easier for CBCS managers to make basin management decisions going forward.
- iv. Addressing the needs of the local population, the Project boosted compatible productive initiatives like the protection of natural resources, strengthening the institutional development, and the technical and managerial capacity of local organizations.
- v. Initiatives which will result in an improved management of the protected areas within the SBRB have been carried out. The integration of the civil society – through the environmental education processes developed and the promotion of projects for sustainable use of biodiversity – will support the basin protection activities.

- vi. The Project was *Relevant* and consistent with the objectives of conservation of the natural heritage of an important region of the governments of Costa Rica and Panamá.
- vii. The effectiveness in the execution of the Project is rated as *Satisfactory*
- viii. In terms of efficiency, the Project was designed with an execution timeframe of 48 months (4 years) and its implementation took 69 months (5 years and 9 months). This indicates that the target set in the initial design was met later than planned.
- ix. Project management was complex for the UTEB from its beginning in 2009, as the resources for Project execution arrived with an eleven (11) month delay, for various reasons beyond the Executing Unit’s control. This situation caused an erosion process and great efforts had to be made to overcome obstacles and initiate the planned activities.
- x. The Project has laid the foundations for a growing joint governance and management model for the binational river basin.
- xi. The Project has opened a new space for binational coordination within the regional sphere among ANAM-MINAET, MIDA-MAG and the Health Ministries, and has achieved impactful results in terms of joint management of the binational river Basin, local residents’ awareness raising regarding basin conservation, and institutional support.
- xii. Binational coordination processes are at an embryonic stage and are weak, and thus it is necessary for the Project and the Secretariats created under the Costa Rica-Panamá Agreement to redouble their efforts for consolidating the CBCS.
- xiii. It was determined that in the Project’s execution framework the gender variable was a cross-cutting central concept taken into account from the activity planning through the implementation phase.
- xiv. Of the 14 outputs to be produced by the UTEB, 71% had an acceptable implementation performance, while 29% were not executed or were executed with a poor execution.
- xv. As a result of problems in connection with Project disbursements, a considerable staff turnover and lack of Project ownership on the part of the ANAM, great delays have affected the execution of the activities scheduled in the different Annual Operational Plans (AOPs). In addition, the MINAET allocated highly qualified staff (academic education and professional experience) to the Project, but on a part-time basis, which has also adversely affected the execution of the Project.
- xvi. The administrative performance has been outstanding, as evidenced by the accounting audits performed. This means that funds have been administered

transparently and consistently with legal and administrative rules by both the UTEB and Fundación NATURA.

- xvii. The absence of economic resources for following up on the investments made by the Project may result in the progressive loss of certain achievements in terms of binational coordination and of some initiatives mainly related to Component 2: Promoting productive practices which are consistent with the conservation and sustainable use of water and soil resources, in the NGOs whose institutional development is weaker.
- xviii. Associations like COCABO, STIBRAWPA, UPESABO, Corredor Biológico de Talamanca - Caribe, CATIE with full presence within the Project’s influence area will continue working on initiatives related to the promotion of production practices which are consistent with conservation and sustainable use of water and soil resources.
- xix. The outputs generated under the agreement entered into with TNC and Asociación ANAI are important inputs to decision-making in connection with the management of the Natural Heritage contained in the basin.

5.2. Recommendations

Recommendations for future similar operations are as follows:

- i. In designing binational projects which require co-financing from other institutions in order to achieve their results and objectives, it is important to take into account the potential changes of government, which imply a change in the national and regional priorities, which affects the project and the achievement of results.
- ii. In the future, it is recommended that the agency in charge of administering the funds have a legal representation in both countries in order to facilitate procurement processes.
- iii. The ANAM and MINAE should ensure sustainability of the outputs associated to Component 3: Conservation and sustainable use of biodiversity. For that purpose, it will be necessary to allocate staff and resources to their annual budgets for purposes of tracking and maintaining the Project’s implementation results.
- iv. The Secretariats created under the Cooperation Agreement from both countries should procure the appointment of one person for each country, who should be based in the basin and act as facilitators of the binational coordination processes between key institutional and civil society stakeholders. This role should be defined within the organizational structure of the Binational Commission and in its Rules.

ANNEXES

ANNEX I. BASIC METRICS FOR MONITORING THE PROJECT’S FINANCIAL EXECUTION WITH GEF’S ECONOMIC RESOURCES

Activities	Original Budget	Re-planned cost	Current Cost	Planned progress % (financial)	Actual progress % (physical progress)	Planned value (PV)	Realized Earned Value (EV)	Cost Performance Index (CPI)	Scheduled Performance Index (SPI)	Performance Index (PI)
Component 1: Strengthening the binational institutional framework for an integrated management	925,000	925,000	896,541	78%	79%	830,948	839,550	0.94	1.01	0.95
Output 1.1: Technical and operational capacity strengthening for regional and local public institutions (ANAM, MINAET, MAG, MIDA, Municipalities of Talamanca and Changuinola, Health Ministries)	360,000	549,657	530,222	96%	98%	347,271	352,800			
Output 1.2: Social stakeholders’ capacity strengthening	200,000	72,439	71,911	99%	100%	198,541	200,000			
Output 1.3: Strengthening binational coordination frameworks	130,000	92,618	87,452	94%	100%	122,748	130,000			
Output 1.4: Strengthening sustainable financing for basin management	70,000	0	0	0%	0%	-	-			
Output 1.5: Awareness raising among local residents and capitalization of knowledge.	165,000	210,286	206,956	98%	95%	162,387	156,750			
Component 2: Promoting productive practices which are consistent with the conservation and sustainable use of water and soil resources	1,290,000	1,045,000	999,359	96%	80%	1,239,922	1,095,900	1.10	0.88	0.97
Output 2.1: Creating incentive mechanisms that promote environmentally sustainable productive practices	180,000	66,470	62,470	94%	38%	169,168	68,400			
Output 2.2: Adoption and replication of sustainable productive practices	330,000	395,327	362,748	92%	90%	302,805	297,000			

Activities	Original Budget	Re-planned cost	Current Cost	Planned progress % (financial)	Actual progress % (physical progress)	Planned value (PV)	Realized Earned Value (EV)	Cost Performance Index (CPI)	Scheduled Performance Index (SPI)	Performance Index (PI)
Output 2.3: Integrated system for water and soil monitoring	425,000	317,435	309,600	98%	100%	414,510	425,000			
Output 2.4: Promoting a functional national land use plan for the Basin	190,000	149,336	148,109	99%	100%	188,439	190,000			
Output 2.5: Improving micro-basins management	165,000	116,433	116,433	100%	70%	165,000	115,500			
Component 3: Conservation and sustainable use of biodiversity	600,000	600,000	507,385	90%	66%	520,811	451,800	0.89	0.87	0.77
Output 3.1: Harmonizing and implementing management plans for transboundary protected areas	200,000	304,536	248,932	82%	75%	163,483	150,000			
Output 3.2: Creating an ongoing, integrated and binational biodiversity monitoring plan	210,000	182,214	145,409	80%	95%	167,583	199,500			
Output 3.3: Promoting ecosystems linkage through biological corridors	80,000	24,250	24,250	100%	0%	80,000	-			
Output 3.4: Promoting alternative livelihoods which are consistent with the sustainable use of biodiversity	110,000	89,000	88,794	100%	93%	109,745	102,300			
PROJECT ADMINISTRATION (including external audit)	645,000	930,000	914,402	98%	90%	634,182	580,500			
UNFORESEEN EXPENDITURES	40,000		0	0%						
Project Total	3,500,000	3,500,000	3,317,687	90.7%	74.7%	3,225,863	2,967,750	0.89	0.92	0.82

Source: PEP updated as of October 15, 2013, provided by UTEP.

ANNEX II. OUTPUTS, INDICATORS AND OUTCOMES OF THE PHYSICAL EXECUTION OF THE DIFFERENT PROJECT COMPONENTS

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS	FULFILLMENT ASSESSMENT
<p>GOAL: <i>To contribute to the improvement of the health and integrity of the ecosystems, as well as the well-being of the population in the Binational Sixaola River Basin</i></p>	<p><u>3 YEARS AFTER THE PROJECT’S CLOSING:</u></p> <p>THE AREA OF NATURAL FOREST COVER IS THE SAME OR HAS EXPANDED COMPARED TO THE LEVEL AT THE END OF YEAR 1 (BASELINE: TO BE ESTABLISHED DURING YEAR 1)</p>	<p>a. AERIAL PHOTOGRAPH AND OFFICIAL STATISTICS ON FOREST COVER FROM ENVIRONMENTAL AUTHORITIES (ANAM AND MINAE)</p> <p>b. SOCIO-ECONOMIC STATISTICS MIDEPLAN-MEF</p> <p>c. STATISTICS FROM MIDEPLAN-MEF</p> <p>d. REPORTS ON THE MONITORING OF WATERS AND SOILS</p> <p>e. REPORTS ON THE MONITORING OF BIODIVERSITY FROM THE TERRITORIAL INFORMATION SYSTEM</p>	<p>▪ PRIORITY OF THE STAKEHOLDERS IN BOTH COUNTRIES IS MAINTAINED WITH REGARD TO THE OBJECTIVES OF THE ERDS FOR THE BINATIONAL SIXAOLA RIVER BASIN</p>	<p>THE TASK OF ESTABLISHING A BASELINE FOR THE FIRST YEAR WAS COMMISSIONED BY THE END OF THE PROJECT, THEREFORE, THERE IS NO BASIS FOR ESTABLISHING IF THE FOREST COVER INCREASED OR DECREASED WITH THE INVESTMENTS MADE BY THE PROJECT</p>
	<p>THE SOCIAL DEVELOPMENT INDEX (C.R.) AND THE HUMAN DEVELOPMENT INDEX (PANAMÁ) SHOW IMPROVEMENTS COMPARED TO THE LEVELS SEEN AT THE END OF YEAR 1 (BASELINE: IDS 0 AND IDH 0.608).</p>			<p>PUBLIC INVESTMENT REMAINS THE SAME IN COSTA RICA WHILE IT DECLINED IN PANAMÁ</p>
	<p>PUBLIC INVESTMENT FOR THE INTEGRATED MANAGEMENT OF THE BASIN HAS INCREASED COMPARED TO THE MARGINAL CONTRIBUTIONS AT THE PROJECT’S ONSET</p>			<p>THERE IS NO INFORMATION AVAILABLE TO ESTABLISH IF THE INDEX OF BIOTIC INTEGRITY HAS INCREASED OR DECLINED</p>
	<p>THE WATER QUALITY IN THE BASIN HAS IMPROVED AS SHOWN BY AN INCREASE IN THE INDEX OF BIOTIC INTEGRITY IN THE YORKÍN WATERSHED, WHICH WENT FROM REGULAR AT THE PROJECT’S ONSET (3 ON A SCALE OF 1-5, WHERE 1 IS POOR AND 5 IS EXCELLENT) TO GOOD (4)</p>			<p>THE TASK OF ESTABLISHING A BASELINE FOR THE FIRST YEAR WAS COMMISSIONED BY THE END OF THE PROJECT, P THEREFORE, THERE IS NO BASIS FOR ESTABLISHING IF THE FOREST COVER INCREASED OR DECREASED WITH THE INVESTMENTS MADE</p>
	<p>THE KEY SPECIES IN THE REPRESENTATIVE ECOSYSTEMS MAINTAIN THEIR EFFECTIVE POPULATION SIZE STABLE COMPARED TO THEIR LEVELS AT THE END OF YEAR 1 (BASELINE: TO BE ESTABLISHED DURING YEAR1)</p>			

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS	FULFILLMENT ASSESSMENT
				BY THE PROJECT
<p>PURPOSE: <i>To CONTRIBUTE TO THE SUSTAINABLE USE AND CONSERVATION OF BIODIVERSITY, WATER AND SOIL RESOURCES, CATALYZING THE ENABLING ENVIRONMENT AND THE INTEGRATED AND CROSS-CUTTING MANAGEMENT OF THE BINATIONAL SIXAOLA RIVER BASIN</i></p>	<p><u>AT THE PROJECT’S CLOSING:</u></p> <p>BINATIONAL COMMISSION FOR SIXAOLA RIVER BASIN CREATED AND OPERATING EFFICIENTLY, MANAGING THE INTERVENTIONS IN THE BASIN IN A COORDINATED AND INTEGRATED MANNER AND BASED ON ACCURATE INFORMATION (<i>Baseline: at the beginning of the Project the Commission will have been formally established, but with no practical experience and the Territorial Information System is marginally used</i>).</p>	<p>GENERAL FOR ALL:</p> <ul style="list-style-type: none"> - MID-TERM AND TERMINAL EVALUATIONS AND PROJECT PROGRESS REPORTS FROM IDB AND GEF a. Minutes of meetings of the Bi-national Commission of the Basin; POAs Binational Basin Commission and updated TIS b. Aerial or satellite photographs and/ or flights over the area c. Financial reports of the Bi-national Commission of the Sixaola River Basin d. Field visits and reports of the Territorial Information System e. Reports of the Commissions of the protected areas and the evaluations on the implementation of the management plans 	<ul style="list-style-type: none"> ▪ PRIORITY OF THE STAKEHOLDERS IN BOTH COUNTRIES IS MAINTAINED WITH REGARD TO THE OBJECTIVES OF THE ERDS FOR THE BINATIONAL SIXAOLA RIVER BASIN ▪ GOVERNMENTS FROM BOTH COUNTRIES COLLABORATE IN THE DEVELOPMENT AND ENACTMENT OF THE LEGAL FRAMEWORK, POLICIES AND REGULATIONS FOR THE INTEGRATED MANAGEMENT OF THE BASIN ▪ PRIVATE OWNERS AND FARMERS WITHIN THE BASIN WILLING TO COOPERATE IN THE DEVELOPMENT OF SUSTAINABLE MANAGEMENT ACTIVITIES ▪ THE CO-FINANCING IS DELIVERED IN A TIMELY MANNER 	<p>THE BINATIONAL COMMISSION FOR SIXAOLA RIVER BASIN WAS CREATED, BUT ITS CAPACITY TO COORDINATE INTERVENTIONS IN THE BASIN IS LIMITED TO THE WORKING AGENDAS OF ANAM-MINAE, THE HEALTH MINISTRIES OF BOTH COUNTRIES AND THE NATIONAL EMERGENCY COMMISSION –SINAPROC. THE COMMISSION IS A FORUM FOR DIALOGUE BETWEEN INSTITUTIONAL STAKEHOLDERS AND STAKEHOLDERS FROM THE CIVIL SOCIETY</p>
	<p>land-use conflicts, defined in terms of optimal vs actual land-use, has been reduced by a third compared to the level at the end of Year 1 (<i>Baseline to be established during Year 1</i>)</p>			<p>THERE IS NO INFORMATION AVAILABLE TO ASSESS THIS INDICATOR</p>
	<p>ALTERNATIVE SUSTAINABLE FINANCING RESOURCES FROM DOMESTIC SOURCES FOR THE MANAGEMENT OF THE BASIN ARE COVERING AT LEAST 10% OF THE RECURRENT COSTS RELATED TO THE INTEGRATED BINATIONAL MANAGEMENT OF THE BASIN, COMPARED TO THE MARGINAL DOMESTIC ALLOCATIONS AT THE BEGINNING OF THE PROJECT</p>			<p>THIS INDICATOR HAS NOT BEEN FULFILLED</p>
	<p>At least 10% of the land-surface dedicated to agro-chemically intensive banana production at the beginning of the Project is shifted to organic production (<i>Baseline: 12,400 hectares of pesticide</i></p>			<p>THIS INDICATOR HAS NOT BEEN FULFILLED</p>

NARRATIVE SUMMARY	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS	FULFILLMENT ASSESSMENT
	<i>intensive banana production at the beginning of the Project)</i>			
	MANAGEMENT ACTIONS IN THE TRANSBOUNDARY PROTECTED AREAS ARE CARRIED OUT ACCORDING TO HARMONIZED MANAGEMENT PLANS (<i>Baseline: at the beginning of the Project, the sectors of PILA San San-Pond Sak and Gandoca-Manzanillo have separate plans in Costa Rica and Panamá</i>)			THIS INDICATOR HAS BEEN FULFILLED 100%

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
PROJECT OBJECTIVE: TO CONTRIBUTE TO THE SUSTAINABLE USE AND CONSERVATION OF BIODIVERSITY, WATER AND SOIL RESOURCES							
COMPONENT 1: STRENGTHENING OF THE BINATIONAL INSTITUTIONAL FRAMEWORK FOR AN INTEGRATED MANAGEMENT							
OUTPUT 1.1: STRENGTHEN THE TECHNICAL AND OPERATIONAL CAPACITIES OF REGIONAL AND LOCAL PUBLIC INSTITUTIONS (ANAM, MINAET, MAG, MIDA, MUNICIPALITIES OF TALAMANCA AND CHANGUINOLA, 2 HEALTH MINISTRIES)	SUPPORT TO WATER POLLUTION CONTROL MINAET AND ANAM	10	OFFICERS TRAINED AND EQUIPPED IN WATER QUALITY CONTROL AND PROTECTED AREA MANAGEMENT	9	OPERATING CENTERS (REGIONAL OFFICES OF ANAM, MINAET, MIDA, MAG) EQUIPPED	ANAM, MINAET, MIDA, MAG, MUNICIPALITIES AND HEALTH MINISTRIES HAVE THE BASIC CAPACITIES TO COORDINATE THE ACTIVITIES IN THE BASIN	THIS INDICATOR WAS CHANGED FROM NUMBER OF PEOPLE TO NUMBER OF OFFICES.
	SUPPORT TO THE ADMINISTRATION OF THE PROTECTED AREAS MINAET AND ANAM			1	SUPPLY OF MONITORING, TRANSPORTATION, COMMUNICATION AND SURVEILLANCE EQUIPMENT TO THE NATIONAL WILDLIFE REFUGE OF GANDOCA-MANZANILLO (REGAMA)	REGAMA HAS THE SUPPLIES NECESSARY TO CONTROL AND REGULATE THE PROTECTED AREA AND ITS BUFFER ZONE.	THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
				1	SUPPLY OF MONITORING, TRANSPORTATION, COMMUNICATION AND SURVEILLANCE EQUIPMENT TO PILA COSTA RICA	PILA COSTA RICA HAS THE SUPPLIES NECESSARY TO CONTROL AND REGULATE THE PROTECTED AREA AND ITS BUFFER ZONE.	THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT
				1	SUPPLY OF MONITORING, TRANSPORTATION, COMMUNICATION AND SURVEILLANCE EQUIPMENT TO SAN SAN POND SACK	SAN SAN POND SACK HAS THE SUPPLIES NECESSARY TO CONTROL AND REGULATE THE PROTECTED AREA AND ITS BUFFER ZONE.	THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT
				1	STRENGTHENING OF THE LOCAL COUNCIL OF PILA		THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT
TRAINING OF THE TECHNICAL STAFF OF MINAET AND ANAM			BY ITS CLOSING, THE PROJECT MADE CONSIDERABLE INVESTMENTS IN TRAINING THE TECHNICAL STAFF OF MINAET AND ANAM	1	TECHNICAL ASSISTANCE TO IDENTIFY THE TRAINING NEEDS OF MINAE AND ANAM	BY ITS CLOSING, THE PROJECT MADE CONSIDERABLE INVESTMENTS IN TRAINING THE TECHNICAL STAFF OF MINAET AND ANAM	THE PROJECT HAS FULFILLED AT 660% THE LOGFRAME INDICATOR REGARDING THE OFFICERS TRAINED AND EQUIPPED IN WATER QUALITY CONTROL AND PROTECTED AREA MANAGEMENT
				1	TECHNICAL ASSISTANCE (PENSUM ESPECIALIZADO) TO THE MANAGEMENT OF ANAM AND MINAET SOCIAL AND PUBLIC MANAGEMENT		
				21	OFFICERS OF ANAM AND MINAET TRAINED IN GIS AND PES		

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
				26	OFFICERS OF ANAM AND MINAET QUALIFIED IN WORKING WITH THE COMMUNITY		
				16	OFFICERS OF ANAM QUALIFIED IN PROJECT MANAGEMENT		
				1	TECHNICAL ASSISTANCE IN CONNECTION WITH THE IMPACTS OF HYDRO POWER PLANTS ON THE BUFFER AREA OF THE BASIN FOR UNESCO REPORT		
SUPPLY OF MONITORING, TRANSPORTATION, COMMUNICATION AND SURVEILLANCE EQUIPMENT TO MINAE AND ANAM			THE PROJECT HAS PROVIDED EXTENSIVE SUPPORT SUPPLYING LOGISTICS EQUIPMENT FOR THE MONITORING ACTIVITIES PERFORMED BY ANAM AND MINAE			THE PROJECT HAS PROVIDED EXTENSIVE SUPPORT SUPPLYING LOGISTICS EQUIPMENT FOR THE MONITORING ACTIVITIES PERFORMED BY ANAM AND MINAE	THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT
BINATIONAL REGISTRY OF AGROCHEMICALS (MAG AND MIDA)	12	OFFICERS OF MAG, MIDA, AND HEALTH MINISTRIES ARE TRAINED AND EQUIPPED IN AGROCHEMICAL CONTROL AND USE		1	TECHNICAL ASSISTANCE TO MIDA (SIDEA PROGRAM) CLEANER PRODUCTION FOR PLANTAIN FARMERS PROGRAM	A PILOT PROJECT HAS BEEN PERFORMED WHICH DEMONSTRATED THAT PLANTAIN CAN BE PRODUCED AT A COMMERCIAL SCALE WITH A LOWER USE OF AGROCHEMICALS	THIS INDICATOR OF THE LOGFRAME HAS NOT BEEN FULFILLED
TERRITORIAL INFORMATION SYSTEM (TIS) (AT LEAST 8 INSTITUTIONS)	16	OFFICERS OF MIDA, MAG, ANAM, MINAET, AND MUNICIPALITIES TRAINED IN					THIS INDICATOR OF THE LOGFRAME HAS NOT BEEN FULFILLED

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
		TERRITORIAL PLANNING AND MANAGEMENT					
		6 INSTITUTIONS WITH TERRITORIAL INFORMATION SYSTEM IN PLACE	TERRITORIAL INFORMATION SYSTEM IN PLACE AND OPERATIONAL IN 12 INSTITUTIONS. IN ADDITION, TRAINING IN HOW TO USE THE SYSTEM HAS BEEN PROVIDED	12	INSTITUTIONS WITH THE TIS IN PLACE	TERRITORIAL INFORMATION SYSTEM IN PLACE AND OPERATIONAL IN 12 INSTITUTIONS. IN ADDITION, TRAINING IN HOW TO USE THE SYSTEM HAS BEEN PROVIDED	THE PROJECT HAS FULFILLED AT 200% THE LOGFRAME INDICATOR REGARDING THE INSTITUTIONS WITH TERRITORIAL INFORMATION SYSTEM IN PLACE. EXCEPT FOR ANAM, THERE IS NO EVIDENCE THAT THE OTHER INSTITUTIONS ARE USING THE TIS.
				35	OFFICERS OF SINAPROC AND CNE TRAINED IN NATURAL DISTASTER RISK MANAGEMENT		THE LOGFRAME DOES NOT PROVIDE AN INDICATOR FOR THIS OUTPUT
OUTPUT 1.2: STRENGTHEN THE CAPACITIES OF THE SOCIAL STAKEHOLDERS	ENVIRONMENTAL MANAGEMENT CAPACITIES OF THE INDIGENOUS AUTHORITIES	2 ENVIRONMENTAL UNITS CREATED IN INDIGENOUS GOVERNMENTS		1	SUPPORT TO THE CONSOLIDATION OF THE NASO'S LOCAL GOVERNMENT LOS		THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED. EL APOYO DADO AL GOBIERNO LOCAL NASO FUE TIPO ASISTENCIAL Y PUNTUAL, SIN QUE SE HAYA GENERADO RESULTADOS DE SOSTENIBILIDAD EN EL FORTALECIMIENTO DE ESTA ORGANIZACIÓN
	TRAINING THE STAFF OF COMMUNITY WATER ASSOCIATIONS	10 RURAL AQUEDUCT ASSOCIATIONS STRENGTHENED IN TECHNICAL ASPECTS AND WATERSHED MANAGEMENT PRACTICES	THE PROJECT LEAVES INSTALLED ADMINISTRATION CAPACITY IN THE RURAL AQUEDUCT ORGANIZATIONS	33	RURAL AQUEDUCT ORGANIZATIONS STRENGTHENED AND EQUIPPED	THE PROJECT LEAVES INSTALLED ADMINISTRATION CAPACITY IN THE RURAL AQUEDUCT ORGANIZATIONS	THE PROJECT HAS FULFILLED AT 330% THIS LOGFRAME INDICATOR

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
	TRAINING OF SOCIAL STAKEHOLDERS IN NATURAL RESOURCE MANAGEMENT, ENVIRONMENTAL CONTROL, CONFLICT SOLVING AND MONITORING	15	COMMUNITY LEADERS TRAINED IN NORMS AND INSTRUMENTS FOR THE MONITORING AND PROTECTION OF NATURAL RESOURCES	4	COMMUNITY ORGANIZATIONS STRENGTHENED IN ADMINISTRATION, PLANNING AND LEGAL ASPECTS, AND HORIZONTAL EXCHANGES (OMUB, ODESEN, STIBRWPA, AMONG OTHERS)	THE PROJECT CLOSED LEAVING SOCIAL STAKEHOLDERS STRENGTHENED IN AREAS RELATED TO NATURAL RESOURCE MANAGEMENT, LOCAL WATERSHED MANAGEMENT, AWARENESS RAISING AND CAPITALIZATION OF KNOWLEDGE RELATED TO THE CONSERVATION AND SUSTAINABLE USE OF BIODIVERSITY, WATER AND SOIL
		20	WORKSHOPS FOR TRAINING IN ENVIRONMENTAL AND WATER QUALITY CONTROL AND MONITORING CONDUCTED	18	ORGANIZATIONS TRAINED IN ENVIRONMENTAL AND WATER QUALITY CONTROL AND MONITORING (DONE BY ANAI)	
OUTPUT 1.3: STRENGTHEN BINATIONAL COORDINATION FRAMEWORKS	SUPPORT TO THE BINATIONAL COMMISSION OF THE SIXAOLA RIVER BASIN	8	MEETINGS OF THE BINATIONAL COMMISSION OF THE SIXAOLA RIVER BASIN	8	MEETINGS OF THE BINATIONAL COMMISSION OF THE SIXAOLA RIVER BASIN	THE BINATIONAL COMMISSION OPERATIONAL SINCE 2011
	LEGAL ADVICE TO BINATIONAL ENTITIES	1	LEGAL REVIEW OF THE AGREEMENT OF THE PERMANENT BINATIONAL COMMISSION		1	
	SUPPORT TO THE LOCAL ORGANIZATIONS OF THE SUB-BASINS	4	WORKSHOP/ SYMPOSIUM ON COORDINATION BETWEEN DONORS AND PROJECT EXECUTING ENTITIES IN THE BASIN	THE UNDP HAS FINANCED CERTAIN SPECIFIC INICIATIVES IN THE REGION	2	COORDINATION PLATFORM (OTHER IDB PROJECTS AND OTHER FINANCERS) AND 2 BINATIONAL FORUMS ON SUSTAINABLE USE INITIATIVES

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
					MEETINGS (INSTITUTIONAL LEVEL, UNIVERSITIES, ACP, COMPENSACIÓN AND OTHERS).	
	COORDINATION AND CREATION OF A PUBLICLY AVAILABLE DATABASE OF PROJECTS	1 DATABASE OF PROJECTS OPERATING IN THE BASIN ON THE WEBSITE		2 MAPPING OF RELEVANT STAKEHOLDERS IN THE BASIN JOINTLY CARRIED OUT WITH CHIQUITA - REWE - GTZ Y UICN.		THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	SUPPORT TO THE BINATIONAL COMMISSION OF PILA AND THE BINATIONAL COMMISSION OF WETLANDS REGARDING PLANNING INSTRUMENTS	2 ACTION PLANS OF BOTH COMMISSIONS DEFINED				THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
OUTPUT 1.4 STRENGTHEN THE SUSTAINABLE FINANCING OF THE BASIN'S MANAGEMENT	TRAINING IN CONCESSION RIGHTS, ENTRY RATES, RESOURCE USE, PAYMENTS FOR ENVIRONMENTAL SERVICES	2 INSTRUMENTS FOR COVERING MANAGEMENT AND NATURAL RESOURCE PROTECTION COSTS SELECTED AND UNDER IMPLEMENTATION	SUSTAINABLE FINANCING MECHANISM DEFINED		SUPPORT HAS ONLY BEEN GIVEN TO FONDOS DE AGUA DESIGNED BY TNC.	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	ASSESSING THE FEASIBILITY OF ESTABLISHING A BINATIONAL TRUST FUND	1 FUND FEASIBILITY ASSESSMENT				THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT		
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME			
OUTPUT 1.5 AWARENESS RAISING TARGETTED AT THE POPULATION AND CAPITALIZATION OF KNOWLEDGE	DESIGN AND LAUNCH OF THE ENVIRONMENTAL AWARENESS PROGRAM			1	ENVIRONMENTAL EDUCATION PROGRAM	THIS INDICATOR HAS BEEN FULFILLED AT 100%		
	DESIGN AND LAUNCH OF THE INTERACTIVE AWARENESS RAISING PROGRAM TARGETTED AT CHILDREN AND YOUNGSTERS	20	SCHOOLS PARTICIPATED IN THE AWARENESS RAISING PROGRAM	30	ENVIRONMENTAL CAMPAIGNS AT SCHOOLS	THE BASIN'S INHABITANTS HAVE BEEN MADE AWARE OF THE IMPORTANCE OF CONSERVING NATURAL RESOURCES	THIS INDICATOR HAS BEEN FULFILLED AT 150%	
	PROMOTING HORIZONTAL LEARNING AMONG INDIGENOUS COMMUNITIES	100	INDIGENOUS PEOPLE PARTICIPATED IN HORIZONTAL EXCHANGE ACTIVITIES	20	WORKSHOPS FOR DISSEMINATING AND PROVIDING TRAINING IN TRADITIONAL INDIGENOUS PRACTICES. ACBTC	THIS INDICATOR WAS CHANGED FROM NUMBER OF PEOPLE TO NUMBER OF WORKSHOPS		
	RESEARCH GRANTS: STUDENTS AND RESEARCHERS					THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED		
	DISSEMINATIONS OF RESULTS AND LESSONS LEARNED		NEWSLETTERS, JOURNALS, WEBPAGE DISSEMINATING RESULTS AND LESSONS LEARNED FROM THE PROJECT			ANNUAL REPORT ON BASIN CONDITIONS	THIS INDICATOR HAS BEEN FULFILLED AT 50%.	
	PARTICIPATION BY INTERESTED PARTIES IN WORKSHOPS AND MEETINGS ON TRANSBOUNDARY PROTECTED AREAS	10	BASIN STAKEHOLDERS PARTICIPATING IN FORUMS ON TRANSBOUNDARY EXPERIENCES	EXTENSIVE PARTICIPATION OF THE BINATIONAL COMMISSION MEMBERS IN THE WORKSHOPS AND FORUMS ORGANIZED BY THE PROJECT	14	OFFICERS PARTICIPATING IN INTERNSHIPS AND/OR TRAINING COURSES ON TRANSBOUNDARY PROTECTED AREAS	EXTENSIVE PARTICIPATION OF THE BINATIONAL COMMISSION MEMBERS IN THE WORKSHOPS AND FORUMS ORGANIZED BY THE PROJECT	THIS INDICATOR HAS BEEN FULFILLED AT 140%
	COMPONENT 2: PROMOTION OF PRODUCTIVE PRACTICES THAT ARE COMPATIBLE WITH THE CONSERVATION AND SUSTAINABLE USE OF WATER AND SOIL RESOURCES							

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT		
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME			
OUTPUT 2.1: CREATION OF INCENTIVE MECHANISMS THAT PROMOTE ENVIRONMENTALLY SUSTAINABLE PRODUCTIVE PRACTICES	CREATION OF INCENTIVE MECHANISMS THAT IMPROVE THE ENVIRONMENTAL PERFORMANCE OF COMPANIES, ASSOCIATIONS AND ECONOMIC AGENTS	5	3 PRODUCER ASSOCIATIONS AND 2 BANANA COMPANIES WITH A CODE OF GOOD PRACTICES AND CERTIFICATION MECHANISM IN PLACE			NO OUTCOMES HAVE BEEN ACHIEVED	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED	
	CREATION OF HARMONIZED BINATIONAL ECONOMIC INSTRUMENTS THAT REDUCE POLLUTION	1	INCENTIVES (PRIZES) OF PUBLIC RECOGNITION FOR THE ADOPTION OF GOOD PRACTICES DESIGNED				THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED	
		1	BINATIONAL (LEGAL OR ECONOMIC) INSTRUMENT FOR REDUCING WATER POLLUTION	(1) IMPROVED ENVIRONMENTAL PERFORMANCE OF COMPANIES, PRODUCERS' ORGANIZATIONS AND ECONOMIC AGENTS; (II) REDUCED POLLUTION OF SOIL AND WATER (AGROCHEMICALS AND FERTILIZERS)				THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	ADOPTION AND USE OF "APPROPRIATE LAND USE CERTIFICATE" IN MAG							THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	TECHNICAL ASSISTANCE TO THE MUNICIPALITY THROUGH A MUNICIPAL TAX EXEMPTION SYSTEM							THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	DIALOGUE WITH LOCAL CREDIT AND BANKING INSTITUTIONS IN ORDER TO ADOPT ENVIRONMENTAL CRITERIA FOR GRANTING CREDITS	1	ROUNDTABLE DISCUSSIONS WITH CREDIT INSTITUTIONS					THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
	TECHNICAL ASSISTANCE ASSOCIATED WITH PAYMENTS FOR ENVIRONMENTAL SERVICES		THE PROJECT INVESTED IN THE ANALYSIS OF THE POSSIBILITY TO CREATE AN EXPERIENCE OF PAYMENT FOR ENVIRONMENTAL SERVICES IN THE PANAMANIAN PORTION, SINCE IN COSTA RICA A FUND THAT PROVIDES FINANCING TO THIS TYPE OF INICIATIVES ALREADY EXISTS	1	TECHNICAL ASSISTANCE TO ANAM AND MINAET ON PAYMENTS FOR ENVIRONMENTAL SERVICES	THE PROJECT INVESTED IN THE ANALYSIS OF THE POSSIBILITY TO CREATE AN EXPERIENCE OF PAYMENT FOR ENVIRONMENTAL SERVICES IN THE PANAMANIAN PORTION, SINCE IN COSTA RICA A FUND THAT PROVIDES FINANCING TO THIS TYPE OF INICIATIVES ALREADY EXISTS	THIS INDICATOR HAS BEEN FULFILLED AT 50%
				1	BINATIONAL FORUM ON PES		THIS INDICATOR HAS BEEN FULFILLED AT 100%
OUTPUT 2.2: ADOPTION AND REPLICATION OF SUSTAINABLE PRODUCTIVE PRACTICES	FINANCING A HORIZONTAL LEARNING PROGRAM ON SUSTAINABLE PRODUCTIVE SYSTEM	200	SMALL PRODUCERS HAVE PARTICIPATED IN AN EXCHANGE VISITS TO MODEL FARMS	12	SMALL PRODUCERS TRAINED IN PRODUCTION UNDER CONTROLLED ENVIRONMENTS (MONTE VERDE MODEL FARM)	DEMONSTRATIVE SUSTAINABLE PRODUCTION PROJECTS WHICH HAVE INCREASED THEIR PRODUCTIVITY AND GENERATED GREATER INCOME	THIS INDICATOR HAS BEEN FULFILLED AT 425%
				2	NURSERIES FOR PRODUCTION UNDER CONTROLLED ENVIRONMENTS OPERATED BY 2 FAMILIES OF AMVECONA AND GANDOCA MANZANILLO		
				20	PRODUCERS APPLYING SUSTAINABLE PRODUCTIVE SYSTEMS. (TECHNICAL ASSISTANCE BY LORENA CARBALLO)		

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
INITIAL FUNDING OF ENVIRONMENTALLY SUSTAINABLE RURAL PROJECTS	1	SEED FUND OF \$250,000		6	SUSTAINABLE RURAL PROJECTS (CACAO, PLANTAIN, ECOTURISM, TURTLES, AQUACULTURE) HAVE RECEIVED FINANCING FOR A TOTAL AMOUNT OF \$164,000	THIS INDICATOR HAS BEEN FULFILLED AT 500%
	120	HECTARES DEDICATED TO AGROCHEMICALLY INTENSIVE FARMING SHIFTED TO ECO-FRIENDLY PROCESSES		6	6 CLONAL GARDENS OF ORGANIC CACAO ESTABLISHED. CATIE	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
				61	47 LEADERS OF 12 PANAMANIAN ORGANIZATIONS TRAINED IN ADMINISTRATION, ACCOUNTANCY AND PROPOSAL DEVELOPMENT. 52 LEADERS OF 14 COSTA RICAN ORGANIZATIONS TRAINED IN ADMINISTRATION, ACCOUNTANCY AND PROPOSAL DEVELOPMENT.	LOCAL ORGANIZATIONS CAPABLE OF CARRYING OUT AND ADMINISTERING SUSTAINABLE AND TRADITIONAL PRODUCTION PROCESSES

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
				10	PRODUCERS WITH HORIZONTAL EXCHANGES (5 PLANTAIN PRODUCERS, 2 FROM MAG, 2 FROM MIDA AND 1 FROM IDIAP)	LOCAL PRODUCERS AND ORGANIZATIONS WITH NEW KNOWLEDGE OF SUSTAINABLE PRODUCTIVE ACTIVITIES	
				850	850 FAMILIES TRAINED IN ORGANIC CACAO PRODUCTION IN AGRO-FOREST PLANTATIONS. CATIE		
OUTPUT 2.3: INTEGRATED WATER AND SOIL MONITORING SYSTEM	DESIGN AND IMPLEMENTATION OF A PROGRAM FOR WATER AND SOIL MONITORING	4	WATER QUALITY MONITORING (2 PER YEAR FROM YEAR 3 ONWARDS)	ANAM AND MINAE HAVE A DATABASE OF POLLUTANT AGENTS WHICH SUPPORTS THE ENVIRONMENTAL REGULATION	1	WATER, SOIL AND BIODIVERSITY MONITORING PROGRAM DESIGNED WITH A BASELINE. TNC	THIS INDICATOR HAS BEEN FULFILLED AT 25%
	WATER AND SOIL QUALITY BASELINE	1	WATER QUALITY BASELINE		1	SOCIAL, ENVIRONMENTAL AND ECONOMIC BASELINE DEFINED. TNC	THIS INDICATOR HAS BEEN FULFILLED AT 100%
	MAP AND DATABASE OF THE SOURCES OF WATER AND SOIL POLLUTION				1	STUDIES AND MAPPING OF POLLUTANT SOURCES CONDUCTED BY ANAI	THIS INDICATOR HAS BEEN FULFILLED AT 100%
					1	WATER AND SOIL MONITORING AND CONTROL PLAN OF REGAMA IMPLEMENTED (SUPPLY OF EQUIPMENT AND INPUTS)	THE AUTHORITIES OF THE REFUGE HAVE THE EQUIPMENT AND INPUT NECESSARY TO MONITOR WATER AND SOIL

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT		
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME			
					SIGNALING AND MAINTAINANCE OF SAN SAN POND SACK WETLAND (WATER AND SOIL MONITORING SYSTEM OF THE WETLAND IMPLEMENTED IN ACCORDANCE WITH THE MANAGEMENT PLAN)	VISITORS COOPERATE WITH THE IMPLEMENTATION OF THE MANAGEMENT PLAN AND ARE AWARE OF THE ACTIVITIES ALLOWED AND REGULATED IN THE WETLAND		
				1	BINATIONAL WETLAND COMMISSION OF RBLA, RAMSAR, UNESCO CREATED AND SUPPORTED AT 100% DURING 2012 AND 2013	PROMOTION OF THE FIRST RAMSAR WETLAND IN LATIN AMERICA. THE COMMISSION OVERSEES THE WETLAND.		
	NATIONAL REGISTRY OF AGROCHEMICALS	1	REGISTRY ESTABLISHED	1	BINATIONAL WETLAND COMMISSION CREATED (LEGAL FRAMEWORK)	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED		
OUTPUT 2.4: PROMOTING A FUNCTIONAL LAND USE PLANNING IN THE BASIN	TECHNICAL ASSISTANCE TO ANAM, MINAET, MAG, MIDA AND MUNICIPALITIES, AND PLANS OR LAND PLANNING INSTRUMENTS	2	BASIN LAND MANAGEMENT PLANS APPROVED BY THE RELEVANT INSTITUTION		INSTRUMENTS REGULATING LAND USE AND RESOURCE ADMINISTRATION PREPARED AND IMPLEMENTED	5	SUSTAINABLE FARM PLANNING PROJECT IMPLEMENTED BY MAG	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT		
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME			
	SUPPORT TO INDIGENOUS COMMUNITIES IN EFFORTS TO REGULATE LAND USE	2	SPATIAL PLANNING OF CRITICAL INDIGENOUS AREAS		12		TECHNICAL ASSISTANCE FOR THE UPDATING AND SET-UP OF THE TERRITORIAL INFORMATION SYSTEM (IN 12 KEY INSTITUTIONS)	ACCESS TO AND USE OF TERRITORIAL INFORMATION TO SUPPORT LAND PLANNING PROMOTED AMONG INSTITUTIONS
BASIN MANAGEMENT PLAN				1	TECHNICAL ASSISTANCE FOR THE TRANSBOUNDARY ENVIRONMENTAL EVALUATION OF PILA (UNESCO)	IMPACTS OF HYDRO PLANTS ON THE BASIN ASSESSED AND THE WORLD HERITAGE OF PILA IS KEPT	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED	
OUTPUT 2.5: IMPROVE THE MANAGEMENT OF THE WATERSHEDS	DIAGNOSIS OF THE MICRO DIVISIONS OF THE WATERSHEDS	1	INVENTORY AND DIAGNOSIS OF WATERSHEDS	A DIAGNOSIS OF THE CRITICAL WATERSHEDS REQUIRING CONSERVATION MEASURES HAS BEEN DONE	1	BINATIONAL MANAGEMENT PLAN FOR CRITICAL WATERSHEDS (YORKIN) DEVELOPED BY CBTC	A DIAGNOSIS OF THE CRITICAL WATERSHEDS REQUIRING CONSERVATION MEASURES HAS BEEN DONE	THIS INDICATOR HAS BEEN FULFILLED AT 100%
	MANAGEMENT PLANS FOR MICRO DIVISIONS			WELLS, SPRIGNS, AND SURFACE WATER SOURCES PROTECTED	1	DEMO PROJECTS IN CRITICAL WATERSHEDS (YORKIN) DEVELOPED BY CBTC (A MODEL FARM)	ORGANIZATIONS (JAAR AND ASADAS) STRENGTHENED BY THE END OF THE PROJECT	
	SMALL SCALE DEMONSTRATIVE PROJECTS OF PROTECTION OF WELLS, SPRINGS AND SURFACE WATER SOURCES	3	DEMONSTRATIVE PROJECTS	BASIC WATER AND SANITATION SERVICES IMPROVED	33	WATER ORGANIZATIONS OR BOARDS (JAAR AND ASADAS) TRAINED IN CONCESSIONS AND REGULATION OF RURAL AQUEDUCTS		THIS INDICATOR HAS BEEN FULFILLED AT 1,100%

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
					1 SUPPORT AND CONSOLIDATION OF CHANGUINOLA WATERSHEDS COMMITTEE		
COMPONENT 3: BIODIVERSITY CONSERVATION AND SUSTAINABLE USE							
OUTPUT 3.1: HARMONIZE AND IMPLEMENT TRANSBOUNDARY PROTECTED AREA MANAGEMENT PLANS	LEGAL, REGULATORY AND POLITICAL FRAMEWORK FOR PROTECTED TRANSBOUNDARY AREAS HARMONIZED AT BINATIONAL LEVEL	1	LEGAL AND POLITICAL FRAMEWORK FOR CO-MANAGING TRANSBOUNDARY PROTECTED AREAS DEFINED	LEGAL, REGULATORY AND POLITICAL FRAMEWORK FOR PROTECTED TRANSBOUNDARY AREAS HARMONIZED AT BINATIONAL LEVEL	1 HARMONIZATION PROPOSAL FOR THE BINATIONAL PROTECTED AREAS PILA, REGAMA AND SAN SAN POND SAK TNC	LEGAL, REGULATORY AND POLITICAL FRAMEWORK FOR PROTECTED TRANSBOUNDARY AREAS HARMONIZED AT BINATIONAL LEVEL	THIS INDICATOR HAS BEEN FULFILLED AT 100%
		2	PILA CO- MANAGEMENT AGREEMENT WITH INDIGENOUS COMMUNITIES		2 DRAFT CO- MANAGEMENT AGREEMENT FOR PROTECTED AREAS DEFINED (TNC) AND A DRAFT RESOLUTION		THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	BINATIONAL HARMONIZATION OF INTERNAL ZONING AND MANAGEMENT CRITERIA	1	CRITICAL ELEMENTS OF THE MANAGEMENT PLANS FOR PROTECTED AREAS HARMONIZED BETWEEN BOTH COUNTRIES	MANAGEMENT PLANS FOR TRANSBOUNDARY PROTECTED AREAS HARMONIZED	1 HARMONIZED PLANS PILA	MANAGEMENT PLANS FOR TRANSBOUNDARY PROTECTED AREAS HARMONIZED	THIS INDICATOR HAS BEEN FULFILLED AT 100%
	COFINANCING OF THE RECURRENT COSTS OF THE BINATIONAL ACTION PLANS FOR PROTECTED AREAS	10	BINATIONAL ACTION PLAN FOR PROTECTED AREAS IMPLEMENTED AT 10%	ADMINISTRATORS AND OFFICERS OF THE PROTECTED AREAS TRAINED IN BINATIONAL MANAGEMENT AND ADMINISTRATION OF PROTECTED AREAS	10 0 100% OF THE ACTION PLAN OF THE BINATIONAL COMMISSION OF PILA SUPPORTED DURING 2011, 2012 AND 2013	ADMINISTRATORS AND OFFICERS OF THE PROTECTED AREAS TRAINED IN BINATIONAL MANAGEMENT AND ADMINISTRATION OF PROTECTED AREAS	THIS INDICATOR HAS BEEN FULFILLED AT 100%

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT	
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME		
				2 ONE (1) COMMUNICATION AND DISSEMINATION PLAN ON SPECIES AND ECOSYSTEMS MANAGEMENT, ADMINISTRATION AND IDENTIFICATION, AND ONE (1) SIGNALING FOR REGAMA	VISITORS COOPERATE WITH THE IMPLEMENTATION OF THE MANAGEMENT PLAN AND ARE AWARE OF THE ACTIVITIES ALLOWED AND REGULATED IN REGAMA	THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME	
				1 ENVIRONMENTAL EDUCATION PLAN FOR PILA COSTA RICA AND REGAMA	MINAE HAS A GUIDING INSTRUMENT FOR THE DEVELOPMENT OF ENVIRONMENTAL EDUCATION ACTIVITIES	THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME	
				PARK RANGER'S STATION BUILT IN THE TURTLES' NESTING SITE IN SAN SAN POND SACK (MANAGEMENT PLAN IMPLEMENTATION)	THE STATION HAS NOT BEEN BUILT	THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME	
OUTPUT 3.2: CREATION OF A PERMANENT, INTEGRATED AND BINATIONAL BIODIVERSITY MONITORING SYSTEM	PERMANENT AND BINATIONAL SYSTEM FOR MONITORING BIODIVERSITY IN THE BASIN	1	BASELINE AND BIODIVERSITY MONITORING SYSTEM DESIGNED FOR BOTH COUNTRIES	1 MINAE AND ANAM HAVE A BINATIONAL BIODIVERSITY MONITORING SYSTEM IN PLACE	1 BINATIONAL BIODIVERSITY MONITORING SYSTEM DESIGNED (TNC) WATER, SOIL, AND BIODIVERSITY	MINAE AND ANAM HAVE A BINATIONAL BIODIVERSITY MONITORING SYSTEM IN PLACE	THIS INDICATOR HAS BEEN FULFILLED AT 100%
					1 AMPHIBIAN MONITORING PROGRAM DEVELOPED BY TNC		THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME
					1 MONITORING PROGRAM FOR BIRDS ASSOCIATED WITH AQUATIC SYSTEMS		THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
					DEVELOPED BY TNC	
				1	FOREST COVER MONITORING SYSTEM	THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME
		2	MONITORING SYSTEMS OPERATIONAL FOR BOTH COUNTRIES (MANATEE AND TAPIR)	1	JAGUAR RESEARCH, MONITORING AND CONSERVATION PROGRAM DEVELOPED BY THE NATIONAL UNIVERSITY OF COSTA RICA	NOT DEVELOPED THIS INDICATOR HAS BEEN FULFILLED AT 50%, ONLY MANATEES
				1	MANATEE RESEARCH, MONITORING AND CONSERVATION PROGRAM DEVELOPED BY SMITHSONIAN	IT WAS WELL EXECUTED, AND THE SUTDY OF THE POPULATION OF MANATEES AND THEIR LOCAL DISTRIBUTION GENERATED HIGHLY INTERESTING RESULTS
	SUPPORT THE EQUIPMENT AND TRAINING NEEDS OF ANAM AND MINAET OR OTHER AGENTS FOR THE BIODIVERSITY MONITORING SYSTEM		STAFF TRAINED AND EQUIPPED TO PERFORM MONITORING AND CONTROL ACTIVITIES	75	STUDENTS AND PROFESSORS TRAINED IN SEA TURTLES	STAFF TRAINED AND EQUIPPED TO PERFORM MONITORING AND CONTROL ACTIVITIES THIS INDICATOR HAS BEEN FULFILLED AT 100%
				1	TECHNICAL ASSISTANCE TO THE SEA TURTLE STATION OF AMVECONA IN SAN SAN POND SAK	THIS INDICATOR IS NOT INCLUDED IN THE LOGFRAME
OUTPUT 3.3: PROMOTE ECOSYSTEMS' CONNECTIVITY THROUGH BIOLOGICAL CORRIDORS	ESTABLISH CRITICAL AREAS FOR ECOSYSTEMS' CONNECTIVITY		BINATIONAL ACTION PLAN FOR THE CONSOLIDATION OF BIOLOGICAL CORRIDORS	1	BINATIONAL ACTION PLAN FOR BIOLOGICAL CORRIDORS DEVELOPPED BY TNC	A PLAN EXISTS AND IS BEING COORDINATED BY MINAET AND ANAM THIS INDICATOR HAS BEEN FULFILLED AT 100%
	RECOMMEND MEASURES TO MAINTAIN				INCLUDES RECOMMENDATIONS	THIS INDICATOR HAS BEEN FULFILLED AT 100%

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
	ECOSYSTEMS' CONNECTIVITY				ON ECOSYSTEMS' CONNECTIVITY	
BINATIONAL ACTION PLAN FOR THE CONSOLIDATION OF BIOLOGICAL CORRIDORS	1	ACTION PLAN FOR THE RECOVERY OF THE BIOLOGICAL CORRIDOR APPROVED BY THE RELEVANT AUHTORITY		1	ACTION PLAN APPROVED BY ANAM AND MINAET	THIS INDICATOR HAS BEEN FULFILLED AT 100%
OUTPUT 3.4: PROMOTE ALTERNATIVE LIVELIHOODS BASED ON THE SUSTAINABLE USE OF BIODIVERSITY	1	DISSEMINATION OF EXPERIENCES IN ALTERNATIVE LIVELIHOODS BASED ON THE SUSTAINABLE USE OF BIODIVERSITY	SYSTEMATIZED EXPERIENCES IN ALTERNATIVE BIODIBERSITY USE	11	AWARENESS OF EXPERIENCES IN ALTERNATIVE LIVELIHOODS BASED ON THE SUSTAINABLE USE OF BIODIVERSITY	THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	1	PREPARE GUIDELINES ON ALTERNATIVE LIVELIHOODS BASED ON THE SUSTAINABLE USE OF BIODIVERSITY WHICH ARE ADAPTED TO THE LOCAL LIVELIHOODS	GUIDELINES ON ALTERNATIVE LIVELIHOODS BASED ON THE SUSTAINABLE USE OF BIODIVERSITY	1	THERE IS A GRAPHIC INSTRUMENT IN PLACE WHICH SUPPORTS SUSTAINABLE COASTAL TOURISM PRACTICES	THIS INDICATOR HAS BEEN FULFILLED AT 100%
	1	SUPPORT THE DIALOGUE WITH FINANCIAL INSTITUTIONS REGARDING FINANCIAL INSTRUMENTS FOR THE ALTERNATIVE USE OF BIODIVERSITY	ROUNDTABLE DIALOGUE ESTABLISHED			THIS LOGFRAME INDICATOR HAS NOT BEEN FULFILLED
	10	FEASIBILITY STUDIES OF PILOT PROJECTS ON THE ALTERNATIVE USE OF BIODIVERSITY	FEASIBILITY STUDIES AND 5 FINANCED	REGENERATION OF RIVER BANKS AND AREAS OF VITAL IMPORTANCE IN THE WATERSHEDS AND BIOLOGICAL CORRIDORS	5	ALTERNATIVE USE PROJECTS DESIGNED AND IMPLEMENTED BY CBTC

OBJECTIVE/COMPONENT/ OUTPUT	EXPECTED OUTPUTS AND OUTCOMES (ORIGINAL LOGFRAME 2007)			OUTPUTS AND OUTCOMES OBTAINED UP TO DATE 2013		ASSESSMENT OF LOGFRAME FULFILLMENT
	OUTPUT	LOGFRAME INDICATOR	OUTCOMES	OUTPUT INDICATORS	OUTCOME	
					1 AN ARBORETUM HAS BEEN ESTABLISHED IN WETKO	

Source: UTEB performance report as of October 15, 2013.

ANNEX III. MITIGATION ACTIONS FOR THE RISKS IDENTIFIED AND ASSESSED

No.	Type of risk	Risk	Mitigation actions undertaken
1	Sustainability	That the binational coordination process be lost once the Project ends	Support by the Project to the performance of the Basin Committee in Panamá (ANAM)
			Support by the Project to the performance of the Basin Committee in Costa Rica (MAG)
2	Execution	Lack of liquid funds due to the structure of the Revolving Fund (170,000.00)	Increase of the Revolving Fund
			Payments by the IDB directly to suppliers
3	Execution	Ambitious planning of activities resulting in a potential lack of capacity to respond of the key stakeholders and the UTEB	The Procurement Plan must be prioritized, re-designed and re-scheduled
4	Sustainability	High turnover of managers and technical staff at the ANAM resulting in lack of project empowerment	Cannot be mitigated
5	Sustainability	MINAET has low acceptance among the key stakeholder in the lower basin, the Project is regarded as a threat	*
6	Execution	The Seed Funds acquisition criteria being very harsh, which hinders access to those resources	Reviewing the evaluation criteria and re-adjusting the acquisition criteria of the Seed Funds
			Weekly support should be given to the beneficiary NGOs
7	Institutional	Decision-making being concentrated at central level	Cannot be mitigated
8	Political	Land Management Plans operational but not binding and unenforceable	A deeper analysis should be conducted of the way forward in this Project activity. Subjects in connection with biological corridors, promotion of private reserves and farm management plans
9	Methodological	Changes in Project evaluation methodology	Reviewing indicators

Source: Workshop held at Fundación Natura on June 12, 2012. Note: * Low assessment; no mitigation actions methodologically defined

ANNEX IV. PROJECT BUDGETS

PROJECT CO-FINANCING BUDGET

Institution	2008	2009	2010	2011	2012	2013	Total
ANAM	28,539.00	77,749.00	76,463.00	46,779.29	140,313.70	105,235.28	475,079.27
MIDA	0.00	0.00	0.00	25,150.00	95,329.12	65,429.12	185,908.24
MINSA	0.00	0.00	0.00	4,400.00	0.00	0.00	4,400.00
MEF	29,800.00	29,800.00	29,800.00	29,800.00	42,865.00	29,800.00	162,065
Total Panamá	58,339.00	107,549.00	106,263.00	106,169.29	278,507.82	200,464.40	857,292.51
SINAC-MINAE	20,935.00	48,500.00	58,080.00	80,815.19	127,852.68	140,637.95	476,820.82
MIDEPLAN	18,000.00	37,070.00	45,210.00	35,964.00	26,336.00	33,250.00	195,830.00
Total CR	38,935.00	85,570.00	103,290.00	116,779.19	154,188.68	173,887.95	672,650.82
Total CR and Panamá	\$ 97274.00	\$ 193,119.00	\$ 209,553.00	\$ 222,948.48	\$ 432,696.50	\$ 374,352.35	\$ 1,529,943.33

Source: Information provided by UTEB, 2013, all the figures are in US Dollars.

MATERIALIZED CO-FINANCING

Source of co-financing	Name of co-financer	Type of co-financing	Amount confirmed at project approval	Current amount at project closing
GEF agency	IDB	Loan 1556/OC-CR	9,220,000	-
GEF agency	IDB	Loan 1439/OC-PN	4,216,000	-
Government	ANAM (Panama)	In kind	485,000	857,292.51
Government	MINAE (Costa Rica)	In kind	485,000	672,650.82
TOTAL			14,406,000	1,529,943.33

ANNEX V. LIST OF PEOPLE INTERVIEWED

No.	Name	Institution	Position
1	Rodrigo Coloane	IDB	Environmental Sector Specialist
2	Ines Angulo	IDB	IDB-GEF Coordination Team
3	Oscar Méndez Chavarría	Executive Secretariat of the Transboundary Agreement. MIDEPLAN, C.R.	Executive Secretary, Transboundary Agreement for CR
4	Georgina Osorio	Executive Secretariat of the Transboundary Agreement.. MEF, Panamá	Assistant, Executive Secretariat, Panamá
5	Alfonso Sanabria	Sixaola Binational Project	General Coordinator UTEB
6	Marietta Fonseca		
7	Carolina Wong Landero		Director's Assistant
8	Edgar I. Sanchez		Administrator
9	Ana Maria de Mendoza		Administration Assistant
10	Leonor de Fadul	Fundación Natura	Administration and Finance Manager
11	Eda de Samudio	Fundación Natura	Assistant of the Administration and Finance Department of Fundación Natura
12	Gerardo Gonzalez	ANAM	National Director of Hydrographic Basins
13	Israel Tejada		Chief of the Department of Biodiversity and Wildlife
14	Iván Chávez		Regional Administrator Representative of ANAM
15	Fernando Gonzalez		Former Representative of ANAM at UTEB
16	Jose Bethancurt		Liaison Technician with UTEB
17	Joselyn Mosaquites		Head of <i>Bosque Protector Palo Seco</i>
18	Jenny Ash	MINAE	Manager
20	Olman Morales Soto		Chief of the

No.	Name	Institution	Position
			Talamanca Sub-region, Chief of PILA, CR
21	Felix Holder	MINSA, Panamá	Promoter. Representative at CBCRS.
22	Anel Caballero	MIDA, Panamá	Representative at CBCRS
23	Fermin Canto		Agricultural Coordinator of MIDA
24	Jorge Alvarado Navarro	National Emergency Commission of Costa Rica	Coordinator of the Caribbean region of Costa Rica
25	Gladys Concepción	SINAPROC	Provincial Director of Bocas del Toro
26	Mireya Araya	Municipality of Talamanca	Vice-Mayor
27	Vicente Nuñez	Municipality of Changuinola	Municipal Treasurer
28	Rolando Cerda	CATIE	Person responsible for the CATIE/PBS Agreement
29	Joaquín González	Rey BriBri	Representative of the Civil Society, Panamá in CBCRS
30	Roxana Gonzalez Rodriguez	Association of Female Producers of Gandoca	Civil Society
31	Pablo Rayo	Association of Plantain Producers of the Low Basin of Sixaola River	Civil Society
32	Pedro Quintero	COCABO	Extension workers
33	Manuel Palacios		
34	Isabel Sanchez	NGO OMUB	President
35	Sra. Elizabeth	NGO AAMVECONA	President
36	Rosa Bustillo	Talamanca-Caribe Biological Corridor	Executive Director
37	Juan Carlos Barrantes		Technical Head
38	Martha Mazachet	UPESABO	President
39	Lorena Palma	INBio	Project Official
40	Daysi Torres	STRIWAPA	Vice-Chairman of the Board
41	Rocio Córdoba	UICN	Coordinator of the Strengthening of the Binational Basin Project
42	Roxana Gonzalez Rodriguez	Association of Female Producers of Gandoca (ASOMTPAG)	Treasurer of the Board

No.	Name	Institution	Position
43	Angel Gonzalez	Chamber of Tourism of Bocas del Toro	Member of the Chamber of Tourism of Bocas del Toro