Mainstreaming Biodiversity in Colombia's Coffee Sector

PIMS 3882

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Federación Nacional de Cafeteros de Colombia

United Nations Development Program

Global Environment Facility

FINAL EVALUATION REPORT

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Country	Colombia
Operational Programme /Strategic GEF	4: Biodiversity - SO2 (Mainstreaming Biodiversity in landscapes / marine environments and productive sectors), SP5 (Fostering markets for goods and services BD).
Executing Agency	UNDP Colombia
Implementing Partner	National Federation of Coffee Growers of Colombia
Project Partners	Regional Autonomous Corporations (CARs), Municipalities and Departmental Governments, Universities

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1. Executive Summary

1.1 Project Description

The project Mainstreaming Biodiversity in Colombia's Coffee Sector aims to create a favorable environment for conservation and sustainable use of biodiversity. It intends to improve the economic conditions of coffee growers in 13 municipalities within the Departments of Nariño, Valle del Cauca, and Quindío, while promoting the preservation of biodiversity global benefits.

This was done by establishing landscape management tools (LMT), certification and verification of specialty coffee farms, the establishment of economic instruments such as payments for ecosystem services for water and carbon, and strengthening the capacity of municipalities to plan the territory, together with the replication of project activities.

The project is funded by the GEF and implemented by the United Nations Development Program (UNDP) as Implementing Agency and executed by the National Federation of Coffee Growers (FNC) of Colombia.

The project was implemented over five years (2010-2014) and had a total budget of U.S. $ 9,275,239 of which GEF contributed U.S. $ 2,000,000, The National Federation of Coffee U.S. $ 3,382,577, the Government U.S. $ 2,867,497 , and other sources U.S. $ 995,165.

The objective of the final evaluation is to analyze the achievement of project results and lessons that can increase the sustainability of farmers income and help improve overall UNDP programming. According to the policies and procedures of the System and Evaluation of UNDP and the GEF all Medium Size Projects (MSP) supported by UNDP and funded by the GEF, should undergo a final evaluation after completion of execution of activities. The final evaluation is independent and refers to the incorporation of Biodiversity in the coffee sector in Colombia (PIMS 3882).

The assessment is directed to the project team at the National Federation of Coffee Growers in Bogota, Cali, Armenia and Pasto, to the UNDP project coordination team, including UNDP Colombia and UNDP-GEF Regional, project partners, governments local and departmental, educational institutions, and national and regional environmental authorities.

1.2 Methods Used

An assessment of project performance was conducted by comparing the expectations set out in the logical framework of the project and the Results Framework that provides the performance and impact indicators for project implementation. The evaluation will cover the criteria of relevance, effectiveness, efficiency, sustainability and impact.

The evaluation is based on a field mission that took place at the project sites where open and structured interviews with beneficiaries were conducted, and surveys and interviews took place

with project team members and officials at national and regional level. Project documentation was also reviewed.

Table 1 Evaluation Score

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) ***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		

Table 2a. Scores and Performance of the Project

Ítem subject to Evaluation	**Score**	**Performance Analysis**
Monitoring and Evaluation (M&E)		
Entry Design of M&E	S	It was made based on standard criteria of UNDP and GEF, and design flaws discovered were corrected on time
Plan Execution of M&E	HS	Reports were filed: Inception Report, Annual Assessment Report (ARR), Evaluation of Project Implementation (PIR), Annual Project Report

		(APR), Quarterly Progress Reports, Final Report (Final Report). The measurement was pragmatic in the vast majority of indicators and adapted on time.
General Quality of M&E	HS	The adjustments coming from the Medium Term Assessment recommendations were made
Execution of Implementing Agency and Executing Agency		
Quality of Application of UNDP	HS	UNDP responded on time to the extent of its powers to project demands and requirements of the FNC
Quality of Execution: Executing Entity	HS	The FNC is a strong entity and was appropriate to incorporate biodiversity in a productive sector
General Quality of Application and Execution	HS	Relationships were fluid between UNDP and FNC that permitted the adaptability, and execution of project activities in a timely manner
Evaluation of Results		
Impact	S	The impact was proved from the analysis of indicators, documentation, field interviews and direct observation, with an incidence at the country level.
Relevance	R	The results were relevant to national, regional and local partners involved
Effectiveness	HS	The project largely exceeded the planned targets indicators of the logical framework, and managed to increase biodiversity in the coffee landscape intervened.
Efficiency	HS	Project management showed appropriate use of resources following the planned timing
Overall Score of the Results of the Project	HS	The project serves as an example to national and

		international organizations of how to incorporate biodiversity in a productive sector
Sustainability		
Financial Resources	ML	The payment incentives to sequester carbon and tree planting of the Land Management Tools (LMT) are not permanent and there is no clarity on following-up with them in the medium and long term. Resources for replicating are clearer .
Socio-Political	L	The project generated a great interest and appreciation of the organizations that make decisions and strategic policy at the national and regional level, both in the environmental field (eg. MADS) and the coffee sector (eg Departmental Committee of Coffee Growers.)
Institutional and Governance Framework	L	The project permeated the rigid institutions of the FNC and helped establish partnerships between public and private institutions and agencies with previous communication barriers
Environmental	ML	The farmers interviewed understand the environmental and productive benefits of LMT and that gives the project a great advantage to maintain in time the LMT. To date it is not clear which entity will track and monitor the areas disturbed except Cauca Valley that will be led by CVC. The water decontamination technologies are permanent. A high price of coffee in the future could eventually affect deforestation or conversion to some coffee production.
Overall Sustainable Probability	ML	Sustainability will depend largely on the FNC continued leadership of the achievements to date under the umbrella of a plan, where the project objectives will have a budget assigned

1.3 Summary of Conclusions, Recommendations and Lessons

The project was successful in achieving its goals and results, and its impact was positive. The recognition of the different partners and related entities of the progress made by the project attest that the Coordination performed well and there was a team prepared and motivated to that developed the basic technical tools, and advanced in implementation of landscape management tools. Most important findings are highlighted here:

Conclusions:

• The project helped the CARs begin to see conservation at the level of productive landscapes and not just through protected areas. Likewise, the project helped the FNC understand that environmental improvements beyond the watershed were possible with a focus on landscape ecology.

• At the national level the project has become a benchmark for the MADS and Humboldt Institute to show progress towards conservation with the private sector, which could help channel future resources for such interventions.

• Internationally there is interest in supporting developing countries to establish conservation projects and rural development in jurisdictions that may be composed by a department or several departments. It would be a substantial progress for the country if the replications envisioned by the FNC with resources from the project funded by KfW (Development Bank of the German Government) and the Integrated Water Management (GIA) project include a jurisdiction level approach that incorporates: biodiversity in productive sectors, climate-smart agriculture and preservation of water resources.

Recommendations:

• It is recommended that UNDP and FNC seek ways to keep the work done by tracking and monitoring the activities and invest additional resources through a project or program in the same area of intervention to consolidate what has been achieved so far.

• Knowledge and human resource capacity generated after five years of project execution must be preserved. The extensionist group who provided a comprehensive service to farmers and ranchers in the upper basin, and who were trained in the LMT are a value added for the technical assistance of the FNC. There are very few models of integrated extensionism in Latin America and the Caribbean and the FNC must take advantage of it in the context of their sustainability coffee policies

• Social capital from the interaction between farmers and downstream users, although not valued in this project, is another contribution of the project to reduce the vulnerability to external impacts of the participating populations.

Lessons Learned:

• Coordination of the project was critical to its success and it showed being very proactive in seeking additional resources. It was also critical in negotiating with a wide range of actors. Leadership from the coordination was found in this project to be the center where all project dynamics converge and where change was driven.

• The inter-institutional relationships that the project generated were essential when making decisions and achieving results. The evaluation mission showed barriers to intra-institutional cooperation between the FNC and departmental committees; between FNC and the Regional Autonomous Corporations (CARs), and CARS with the mayors that were broken as the project advanced on the implementation of project activities.

2 Acronyms

AI	Implementing Agency
AE	Executing Agency
CAR	Regional Autonomous Corporation (Regional Environmental Authority)
CDC	Coffee Growers Departmental Committee
CMC	Coffee Growers Municipal Committee
Corponariño	Nariño Regional Autonomous Corporation
CPAP	Country Program Action Plan
CPD	Country Program Action Plan
CRQ	Quindío Regional Autonomous Corporation
CVC	Valle del Cauca Regional Autonomous Corporation
EMT	Midterm Evaluation
FINAGRO	Agricultural Sector Financing Fund
FNC	Colombia's National Federation of Coffee Growers
GEF	Global Environment Facility
LMT	Landscape Management Tools
ICONTEC	Colombian Institute of Technical Standards
M&E	Monitoring and Evaluation
PIF	Project Identification Form
PIR	Project Implementation Report
PME	Monitoring and Evaluation Plan
UNDP	United Nations Program for Development
PRODOC	Project Document
SENA	National Service of Learning
SICA	Coffee Growing Information Service
UNDAF	United Nations Development Assistance Framework

3 Introduction

3.1 Purpose of the Evaluation

According to the policies and procedures of the System and Evaluation of UNDP and GEF (GEF) all MSPs and regularly supported by UNDP and funded by the GEF should undergo a final evaluation after the implementation is complete. The final assessment is independent.

The purpose of the final evaluation of the project “Mainstreaming Biodiversity in the Coffee Sector in Colombia “ is to evaluate the results, impacts and sustainability of the project. This paper seeks to assess the impact and sustainability of results and analyze the contribution to capacity development and the achievement of global environmental goals. There are also recommendations for replication activities.

3.2 Scope and Methodology

The final evaluation was carried out following the methodology of the Monitoring and Evaluation "Mainstreaming Biodiversity Project at the Coffee Sector in Colombia" July 2013 (FNC, UNDP). The methodology presents quantitative and qualitative information on impact indicators and project results.

The information collected comes from review of secondary information such as thematic technical project studies, reports, presentations Implementation by the coordination team and consultants, open and structured interviews and focus groups.

The mission field had a broad spectrum of stakeholders that reflect the involvement of various agencies at the local, regional and national level. The stakeholders interviewed included: an environmental officer and technical staff of UNDP, farmers in the municipalities affected by the project, officers of the National Federation of Coffee Growers (FNC), directors and officers of the Departmental Committees of Valle del Cauca, Quindio and Nariño, officials mayors of Ansermanuevo, El Aguila, LAa Tebaida, Quimbaya and Montenegro. Likewise, the evaluator had contact with the Regional Autonomous Corporations of Quindio, Valle del Cauca and Nariño, the Ministry of Agriculture and Sustainable Development (MADS), Ministry of Agriculture and Rural Development (MARD), National Learning Service (SENA), Patrimonio Natural and Instituto Alexander von Humboldt.

The execution of the methodology went as follows:

1. June 6th 2014. Reviewed secondary information and documents of the project. The full list of documents consulted is in Annex 1.

2. June 9th 2014. Meetings with the project coordination team and UNDP. Presentations were given by:

a. Technical Management, Environmental Management (Direccion Ambiental) of the FNC

b. Structured Interview with a Ministry of Environment and Sustainable Development

c. Project Coordinator, on the overall results of the project

d. Consultants covering aspects related to:

i. The results in biodiversity conservation. June 2014

ii. Performance methodology nursery Landscape Management Tools.

iii. Landscape planning and GIS in the selected municipalities. June 2014

iv. Payments for Hydrological Environmental Services in particular on what was achieved in the Micro Toro Basin, Ansermanuevo.

v. Payments for Environmental Services Carbon, June 2014

vi. Specialty Coffee Program, Rainforest Alliance, 4C and Nespresso. Commercial Management. June 2014

3. Jun. 10, 2014

a. Open group interviews in Cartago, Valle del Cauca with officials of entities of regional order.

b. Interview beneficiaries PSAH Toro Basin.

4. Jun. 11, 2014. Visits to the project intervention areas

a. Direct observation of field tools landscape.

b. Review of plant delivery formats and contracts between beneficiaries and FNC

c. Open interviews with beneficiaries and officials of regional and local entities.

d. Presentation of experience of the value chain of medicinal plants.

e. Presentation of products and project results in Nariño by the regional coordinator of the project in FNC Nariño.

5. Jun. 12, 2014. Visits to areas of project intervention.

a. Direct observation of landscape management tools (LMT), investments in decontamination and waste management of the coffee industry.

b. Review of delivery formats of plants and contracts between beneficiaries and FNC.

c. Review formats and inventory management processes of Maracay nursery.

6. June 13, 2014 Structured interviews with national level institutions:

   a. Ministry of Agriculture and Rural Development (MARD), National Learning Service (SENA), Natural Heritage Fund and Instituto Alexander von Humboldt

   b. Presentation of the national of Environment program coordinator of FNC, lessons learned and potential of replication from FNC

   c. Review of matrix management responses (Mid Term Report evaluation) and media outreach with Project Coordination.

   d. The evaluator with the Project Coordinator in a plenary, analyzed observations of the field trip to clarify the interpretation of figures obtained, and perceptions from observations and interviews.

The evaluator followed an open interview format, questioning during presentations on concepts, figures, methods and results presented. The full list of persons interviewed is in Annex 2.

3.3 Structure of the Evaluation Report

This assessment is based on the criteria of relevance, effectiveness, efficiency, sustainability and impact, scoring matrices for project performance.

The paper elaborates on quantitative and qualitative findings of the Logical Framework and Results. The assessment addresses some design issues discovered during the final assessment but does not dwell on these because they were widely studied in the Mid Term Evaluation (MTE) and were most relevant for that period in time. The evaluation assesses the implementation aspects leading to success or weaknesses in meeting project indicators.

The impacts are analyzed in the light of improvements in ecological status or demonstrated progress towards achieving these impacts.

The assessment identifies lessons learned and analyzes the appropriation of methodologies and processes generated over the life of the project by local, regional and national institutions.

Likewise, the report provides final conclusions and recommendations for sustainability and replication for scaling the project.

4 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

4.1 Beginning and Duration of the Project

The Mainstreaming of Biodiversity in the Coffee Sector in Colombia sought to create an enabling environment for the conservation and sustainable use of biodiversity. This was done by improving the economic conditions of farmers in 13 municipalities and 9 of replication, in the departments of Quindío, Valle del Cauca and Nariño. In turn the project aimed at improving the environmental conditions of farms and promote the conservation of biodiversity in the farm and landscape. The project implementation started in February 2010 and extended through December 2014 for a total duration of 5 years.

4.2 Problems that the Project Looked to Address

In Colombia coffee is grown mostly in the tropical Andes and the associated complex mountains. The tropical Andes are considered as one of the world's land areas of high priority for biodiversity conservation. The World Wildlife Fund (WWF) has classified the Northern Andes as one of the 200 global conservation priorities for biodiversity. The Andes home to 25% of the country's flora contains also 177 mammal species and 974 bird species, making it the richest ecoregion with bird species in the country.

Colombia produces coffee in 590 municipalities with around 513,000 farmers (families) in areas with an average of 1.6 hectares of coffee, which mainly depend on their crop for income generation. Coffee accounts for 29.5% of domestic agricultural employment and its contribution to agricultural domestic product (GDP) in Colombia is 12.4%.

Traditionally, coffee farms including those with biodiversity friendly production have been located in the sub-Andean fringe, where species of higher and lower altitudes converge. Production systems for biodiversity-friendly coffee include shaded coffee, coffee under agroforestry arrangements with native species, coffee grown using sustainable production practices that reduce the use of chemicals and minimize food waste. Also part of this group is the coffee made considering a landscape conservation management view, where the use and establishment of live fences, protection and enhancement of forests and reforestation is enhanced.

The shade coffee landscape and biodiversity are seriously threatened by: a) the transformation of unsustainable land for uses such as livestock production b) the conversion of coffee production systems with high performance levels of grown coffee exposed to the sun and in the absence of native vegetation. and c) the simplification of the shade. This problem is compounded by the fact that the transformation is occurring in areas adjacent to natural forests and protected areas.

The Mainstreaming of Biodiversity in the Coffee Sector in Colombia project sought to preserve and enhance biodiversity of global significance found in shade coffee farms and their surrounding landscape by:

a) The implementation of payment schemes for ecosystem services (PES) to attract and keep farmers committed to growing shade coffee.

b) Certification and other agroforestry products grown in coffee farms that protect biodiversity of global importance, and

c) Promotion of measures based on landscape planning which emphasize the importance of conservation corridors between the coffee plantations and natural forest.

4.3 Immediate and Development Objectives of the Project

The goal of the project is to conserve biodiversity in Colombian coffee landscapes. It aims to create an environment for the conservation and sustainable use of biodiversity in coffee productive landscapes that contribute to the livelihoods of local populations and global environmental benefits.

This goal has four components:

a-generation of economic incentives by promoting payments for ecosystem services to attract and keep farmers committed to growing biodiversity-friendly coffee.

b-growing stable certified and non-certified coffee on farms that protect biodiversity of global importance.

c-Capacities strengthened to promote municipal planning at the landscape level in the coffee region and support the economic and ecological long-term viability of farms with biodiversity-friendly coffee.

d-replication of successful project results in other municipalities through strategic alliances with key stakeholders.

4.4 Indicators Established

Impact indicators established by the project were:

1. Impact Indicator 1 - Number of hectares (ha) in different coffee production systems that promote the conservation of biodiversity in coffee landscapes.
2. Impact indicator 2 - Area of biological conservation corridors in coffee landscapes that provide connectivity to 8,510 hectares of remaining native forests and core conservation areas.
3. Impact indicator 3 - Number of species per biological group (birds, plants, and ants) present on conservation corridors.

4. Impact indicator 4- Stability or increase in revenues from coffee that protects biodiversity by certified or non-certified products, and / or payment for environmental services (PES)

4.5 Main Stakeholders

The primary audience of this final evaluation is the management team of the National Federation of Coffee Growers, particularly the Technical Management Environment Program, the Departmental Committee of Coffee Growers of Quindío, Valle del Cauca and Nariño, and the Municipal Committees of Coffee Farmers of the participating municipalities. Similarly it is aimed at the UNDP-Colombia and UNDP-GEF Regional in Panama looking for lessons learned and results for the purposes of environmental protection, economic development and poverty eradication, and the GEF Secretariat interested in knowing the lessons learned and best practices and environmental impacts of global interest. This assessment is also of interest for MADS as a technical focal point of the GEF and MARD who helped bring the secretaries of the agriculture project.

The document will also be available for local and regional decision-making such as the CARs, Secretaries of Agriculture of the governors, mayors, and research centers including Cenicafe, Humboldt Institute and Universities, and learning centers such as SENA.

4.6 Expected Results

The project aimed at bringing coffee producers to adopt production models that will benefit local biodiversity. The following results were sought:

1. Generate economic incentives by promoting payments for ecosystem services to attract and keep farmers committed to growing biodiversity-friendly coffee.

   The project developed and implemented watershed and carbon PES schemes that provide incentives to beneficiaries.

2. Increase a stable income from licenses and non-certified coffee grown on farms that protect globally significant biodiversity.

   The project sought to increase the income of coffee growers who use certification and verification schemes for coffee practices incorporating biodiversity conservation and other agroforestry and non-timber forest products, which were marketed under differentiation strategies in different markets.

3. Capacities strengthened promote municipal planning at the landscape level in the coffee region and support the economic and ecological long-term viability of friendly coffee farms with biodiversity.

Through this outcome the project sought to influence directly on instances of decision making at the municipal level with regards to planning of coffee landscapes, for which the design and implementation of an information system and monitoring of impacts cover change and land use in the pilot areas was supported. Work was also done on incorporating conservation actions in the farms through the implementation of landscape management tools.

4. Replication of successful project results in other municipalities through strategic alliances with key stakeholders.

   With this result the project sought to replicate the activities and results of the project in key municipalities in the departments of intervention.

5 FINDINGS

The findings of the final evaluation for the design and implementation of the project and the results are presented in this section.

5.1 Project Design and Formulation

The analysis and evaluation design and formulation was widely covered and addressed in detail in the assessment of the Mid Term Evaluation (MTE). Some new features not covered in MTE were found and analyzed in this section.

5.1.1 Logical Framework Analysis

Table 3b 1 Evaluation Score

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) ***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

Table 1b. Overall quality of M&E management

Item	Rating	Analysis of Performance
Monitoring and Evaluation		
M&E at project startup	S	It was made according to standard criteria from UNDP and GEF, and design failures were discovered that were fixed on time
Execution of M&E plan	HS	The Initiation Reports were presented, Annual Evaluation Report (ARR), Project Implementation Evaluation (PIR), and Final Report. The measurement was pragmatic in the majority of indicators and they were adapted on time, due to the difficulty of gathering rural information.
Overall Quality of M&E	HS	The adjustments were made, based on the recommendations suggested on the Mid Term Evaluation
IA & EA Execution		
Implementing Agency Execution	HS	UNDP responded on time to the demands of the project and requirements of FNC
Executing Agency Execution	HS	The FNC is a solid entity, and it was appropriate to incorporate biodiversity into a productive sector.
Overal Quality of project Implementation and Executions	HS	There was a fluid dynamic between UNDP and FNC that allowed for adaptation and on time execution.
Evaluation of Outcomes		
Impact	S	The impact was perceived from the analysis of indicators, field documentation, field interviews, and direct observation.
Relevance	R	The results were relevant for the national, regional and local partners
Effectiveness	HS	The project exceeded in the majority of the indicators the goals drafted in the Logical Framework, and it was able to increase biodiversity in the coffee landscape.

Efficiency	HS	The management of the project, showed an adequate use of resources and within the time frame of the project.
Overall quality of project outcomes	HS	The project is a showcase of biodiversity mainstreaming into a productive sector at the national and international level
Sustainability		
Financial Resources	ML	The incentives for carbon payments and tree plantations of LMT are not permanent and there is no clarity over their sustainability in the mid and long term. The resources for the replicas are clearer.
Socio-Political	L	The project generated great interest and recognition from decision making entities with regards to policy and strategic at the national and regional level, both in the environmental arena (EG MADS) as in the coffee sector (e.g. Departmental Coffee Committees)
Institutional Framework and Governance	L	The project was able to trespass the rigid institutionality of and help establish links of collaboration between entities, and public and private agencies that use to have communication barriers among them.
Environmental	ML	The coffee growers interviewed understand the environmental and productive benefits of the LMT and that is of great value for the project to continue and LMT to be maintained over time. To date there is no clarity of which will be the entity that will follow up and monitor the areas intervened, with the exception of Valle del Cauca that will be lead by the CVC. The water decontamination technologies are permanent. An elevated price in the future of the coffee may have an effect on deforestation or conversion to coffee plantations of some of the LMT
Overall Probability of Sustainability	ML	The sustainability will depend in great part if the FNC continues its leadership under an umbrella plan where the objectives of the project converge with an annual budget.

The indicators of the objective of the project will be analyzed next. These indicators provide a broad overview of what was achieved in terms of project impact and are appropriate to be considered in this way for the final evaluation.

Table 2 Analysis of Results form the Logical Framework

Indicator	Base Line	Goal	Achievement	Effort and Achievement Strategy
Number of hectares (ha) in the different coffee production systems that favor conservation of biodiversity in coffee landscapes.	Certified and verified hectares 8.392: • Quindío: 997 ha • Valle 7.395 ha • Nariño: 0 ha	Verified and Certified hectares 27.000: •Quindío: 7,000 •Valle: 10,000 •Nariño: 10,000	At December 31 2013. Certification and Verification: 31.134 ha of biodiversity friendly coffee, 115% of the target: •Quindío: 9.521 ha •Valle: 9.998 ha •Nariño: 11.614 ha	Large and committed network of extentionists
				Sustainable coffees as part of an incentives package despite low premiums.
				Producer interested in the whole package of incentives beyond just the premiums.
Area of conservation corridors established in coffee landscapes provides connectivity to 8,510 ha of native remnant forests and core conservation areas.	128 ha of corridors • Quindío: 68 ha • Valle: 60 ha • Nariño: zero (0) ha	450 ha of LMT • Quindío: 150 ha • Valle: 150 ha • Nariño: 150 ha 8150 ha	1.022 ha of LMT 168% • Quindío: 292,2 ha • Valle: 420,5 ha • Nariño: 309,5 ha 10.034 ha 121%	Adequate message of extensionists given to the coffee growers with regards to the environmental and productive advantages of Land Management Tools (LMT)
				Negotiation and leadership from the coordination, Departmental committees and extentionists.
				Additional co-financing according to what was planned for up to $ 472.556
Number of species per biological group (birds, plants, and ants) present in the conservation corridors.	Forests and Coffee areas •Quindío: Birds 357 ; Plants 225 and Ants 147 species •Valle: Birds 330; Plants 184 and Ants 108 species •Nariño: Birds 106; Plants 155 and Ants 35 species	Number of species per biological group per department is maintained or increases at project end.	Year 2012: Birds (migratory, endemic, almost endemic, threatened) and plants of global importance in the three deprtments in the LMT. 26 plant species planted that are listed on a threatened category. 50 species of birds including migratory were found in LMT in 2012.	The LMT demonstrates to be as effective to increase the species richness in the areas of intervention in the three departments.

			Evidence was found of the use of birds in the interior of the LMT forest establishment such as minicorridors. The analysis of beta diversity of LMT was made comparing them all with the minicorridors. The n nurseries have 264 species of plants	The number of plant species used in LMT (26) helped accelerating the recovery of the biodiversity in coffee landscapes.
Income from biodiversity-friendly coffee production, certified or non- certified products and/or payment for ecosystem services (PES) remains stable or increases.	Base line was adjusted with SICA data	Average net income (in kg /ha/year) increases by as much as 10% by project end in farms with certified and verified coffee, or from non-certified agroforestry products and/or PES. – The above number will be compared with the average net income (kg /ha/year) for coffee farms from control groups at project end.	The average net increase of the beneficiaries of the project was 8%	The group of incentives developed, permitted that each of them individually added up to increase farmers income. The control farms did not show feasible results. The project adapts itself by using the SICA for the income evaluation.

5.1.2 Lessons of Relevant Projects Incorporated in the Project Design

With regards to the projects mentioned in the PRODOCs baseline, one with which the project found greater synergy was the GEF / World Bank project Conservation and Sustainable Use of Biodiversity in the Colombian Andes (GEF-Andes). Methodologies for selection of conservation gaps in rural landscapes and the development of tools for Landscape Management (LMT) that the GEF / World Bank project generated, were used to develop the baseline landscape ecology where the optimization of the forest remnants connection with protected areas and corridors was pursued. The project improved and adapted the methodology developed by GEF-Andes project, by applying it to agricultural production systems, called "windows of rural landscapes" created with a vision of conservation mosaics. The GEF-Andes project worked exclusively on livestock landscapes; the project was able to potentiate learning coffee landscapes, increasing the magnitude of impact of 1022 ha in LMT and lessons learned from the Andes project were highly valuable in allowing the implementation three regions with very different socio-economic and production characteristics.

With regards to the regional GEF-UNDP *Biodiversity Conservation in Coffee: transforming productive practices in the coffee sector by increasing market demand for certified sustainable coffee* mentioned in PRODOCs, the project engage in a low degree of synergy in terms the use of lessons learned and use of training materials. This had been also identified in the MTE and remained so.

Moreover, the lessons learned from the *Mainstreaming Biodiversity in the Coffee Sector in Colombia* project, were included in the GEF-Silvopastoral " *Silvopastoral Integrated Approaches for Ecosystem Management*." project implemented by the World Bank. The project is providing plant material from nurseries to the GEF-Silvopastoral. Moreover the experience of Payments for Environmental Water Services enriched the project design of Intelligent Water Management Project (Gestion Inteligente del Agua) led by FNC in their PES component.

5.1.3 Planned Stakeholder Participation

The project had an extensive involvement of public and private stakeholders during design and implementation. One of the highlights was the invitation issued by the Coordination of the project to involve stakeholders at the national, regional and local level that could contribute to economic, technical and operational implementation of the proposed activities. The FNC and UNDP naturally led the project and the major players that participated were: the Regional Committee of Coffee Growers of Valle del Cauca, Nariño and Quindío and Municipal Committees of Coffee Growers. Also the Regional Autonomous Corporations of Valle del Cauca, Nariño and Quindío, the Secretaries of

Agriculture particularly of the Governorate of Quindío, community organizations, NGOs and municipal governments, private sector and Cedenar Nutresa Group. Nationally, the project received support from the Ministry of Agriculture and Rural Development (MADR), Ministry of Environment and Sustainable Development (MADS), Humboldt Institute, Natural Heritage and National Learning Services (SENA) as the entities mostly involved in specific activities.

One of the key aspects that made the rapid advancements towards targets was the sense of involvement, and participation in the design of components and indicators that the key partners had, and showed when appropriating and internalizing in their plans several activities of the project. As a negotiation strategy, the coordination at the national and departmental level gave the initial results to the key partners so they could show them as their own. This in turn created a momentum in the key partners to commit with greater results.

The stakeholders at the regional and local level are a good representation of the institutionality of the coffee sector. During the final evaluation mission it was evident, however, the different degrees of stakeholder involvement. For example Component 3 of the project sought to strengthen municipal capacity to promote landscape-level planning in the coffee region and support the economic and ecological long-term viability of friendly coffee farms with biodiversity.

The project intend that by using the Umatas (Municipal Units of Agricultural Technical Assistance) the methodologies of the project will be incorporated in the mayors office, as well as the baseline information needed to monitor and follow up the project activities. However some aspects impede this to happen for instance: political changes of government and personnel lack of materials and competent human resources, and lack of financial resources. The mayor's office had a role of information receiver, than executor of any activities. Noteworthy is the emphasis that was given by the project coordination and Departmental Committees of Coffee Growers to talk several times with new officials in the mayors office since their were changed regularly during the course of the five years of project implementation. The coordination ultimately ended up focusing the dialogue with the mayors mainly to address the importance the property tax exemption. The completion of the technical study on Assessment of Feasibility of Property Tax Exemption of 2011 provided valuable information to some mayors to grant property tax exemptions for conservation. In some municipalities the property tax exemption was achieved, and on others the foundations were laid.

On the other hand even if the National Coffee Research Center (Cenicafé) participated with contributions for the formulation and training during the implementation phase, the project would have expected a more active participation of this research center. During the mission field interviews an active role of CEnicafe was not perceived. For example in biological characterizations and identification of native species with agroforestry potential Cenicafé did not participate likely because of a lack of human resources trained

in biological characterizations, in addition to a rigid structure that did not allow them to adjust quickly to the needs of the project. During the formulation of the PRODOC the project looked at using the tool and Growth model for carbon sequestration in tropical forest species - CREFT - to estimate CO2 capture but was obsolete for the project needs.

However some of the lessons learned were inserted in the five-year plan of Cenicafé and on the historical collection of the research center where the theme of water and carbon PES as a contribution to Colombian coffee is also highlighted. The model used for accounting, monitoring and reporting of carbon for the LMT was design by ICONTEC. This model fitted the needs of the project in terms of the peculiarities of carbon sequestered in different LMT. Other options such as the Clean Development Mechanism (CDM) and Voluntary Carbon Standard (VCS) were discarded at the design stage and during execution respectively. These last two methodologies were discarded because of the size of the areas involved, the low number of potential carbon emission reductions and the cost of implementation of the verification. The certification protocol designed by Icontec includes forestry activities of diverse nature that suit the local circumstances of this project. It includes: sustainable management of natural forests, expansion and enrichment of natural forests, assisted natural regeneration, biological and conservation corridors, windbreaks, fences, hedges, bamboo crops, forest plantations, agroforestry and silvopastoral systems

5.1.4 Repetition Approach

The combination of various partners and stakeholders with specific roles and responsibilities in the implementation of economic incentives, and the commitment that emerged from the negotiated tasks agreements, empowered partners who ultimately owned the project components and the results. This collaborative environment was evident in the mission, and laid the foundation for the project to be replicable. Specifically the goal at the end of the project was to have three additional municipalities replicated, and the project was able to achieve nine more.

In the evaluation mission it was evident that six municipalities (Montenegro, Tebaida, Buenavista, Calarcá, Genova, Pijao) decided to appropriate some of the tools generated by observing the results of neighboring municipalities that were part of the project. This is very important since there was no direct interference by the FNC to influence the adoption of tools and indicates a degree of knowledge and local adoption of an endogenous process, at least during the period of implementation - for future replication.

During the mission interviews and presentations, the FNC and departmental committees of Coffee Growers highlighted the opportunities for replication of the project. To comply with the policies of sustainability and protection of watersheds that FNC and the

Departmental Committees have, this project gave them specific inputs and replication tools.

The Autonomous Regional Corporations particularly of el Valle del Cauca and Quindío showed great interest in continuing with the implementation of LMT. The CVC allocated $ 2,670,000 to implement LMT in their jurisdiction and inserted actions related to the project in its Tri-Annual Plan of Action. The CRQ in turn underlines its willingness to allocate resources for the same purpose, and Acuavalle SA ESP and Quindío energy company will do the same in an unspecified amount.

One reason for the CARs decision to budget resources to continue activities in the areas of intervention once the project is completed, was the realization that economic incentives and technologies that reduce pollution and lixiviate management helped them in their own indicators of water quality. This helped equally the CARs that started to see the farmers differently, not as polluters and agents of deforestation, but as contributors to the improvement of water quality and the conservation and restoration of biodiversity.

In the Valle del Cauca and Quindío mainly, there is a basis for replication and maintain what has been achieved so far. However this is still a pilot project that cannot make an impact at the country level, which in that case will require significant resources and scalability. The Colombo-German Cooperation Agreement with FNC implemented by KfW began implementing a project of EU $ 10 million, for which the FNC seeks some resources to expand the project methodologies in three new departments intervening 15,000 ha in 12 new micro-basins and potential impacting 59 municipalities with agro-biodiversity. Meanwhile the initiative of Integrated Water Management (GIA) of the FNC with the CARs is in a start-up phase and will impact 25 municipalities that will use LMT and incorporate the lessons learned from this project.

The evaluator recommends that UNDP and FNC however continue to direct significant efforts in the same area of the project to consolidate what has been achieved so far, and cover conservation gaps that were identified in the baseline document "*Landscape Prioritization of Items - Keys for Identifying Opportunities Conservation and Development of Management Tools in Coffee Landscape Ecosystems"*. A new intervention in the same area that covers these units and the strategic conservation corridors may generate new networks of support to build stronger agencies and organizations. It can leave as a benchmark for the region the sustainability and biodiversity of LMT and economic incentives to be implemented in other agricultural and livestock production sectors.

For the MADS, sources of additional resources to enable the expansion of future intervention areas among others, could come from environmental offsets in the medium term. The FNC is setting up a pilot project in partnership between the coffee sector and the mining sector, to offset for loss of biodiversity.

In the interviews, a high degree of commitment to the project was perceived from field extension workers, coordinators and staff of the Departmental Committees of Coffee Growers, and high satisfaction with the results of the work contributed to the acceleration of results.

5.1.5 Comparative Advantage of UNDP

The advantage of UNDP as implementing agency of the GEF project was strategic. One of the three priority areas for UNDP to work in Colombia is the Integrated Biodiversity Management Policy to support the Integrated Management of Biodiversity and Ecosystem Services in Colombia. In this action line the purpose of UNDP is to "contribute to the conservation and sustainable use of biodiversity, in order to prevent and control its rapid loss and transformation, and ensure the flow of ecosystem services, as the basic support for human wealth ".

In the Project Identification Form (PIF) stands up UNDP for the implementation of this project for "his experience in introducing biodiversity within the framework of policies, productive sectors and national markets." Both the UNDP office in Colombia and the UNDP Regional Office in Panama have extensive experience in the implementation of projects of the GEF biodiversity focal area and research associated with biodiversity and ecosystem services for economic growth in the region. For example under the line of work of Green Commodities UNDP seeks to "promote sustainability in the production and marketing of raw materials." This becomes relevant to the project in question since it is led and supervised by UNDP.

5.1.6 Linkages between project and other interventions within the sector

The document of the National Council for Economic and Social Policy (CONPES) number 3286 of 2004 paved the way for investment support to the coffee sector in the country, by giving a new approach to the coffee sectorial policy, that will help the industry to adapt to new market conditions. Within the actions of CONPES new tools and investments to establish inter Renewal Program and Technical Assistance, new credit instruments, economic use of biodiversity in coffee areas, was established.

In addition, the National Development Plan 2010-2014 Colombia, was in effect during the execution of the project, and highlights the importance of "biodiversity and ecosystem services" by stating that the use of "biodiversity can provide high economic returns" but indicates that the lack of assessment, information gaps and lack of economic incentives affects economic alternatives for local communities. " The design and implementation of the project in question is cemented on these policies.

The Integrated Sustainability Policy of the National Federation of Coffee Growers covering the productive, social and environmental areas also opened a space for project implementation. This Sustainability Report 2012 of the National Federation of Coffee Growers, defined in the publication "*Sustainability - A Challenge from the Seed to the Cup*" – that followed the guidelines for reporting on the Global Reporting Initiative (GRI-Global Reporting Initiative) highlighted the progress in recent years on a Climate-Smart Coffee production Practices based on adaptation, mitigation, and planting resistant varieties. It also mentions the Forestry Program for Environmental Protection in watershed protection and restoration of forest cover by 2012 that had reached 37,593 hectares coverage, and the Magdalena River Conservation Program reached 67,712 hectares of forest plantations. Within this group of initiatives the project Mainstreaming Biodiversity in the Coffee Sector contributes with several indicators.

Also the FNC in its Sustainability Report emphasizes the importance of expanding the coverage of specialty coffees as a strategy for competitiveness. Part of FNC goals is to extend the coverage of sustainable coffees in 2022 in the entire country, which currently covers about 29% of producers. This will be supported by certification and verification schemes such as Rainforest Alliance, UTZ Certified, Fair Trade Labeling Organization (FLO), Nespresso AAA, 4C, CAFE Practices and USDA Organic. The project achieved the certification of 31,314 ha of coffee under production systems that promote biodiversity conservation and origin denomination: Nespresso AAA 10,342.6 ha, UTZ Certified 935.1 ha; Rainforest Alliance 2022.8 ha; 4C is 17833.8.

5.1.7 Provisions of Directors

There is evidence that the administration of the project was completed successfully. Relations between the FNC and UNDP were fluid and changes to the project were treated in a timely manner.

Relations with the project partners were very positive, that lead to raise additional US $ 1,463,184 in co-financing with respect to the planned resources for a total value of US$ 7,275,239. The utilization of these resources and the GEF totaling $ 2,000,000 was disbursed to the project satisfactorily.

Part of the good performance of the project lies in the designed of the management operational structure as follows:

• Three people in FNC national coordination: One National Coordinator an Administrative Assistant; Technical Assistant in the department.
• Three regional coordinators (one for each department: Valle del Cauca, Quindío, Nariño)

• Three extension leaders (one for each department)
• Three nurserymen Valle del Cauca, Nariño and Quindío

The departmental committees as technical body responsible for regional policy implementation plans, programs and projects of the Federation, contributed greatly to the transparent and efficient management of resources.

5.2 PROJECT IMPLEMENTATION

The project demonstrated the achievement of the goals set in several indicators beyond the initial targets. This indicates good management from the Coordination and rapid adoption and pro-activity of the executors to carryon activities beyond the goals set out in the Results Framework and Logical Framework.

5.2.1 Adaptive Management

Project management was successful in terms of implementation of resources, and abstention of co-financing and relationships with strategic partners. The workflow between UNDP and FNC was framed in a smooth and constructive environment focused on results.

From the interviews conducted during the mission, observation and documentation reviewed, it was concluded that the project was agile to adapt to the inherent obstacles in the implementation of rural development projects. For example the project adapted to the requirements and administrative procedures and disbursement timing of payments to beneficiaries planting trees. Also procurement from the UNDP and the FNC. The delay in approving the transfer of resources from the UNDP and FNC to extensionists caused some discomfort, because they could not deliver the incentives to beneficiaries in the agreed time. This was also identified as a weakness of the project in the MTR. However extension and regional coordinators were recursive sending request packets for fund transfers, to streamline processes.

The performance of the National Coordinator was also highlighted by members of the coordination team and partner organizations. In particular the ability to negotiate and attract new members during the life of the project.

Moreover the implementation of project funds was successful from 2010 to 2012 as recognized by the ETM and the Report of Independent Auditors by MGI: Páez and Associates in 2011 The same line embodiment of resources occurred between the 2012 to 2014, according to the PRODOC.

Two issues were not foreseen during the design stage that hindered the work of extensionists. On the one hand the wages were fixed for the duration of the project at $ 20,000 Colombian pesos and could not be adjusting for inflation. Similarly occurred with the items for fuel and other miscellaneous. Another economic variable that was not taken into account during formulation were the wages that were perceived as low by the extensionists. In their words the salary ranges were established at the level of technologists and not professionals. They stressed, however, that these parameters were consistent with the internal policy of the FNC that follows the wages policies of the MARD.

5.2.2 Partnership Agreements

The FNC stressed that the project helped bring the Departmental Committees to work again together with the FNC. Despite the internal heterogeneity of the committees and own idiosyncrasies, the project permeates the internal structure to achieve the objectives. Another element highlighted the FNC as positive is the opening that was given to work with regional and local actors, on the basis of common interests, with or without agreements or transfer of resources.

Meanwhile the Departmental Committees of Coffee and CARs said that this project had encouraged the flow of information between the two entities and fostered collaboration on environmental issues. Similarly in some way before project commencement, municipalities communications between the Mayor and the CARs were poor, and the project helped by defining roles and commitments and a more permanent flow of communication these institutions was established.

The project also impacted the Environmental Information System (SIPA) of the CVC that was reactivated with this project by integrating data collected with the Biodiversity Information System of Colombia (SIB). The Humboldt Institute considered the data collected of high quality and relevant to the SIB since is the first data related to mainstreaming biodiversity into productive sectors.

5.2.3 Feedback from M & E activities used for adaptive management

In August 2012 the midterm evaluation (MTE) project was conducted. This evaluation focused on finding strengths and weaknesses of the project with suggestions to be covered in the design and implementation phases. A series of 31 recommendations and suggestions emerged that the overall coordination of the project attended and gave his answer in the matrix Response Management Actions project. The final evaluator with the

coordination team reviewed and addressed each of these recommendations. In general, the were all properly addressed. This assessment highlights the key recommendations.

With regards to the recommendation of the ETM to adjust the biodiversity indicators to detect the expected changes of the LMT, the project held a second characterization of biodiversity in November 2012 in the LMT, showing positive results against the baseline characterization performed in 2010, and characterization of 2012 showed increase in the number of species per biological group (birds, ants and plants jackets) with globally important species (endangered, endemic, migratory and hunting ants) as presented in the Final Report of Results 2010 -2014 project. The ETM likewise recommended a characterization of the beta diversity of biotic structure and species composition within the LMT. This was done in 2012 by a comparison between the LMT and LMT Minicorridor: hedges, scattered agroforestry trees and forests (forest enrichment). The values found in this exercise indeed indicate that the ant hunter community of the forests shares a high number value comparable to the species found in the forest and in the LMT.

The coffee for his part in the comparative data between 2010 and 2012 have no common species and this is positive as it is due to the incorporation of plant species of global importance within the coffee plantation during 2011.

Importantly, the ETM recommended that for purposes of evaluating the base line beta, diversity should be taken from the characterization that was done in 2012 and proposed to make a new in 2014. This was not done since the period of characterization should be done in November of 2014 when the project has completed its activities. The project partners however, particularly UNDP, Humboldt Institute, CARs and FNC are advised that for LMT (agroforestry, scattered trees, and hedges minicorridors) in which the presence of species of selected biological groups was recorded and share with the nuclei of species conservation (forests) and shade coffee, a new monitoring should be done to complement evidence found during the year of 2012.

The ETM recommended to better define the target audience for training and capacity building, because it was not possible with the data available in the Logical Framework, to narrow it to the project zone and by type of training provided. The evaluator attests that the follow-up to this recommendation was made and the registration of each of the persons trained is included in the SICA-EDU.

The ETM also recommended the definition of a more appropriate methodology for measuring changes in the income of farmers as a result of project interventions. In the formulation stage one of the methods designed to measure progress in the "economic component" was the use of control areas against which to measure the expected changes with respect to the treatment areas (13 municipalities of the project). The first surveys collected by the FNC team in the areas of control and treatment yielded unreliable results and many of the farmers who were selected as control areas made the decision to join the project, thus contaminating the samples. The assessment of the polls carried out by

FNC noticed substantial differences between what was said by the farmer, and information in the SICA. For example data of the income received during the reference period and productivity.

Although the control areas are highly desirable in projects where you want to measure the change from one situation to another, such as the Scientific and Technical Advisory STAP Panel that evaluated the PIF highlighted it, this is not always possible. Surveys in areas of control were discarded and the project adopted the information generated by the coffee information System (SICA) which features detailed information on the production and marketing of reliable prices that every coffee farm has. The SICA information was then used for the final measurement for comparative analysis between treatment and control farms. Project coordination during interviews emphasized that the application of surveys in the control areas was unproductive and the use of such surveys in the coffee sector is now questioned.

Table 3. Evaluation of Management Responses.

Opportunities to Improve	MTE Comments	Final Evaluation of Management Response
•**Monitoring and Evaluation Plan**	•Difficult to measure the change in biodiversity and income	The indicators were adapted at the mid term to reflect the progress beyond the goals. The economic indicators verifiers were adjusted using data from SICA instead of surveys in control areas. The beta diversity indicator remained as a baseline for 2012
•**Proyect assumptions**	•The Connectivity ensure conservation	The LMT made possible the connectivity of 10.324 Ha . The biological characterization made evident the richness of species and the increase in 2012 with respect to the baseline 2010.
	•Incentives implemented increase income	The income of producers increase through out the life time of the project. Not all the incentives will be pemanent in time.
•**Monitoring systems for biodiversity in municipalities**	•Not realistic	The project adjusted its focus to strengthen the monitoring systems of the CARs.
Effectiveness	•Ther is a lack of considerations with regards to the watershed as a unit: Local systems of Protected Areas	The current legal dispositions and national categories of Protected Areas does not allow for the formal establishment of Protected Areas that arise from LMT.

	• Links with cattle ranchers on the upper watershed.	Incorporation of cattle ranchers of the uppers watershed as beneficiaries of incentivies
Efficiency	•Differences between formal requirements and local reality.	There were lessons learned. Procedures and tools that streamlined processes were generated. Lesson for future projects
Results	•Weak monitoring and evaluation plan	The adjustments were made and are reflected in the management responses of the MTE
Sustainability	•Few formal links with education institutions	SENA was an important actor but not a decesice one. It has a big role in the future.
	•Abscence of a close relationship with other initiatives of the FNC	Cenicafe was a receptor of information fromt he project but not an active actor. There is a big opportunity to mainstream the outcomes in the methodologies of the KfW project.

5.2.4 Project Financing

The design of the project established a financing of $ 5,812,055 and contributions from GEF $ 2, 000,000 which gives a ratio of 2.5: 1. Project coordination was very active in getting the counterparties in cash and kind pledged resources, and was able to raise resources beyond those set out in PRODOCs worth $ 1,463,183. Funding provided for the formulation was adequate for achieving the proposed goals and additional resources generated raised and new partnerships established, allowed that most of the indicators were met beyond the goals.

Table 4 Project Co-financing

Cofinancing (type/source)	Own financing of UNDP (milions of USD)		GEF (millons of USD)		FNC (millions of USD)*		Gobernment Millon of USD)		Other sources (millon of USD)		Total (millon of USD)	
	Planned	Real	Planned	Real	Planned	Real	Planned	Real	Planned	Real	Planned	Real
Cash	30,000	30,000	2,000,000	2,000,000	3,075,555	3,382,577	2,131,400	1,434,224	180,000	221,619	7,416,955	7,068,420
In-kind							305,100	1,433,273	90,000	773,546	395,100	2,206,819
Total	30,000	30,000	2,000,000	2,000,000	3,075,555	3,382,577	2,436,500	2,867,497	270,000	995,165	7,812,055	9,275,239

* Variation from exchange rate

Noteworthy is the large number of public and private entities that provided compensation and help leverage resources. Counterpart funding in cash was received from the FNC, CRC,

Government of Quindío, CVC, Government of Nariño, and kind contributions from the mayors of Finlandia, Quimbaya, Circassia, Valley Governorate, Corponariño, University of Nariño and SENA. Also Patrimonio Natural provided in cash together with the Municipalities of Montenegro and the Tebaida; and kind from the municipalities of: Ansermanuevo, Algeria, Colon, and Toro, and CVC.

The interviews during the mission revealed that for the FNC co-financing was essential since FNC resources have been decreasing over the last decade thus the search for financing in all areas of operation became part of the financial sustainability strategy of FNC.

5.2.5 Coordination of the implementation and execution of UNDP and of the partner for the implementation and operational issues

The work between UNDP and the FNC flowed properly over the life of the project. Interviews with officials revealed FNC availability UNDP to meet regularly to review progress and make necessary adjustments.

For future projects, the UNDP and the FNC should jointly analyze requirements and administrative procedures for disbursement and transfer of funds to the beneficiaries in the field so that they are appropriate to the circumstances of the rural economy and in tune with the decision making process of the farmers. It is important that in the future such project procurement processes are expedite to optimize the regional coordinators time, and the disbursements to extensionists are done in the required amounts. Small expenses processed by extenionists, had to follow the same formal process than higher disbursement and procurement values, which increased the transaction costs.

For the formulation of such projects, it is recommended that UNDP and FNC create a cooperation framework for the operational aspects to achieve efficient execution. For example by unifying the requirement of monthly legalization of project costs that FNC should give to UNDP.

5.3 Project Results

5.3.1 Relevance

The project contributed directly to the fulfillment of four of the five strategic objectives of the Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets of the Convention on Biological Diversity.

Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society

Objective B: Reduce the direct pressures on biodiversity and promote sustainable use

Objective C: Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity

Goal D: Enhance the benefits of biodiversity and ecosystem services for all.

• The project was relevant to the biodiversity focal area of the GEF, specifically for the Objective 2: *Mainstreaming Biodiversity Conservation and Sustainable Use in Productive Landscapes Marine and Terrestrial and sectors, contributing to Capacity Building to Produce Goods and Biodiversity-Friendly Services, and Friendly Produce Goods and services and Biodiversity* (GEF-5 Area of Work Strategies. The Biodiversity Strategy for GEF-5).

• The actions taken by the project were also relevant to the agendas, goals and indicators of strategic partners. The project sought to address the different needs of partners to show results within their agendas and was linked with the project components. This facilitated the rapid adoption of activities by strategic partners. For example for the CARs the creation of economic incentives that helped enhance and conserve biodiversity and reduce pollution levels of the micro-watershed was essential. For the Departmental Committee of Coffee Growers of Valle del Cauca it is was important to differentiate from other committees and this was done by incorporating coffee production and environmental elements of biodiversity.

• For the FNC and Departmental Committees of Coffee Growers, the expansion targets of specialty coffee was highly relevant, given the policy of the FNC to expand production of specialty coffee in most of Colombia as a country's competitiveness strategy. In the coming years the FNC seeks to renew between 70 and 80 thousand hectares in specialty coffees and by 2022 all production areas should be in specialty coffees.

• Moreover, the FNC is aware of the role of LMT for microclimate management, water conservation, pest control, soil loss and erosion and increase of soil nutrients. For example, in the department of Huila which has about 80 thousand hectares under the sun and vulnerable to climate variability such as El Niño, the FNC seeks recovery tools for poor and highly degraded soils.

• The project promoted the exchange of information with other projects that seek to incorporate biodiversity in production landscapes, particularly with the IDB-GEF project on Mainstreaming Biodiversity in Palm Cropping under and Ecosystem Approach implemented by the Inter-American Development Bank (IDB). Also with the GEF project - World Bank Sustainable Livestock in Colombia implemented by the World Bank and executed by the National Federation of Cattle Ranchers (FEDEGAN). In particular a negotiation was achieved with the World Bank project and FEDEGAN to buy plant material from nurseries.

• The project followed the recommendations of the ETM with regards to the design of indicators and targets, as well as the expected results and the internal logic of design. The duration for the project was sufficient and no extensions were required. A balanced use of funds and disbursement rigor experienced, enabled the project to achieve the intermediate goals on time.

• The project is shaping up as a national and international leader in incorporating biodiversity in agricultural and livestock production sectors. It was successful in designing three contrasting areas were chosen with socio-economic differences and ecosystem that enriched learning. The differences are in the levels of technology, the average number of hectares per farmer and the average income.

5.3.2 Effectiveness

The project was effective in achieving their goals and creating an environment for the conservation and sustainable use of biodiversity in productive landscapes coffee and contributing to the livelihoods of local populations and global environmental benefits. The project increased species richness in coffee landscapes. Also previously nonexistent economic incentives were inserted in the intervention areas directly benefiting the farmers and ranchers who participated.

• From the mission field, read documentation and surveys, the project was able to demonstrate that farmers are in LMT added value to its production system in terms of cost savings, additional income, a suitable microclimate for coffee quality, and in turn a source of pride that endorses the attachment to the land, to their work and their contribution to society.

• The project left an established institutional capacity to incorporate biodiversity in the coffee sector and being the first FNC beneficiary and the Departmental and Municipal Committees of coffee. The evaluator attests to the technical knowledge gained on the methodologies of LMT by extension and regional coordinators and general staff of the Departmental Committees coffee, respondents knowingly open questions raised during the mission. The Secretaries of Agriculture and CARs were also favored, and from surveys no evidence that capacities are opportunities for monitoring and replication activities were generated.

• Although one of the main actors where the project sought to empower the mayors to use the information generated for spatial planning, it was not feasible to adopt the tools and the knowledge generated. This was mainly due to high staff turnover (lack of civil servants), lack of technological infrastructure, changes in government mayors and lack of resources to invest more in the project.

• Alternatively, the project also delivered to the municipalities, also the CARs GIS information (.shape files) to manage LMT. With this information and the implementation of the project, officials of the CVC, CRQ and Corponariño said they have more tools to track.

Table 5 makes a final assessment of the risks identified in the PRODOCs and how they were managed.

Table 5 Risks

Description of Risk	Risk Valuation of the Final Evaluation	Final Risk Evaluation
Continuous fluctuations in global coffee prices, and revenues from the production of biodiversity-friendly coffee. The market (price) of coffee promotes production models that are not friendly to biodiversity.	This risk was assessed in the ProDoc as Medium risk. The Risk assessment was appropriate, because although the project was able to certify more hectares than originally planned, high coffee prices in international markets decreased the Premium of specialty coffees. In interviews with beneficiaries it was evident that the beneficiaries wer not attractaed to the price of specialty coffees. There was no ncrease in the price of coffee during the implementation period that may have induced farmers to expand the coffee growing areas, affecting the environmental gains achieved so far.	Medium
Climate change affects ecosystems that are vital to the stability of coffee landscapes, decreasing current production areas and encouraging coffee growers to expand the agricultural frontier	For purposes of the project duration (5 years) the risk of the effects of climate change was well defined as in the ProDoc, Low. However the project began in 2009 with a production crisis in the country induced by climate variablity. The long-term risks are nonetheless considered to be Medium to High due to the likelihood of droughts, plagues, and variability in rainfall patterns. According to interviews with the project coordinator, deforestation during the project period was reduced to zero on the municipalities.	Low
The country's mining and energy planning has identified some areas of the Coffee Cultural Landscape as potential areas of exploration – mineral explotation	The intervention areas of the municipalities were not affected i by exploration interests uring the duration the project. With the available information it is not possible to predict the future as how it will turn up to be in the future	Low
There are several institutions working on similar issues in the project site, creating confusion on beneficiaries	The coordination of the project was able to involve a large number of local and regional actors working in the areas of intervention, and induce them to engage in collective efforts but also assisting them on their individual agendas. Nevertheless one Mayor's officer mentioned in the interviews, that at the beginning of the project the CARs and FNC particpating in the project approached the farmers with messages and proposals that were duplicated and with an uncoordinated agenda.	Medium
Decreased in counterparts co-financing in the areas that declared a winter season emergency	The committed co-financing was provided to the project, even beyond what was originally planned	Low

The decline in productivity due to the average age of the coffee plants exceed 12 years. Many plants are just at the stage of initial growth. This situation directly affects the volume	During the project the FNC worked in the areas of intervention renewing some coffee. Despite some coffee plantations were entering its production phase, the volume of certified coffee increased by 89% from 7,087,861 kg in 2009 to 13,424.452 kg in 2013	Low
The fall in the domestic price of coffee, which depends entirely on the behavior of international market variables, also the premium quality that is recognized by the Colombian coffee and the appreciation of the dollar, are a significant risk factor.	The certifications premiums were not high, in some cases the additional value of certified coffee compared to traditional coffee was zero. The increase in income was not negotiated with farmers as a negotiating tool, which in turn reduced this risk, provided that the prices of Premium varied heavily. The coffee growers who entered the project were convinced that the environmental and production benefits of the LMT and of implementing good conservation practices.	Low
High input costs for coffee production and the high level of debt with the private banks that coffee growers show today reduces the income of producers.	The analysis of the coffee sector made by the project, showed that the farmers in soliciting credit prioritize fertilization, and harvesting, which are activities that generate returns to pay debts. Thus the project coordination realized that a line of credit for certification / verification coffee was not attractive to farmers. Sells from certified coffee does not cover the costs of the loan.	Low
Dollar devaluation, that reduces the availale resources of the project.	The project was affected but slightly due to the devaluation. However the project raised additional resources with local partners and counterparts, that allowed the recovery of lost resources by devaluation	Low

From the lessons learned in achieving results that can be applied to other projects the role of leadership stands out. For instance the negotiations and agreements of collaborations with strategic partners were not conditioned to financial contributions. In-kind contributions were also accepted as long as there were commitments in following-up on activities. This helped the counterparts be more confident about the project and present the results of the project as part of their own.

• On the other hand the extentionists were able to identify sooner the leader farmers in the area of influence, which was essential for accelerating the accomplishment of goals. Extentionists

were constantly communicating the "win-win" project benefits with farmers. This was important to further build trust with the FNC.

• An element that could have been better analyzed in the design phase was the use of control sites (municipalities), to measure the change from one situation to another The conditions for the establishment of control sites should have relied on secondary information and generated by other projects in the country who have used control areas. This could have prevented the waste of time and resources in conducting surveys that were not reliable.

• The auction scheme of carbon sells was not as effective. Despite the time invested in this activity the project managed to sell only 4% of the tonnage generated by the project.

• A value added for the FNC with this project is that for the first time PES of water was developed which serves now as a benchmark for future projects. Also in the environmental guide for coffee of the FNC the concept of biodiversity and use of LMT is now incorporated.

5.3.3 Efficiency

The project was efficient in its administration, resource management and implementation of field activities. Progress reports required by UNDP and GEF were delivered in full and served as the basis for monitoring the results and products. There was an appropriate balance in the implementation according to the planned versus actual funds spent. The project made six budgetary adjustments revisions throughout the lifetime, which is within the normal range on a project of this scale and duration.

• Thanks to the infrastructure of the FNC and the Departmental Committee of Coffee Growers who have extensive and well-trained extensionist services and information systems, the transaction costs to achieve the outcomes was low. Institutional structure of the FNC was critical for the goals that were met beyond what was originally conceived.

• The ratio of planned vs. actual co-financing counterparts, vary with the type of source, with lower cash delivered according to the plan.

• The project had the right balance of staff in Bogotá and field throughout the duration of the project.

• The existing local capacity to perform activities was used properly. The extensionist of the FNC hired by the project knew very well the municipalities and establish good relationships with a large number of farmers. This helped accelerate the negotiations and commitments. The persons in charge of nurseries were also hired locally coming from Umatas and very knowledgeable about seed sources and propagation mechanisms of various species.

• The use of methodologies and lessons learned about conservation and sustainable use of biodiversity from the GEF Andes project was essential to accelerate the implementation of

activities and incorporation of LMT in the coffee landscape. In particular in the areas of landscape ecology, GIS, using LMT, commissioning of nurseries and incentives.

• Since its design the project was flexible to work with certification / verification systems beyond Rainforest Alliance, although not as strict, they provided great flexibility to the producer to adjust to the differences in costs and requirements of each type of certification / verification.

• The divulgation of project results that began only after the third year should have started before, and could have been more systematic in disseminating the achievements particularly to institutional audiences. It would have been ideal that the project gathered "free press" releases that showed the scope and progress of the project. It would have been also relevant that the project had a website with links from to the UNDP, FNC, MADS, MARD and Departmental Committees Coffee websites among others. MARD agreed on the importance of showing more and displaying better the results nationwide. Overall, the project would have benefited from having a communications strategy that would have been monitored closely.

5.3.4 National Involvement

The results of the project are an important contribution to the National Development Plan 2010-2014: Prosperity for All, particularly with regards to the production of certified coffee, efficient and rational water consumption in agricultural landscapes and reduction of environmental risks.

The project contributes to the implementation of the National Policy for Integrated Management of Biodiversity and Ecosystem Services (Ministry of Environment and Sustainable Development, 2012) contributing directly to Topic III. Biodiversity, Economic Development, Competitiveness and Quality of Life. In particular it contributed to strategic lines 2 and 3:

• "Incorporate and preserve biodiversity conservation and extractive production systems as a strategy to maintain and increase the provision of ecosystem services that are essential for quality of life."

• "Strengthen partnerships between the public and private sectors as well as intra and inter-institutional coordination, as well as among sectors, to position biodiversity as a strategic element in economic and sectorial policies of the country."

• The lessons learned: the LMT setting methodologies, protocols production and propagation of native species, development of economic incentives, negotiation with local stakeholders, the methodological framework for the assessment of carbon sequestration of native species, the sale of the tones of CO2, and innovation in the types of contracts that FNC managed with farmers, are of great importance for the future development of projects that seek to incorporate biodiversity in agricultural production sectors. These developments are a major innovative contribution to the country's agriculture should not be minimized.

• The number and variety of different stakeholders from the public and private sectors who contributed to the project as partners are a good representation of the institutionality of the

coffee sector. These stakeholders will be involve in the future with issues related to CO2 sequestration, Payments for Ecosystem Services, water, biodiversity, and sustainable agriculture

• Within the Greenhouse Gases Program of the Colombian Institute of Technical Standards (Icontec) for the first time the use of native species for CO2 sequestration was inserted, with a methodology that will be used for future projects.

• With regards to the native species used the MADS mentioned the lessons learned are an opportunity to include theses species in the National Restoration Plan led by MADS.

5.3.5 Integration

The project contributed to the achievement of several of the commitments of the United Nations Development Programme UNDP in Colombia and the Country Assistance Framework. Especially on the issue of sustainable land management by implementing landscape management tools, certification and verification of coffee production systems, opening markets for products derived from sustainable use of biodiversity, and supporting economic incentives such as PES water and carbon. These activities contributed to both the protection of biodiversity and the generation of income for the beneficiaries.

The project contributed to the implementation of public policies for biodiversity and PES. It supported capacity building of local actors to monitor and expanded activities, and contributed to the conservation of biodiversity with tools that ultimately help alleviate poverty. Proof of this is the inclusion of the project as one of the case studies of the V National Report of Biodiversity 2014.

One of the three priority areas for UNDP in Colombia is the Integrated Management of Biodiversity. On of the action lines is to "contribute to the conservation and sustainable use of biodiversity, in order to prevent and control its rapid loss and transformation, and ensure the flow of ecosystem services, and basic welfare support ". In this sense "the incorporation of biodiversity into productive sectors of high impact" is one of the lines of work of UNDP in the country. This was addressed by the project through the a) capacity building of extension workers, rural workers and farmers b) generation of knowledge and information on the Andean biodiversity and landscapes associated with coffee production, and propagation of endangered plant species, c) sensitization of the coffee farming community about the environmental benefits of LMT and d) making changes in land use that resulted in more biological diversity, and increase income to the beneficiaries. "

The project results also contributed to the Millennium Development Goals (MDGs), particularly Goal 7B and to a lesser extent Objective 3A.

• Target 7B. "Having reduced, a significant reduction of biodiversity loss by 2010." This was achieved by increasing the wealth of biodiversity in coffee landscapes.

• Objective 3A "Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015". This was achieved through capacity building, empowerment and leadership of 12 women supported in the development of value chains.

5.3.6 Sustainability in the Area of Intervention and Replicas

The sustainability of the project depends on a number of conditions where various institutions and partners involved in the project have a role to play.

• The development of a program on mainstreaming biodiversity in the coffee industry that transcends the vision of the pilot project to a line of work with and annual budget would be an important element for sustainability. This could be articulated under the umbrella of the Coffee Sector Climate-Smart Strategy that the FNC has been building for several years. Under this framework, a new project could complement the initiatives for measuring the carbon footprint and the development of zero carbon production units. This would also attract the interest of international finance as a joint strategy for adaptation and mitigation.

• The methodologies built from this project can be incorporated into the extension Command Control and Guides for Extensionism of the FNC. These are the basis for technical assistance activities that are used with farmers. One of the most important added value that this project could offer to the Colombian coffee sector is to have an integral extension, which provides improved technical assistance to the farmers not only productive aspects ecosystem services. In the field interviews conducted by the final evaluator, extenionists rate very high the new knowledge on LMT acquired during the project for their own professional growth. The Departmental Coffee Committee of Valle del Cauca stressed the importance for the future of the project to have qualified technical teams to continue on the activities, that can be linked to training processes and guidelines that are generated by the FNC, in partnership with organizations such as SENA.

• The Technical Management unit (Gerencia Tecnica) of FNC's should consider the need for personnel who worked for the project, with the intention of continuing replication and consolidation activities. Much of the knowledge of the project (soft technology) is stored in the human resource that worked on this project.

• In terms of funding for sustainability, in the interview with the MADS, the possibility that the project concept is inserted into the next National Development Plan Colombia was raised. In terms of future financing, the MADS indicated that GEF biodiversity-6 window would be open to this type of projects. It would be advisable that UNDP evaluates the chances to concentrate efforts and resources on a second phase in the same area of intervention. Additionally MADS highlighted the opportunity that exists to work with sustainable production systems on platforms of peace and post-conflict that the government is pursuing, and the possibility of a NAMA (National Appropriate Mitigation Action) plan for the coffee industry.

• With regards to the maintenance of economic incentives in the project, there are some that are not permanent and in the absence of them the achievements of 8% increase generated would be reduces. For example, the incentive for the establishment of LMT and Emission Reduction Certificates to be paid to the producers, will not take place beyond this project. This does not necessarily undermine the results achieved by the project. It is important to understand the role of economic incentives in such projects as catalysts of change, not as permanent indefinite incentives. It is unwise to think that financial incentives should be necessarily permanent. The economic incentives should aim to cover initial investment costs of the conversion of land use to a sustainable ecosystem management. In theory and in several cases documented in practice, land use managed sustainably, generate positive returns on investment.

• The premium for specialty coffees in the international market was moderately attractive to farmers during the project period. The high price per pound of coffee in international markets reduced the profit margin for special and sustainable coffees. The presentation made by the Commercial Management of FNC on special and sustainable coffees, indicated that global coffee consumption has grown by about 2% per year between 2004 and 2011 while in the same period the consumption of sustainable coffee grew an average of 60% per annum. This means in part that the certifications and verifications under current conditions since the beginning of the last decade are becoming the international standard, hence affecting premium higher margins. Despite this, during the project period in treatment farms in Valle del Cauca and Quindío the average additional income due to certification / verification was 3%. To note, verification of Nespresso Premium in Nariño was outstanding, with a 29% per pound in 2012 and 22% in 2013.

• The interviews conducted with farmers, it was noted a lack of interest in certification and verification. Farmers mentioned that they did not perceived the gain while certification required substantially more labor than traditional coffee. It is unclear from this point of view the expansion of biodiversity friendly coffee at least in the short term. However several of the farmers interviewed agreed that the procedures, records and tracking tools that the producer learned during the certification process, helped them organize and systematize the information and data of the farm. Overall farmer interest in certification was not motivated by Premiums but by the adoption of the whole package of LMT promoted by the project.

• The PES of carbon incentive, that sold tons of carbon derived from agroforestry trees generated 3%, 9% and 15% additional income for farmers in Valle del Cauca, Nariño and Quindío respectively. This contributed importantly to the overall incentives package. Negotiations of carbon payments secured the above-mentioned returns until the end of the project. From there onwards carbon payments are uncertain, since there is no concrete established plan to monitor and verify after the project ends. It is recommended that the FNC and Departmental Committees under the same methodology proposed by Icontec pursue new negotiations of certified emission reductions hopefully for a longer term, at least 15 years.

• It is important that the MADS adopt the results of this project, and divulgate the good practices in the country in initiatives such as Amazon Vision and internationally, to help channel funds that

may strengthen the results achieve in the project area or extend the impact to more municipalities.

5.3.7 Impact

The impact of the project can be assessed at three scales: farm, coffee landscape and institutional capacities developed.

At the farm level there was evidence of additional income to the beneficiaries coming from the operationalization of economic incentives, and the improvement of micro-environmental conditions.

Table 6 Impact of the Project by Component

COMPONENTS	**EVIDENCE**	**ANALISIS (Efficiency, effectiveness, sustainability).**	**RECOMENDATIONS**
a- Increased economic incentives generated by catalyzing payments for ecosystem services to attract and keep farmers committed to growing biodiversity-friendly coffee. OBJ	Economic incentives were developed and are in operation. PES for water and carbon, value chains, specialty coffee certified, land tax benefit, payments for establishment of LMT, Economics incentives were developed and are operating	The array of incentives was established during the duration of the project, and helped as a barrier removal for the decision making of the coffee growers. The incentives are an additional motivator for change, on top of the environmental benefits gained. The incentives for tree planting and carbon are not maintained through time. The credit line was not sustainable	The negotiations with hydropower companies and farmers upstream should continue, and the FNC and CARs should serve as facilitators. The carbon offered needs more purchase offers in order to ensure the financial sustainability of that incentive
b- Increased and stable income from certified and non-certified products grown in coffee farms that protect biodiversity of global importance.	There was an increase of income on average of 8%	At December 31 of 2013, 31.134 ha of coffee under sustainable production systems that benefit conservation of biodiversity were certified, achieving 115% of the target. The specialty coffees are subject to variation of international prices	The coffee growers should follow the strategy of FNC that looks at increasing the hectares of specialty coffee. The coffee growers should continue diversifying their sources of income products that are friendly to biodiversity and the FNC should facilitate. The FNC for future projects needs to design better the control farms or use the SICA systems to make comparative analysis between control and treatment zones
c- Strengthened capacities of municipalities to advance landscape-based planning in the coffee-producing region to support the economic and ecological long- term viability of biodiversity-friendly coffee farms.	The mayor's office officers understood and assimilated some of the tools and incentives of the project. There was some incorporation of elements of this project into the Territorial Ordering and Housing Plan (PVOT). The officers have seen in the land tax exemption a way to increase tax recovery. All Mayors' office received the .shape file to be used in Geographic Information Systems (GIS). The Mayor's office did not participate in the project as expected and their strengthening was low	Land tax exemptions were granted. The project was persistent in negotiating with al Mayor's office. The changes of government and lack of "career" officers, inhibited the appropriation of the planning tools at the level of the landscape	The Mayors Office was seen as a passive stakeholder that received information but did not lead substantial changes in the planning of the landscape. They were key actors for the land tax exemption and water PES ordinances. A second phase of the project should pursue to strengthen alliances with CARs and Agriculture Secretariats, and Departmental and Municipal Coffee Committees.
d- Successful project outcomes are replicated in other municipalities through strategic partnerships with key stakeholders.	Effective replication in 9 municipalities more: Montenegro, San Pablo, Toro, Buenavista, Calarcá, Córdoba, Génova, La Tebaida, Salento	The replication was achieved in 9 municipalities, showing a high degree of ownership of the tools and instruments gnerated.	Consolidate the achievements on a new project that aim at mainstreaming biodiversity in the same area of intervention. Strengthen the territorial organizations, and cover the conservation gaps that were identified.

At the landscape level the project had an impact on increasing connectivity of forest patches with 10,304 Ha established, of which 1.022 Ha contribute to the reduction in water pollution through the installment of technologies that control pollutants. Also at the landscape level the project contributed to the sequestration of 7,662 tons of CO2 by June 2013.

At the level of institutional capacities, the project contributed to the implementation of public policies for biodiversity and PES. It created capacities on local actors to monitor and expand the activities and contributed to the conservation of biodiversity, and to the development of tools that can help alleviate poverty.

The project was presented as a case study in the V Colombia Biodiversity Report submitted to the Convention on Biological Diversity -March 2014- and thus becoming a major contribution to the development and conservation of the biodiversity of the country.

6 CONCLUSIONS, RECOMMENDATIONS AND LESSONS

Conclusions

The project performance was highly satisfactory. Since its formulation and through out the implementation phase the project showed consistency with its targets, and benefited from adapting rapidly to the conditions imposed on the field. The performance of UNDP as implementing agency and the executing agency FNC was very satisfying.

The coordination of the project was critical to the success of the project and it showed pro-activeness in seeking additional co-financing and negotiating with a wide range of actors. The team of the FNC in the Departmental Committees of Coffee Growers, together with the extension workers and farmers, showed great technical and human relationship qualities, commitment to goals, and pride in their work. These factors certainly contributed greatly to achieve and accelerate the results described in the logical framework. The indicators, products and results conceived in the project formulation were achieved. They were also adapted according to the recommendations of the MTE to pursue the desired impact.

The inter-institutional relationships developed through out the project were critical at the time of decision-making and accomplishment of results. The evaluation during the mission showed how intra-institutional barriers for cooperation that existed within the FNC and with the Departmental Committees were dissolved with as the project moved forward. Likewise between the FNC and the CARs.

One of the major achievements while negotiating with partners was the way the project showed to the partners how the results of this project contributed directly to the policy objectives and targets of the partner institutions. This was very relevant to the Departmental Committees, CARs, Secretaries of Agriculture and mayors. The approach to finding partners was not based in the interest to find financial resources, but a genuine interest in including a diverse group of entities from the local and regional order. This approach shaped a support network that laid the groundwork for improving the sustainability indicators. Entities such as CVC and CRQ decided to separate resources to monitor the project and replicate the Landscape Management Tools.

One contribution of the project is that it was able to confirm that small producers can benefit from carbon markets using native species. Usually forest carbon markets favor Certified Emission Reductions negotiations over large areas searching for large number of tons. With the Icontec, the inspections could be made at a reasonable price.

The project also helped the Regional Environmental Authorities (CARs) to begin to understand conservation at the level of productive landscape and not just through protected areas. The LMT planning, involved detailed analysis of the gaps in forest conservation and pursued the prioritization of ecosystem integrity. However it was able to think the execution of this landscape approach with actions at the farm level. This exercise showed to the CARs that incorporating

LMT in productive landscapes is a viable alternative to conservation in protected areas. Likewise, the project helped the FNC understand that environmental improvements could be made beyond the watershed and could focus on landscape ecology.

The FNC understood that the inclusion of environmental elements in coffee landscapes is not only made with shade trees, but also possible with a set of LMT that have different ecological functions. FNC also realize that the large array of native species play a role in improving the environmental quality of the farm, reduce production costs and diversify the revenue from agroforestry arrangements. The element of connectivity is also new for the FNC, and the methodologies to measure it.

During the formulation phase the project looked at very large scales thinking of big biological corridors that ended up being difficult to implement at the farm level. The project was able to lower down the scale of intervention to 1: 2000 and 1: 5000, which allowed the work to be more efficient and the implementation to be more practical.

At the national level the project has become a benchmark for the MADS and the Humboldt Institute to show progress in private sector conservation that could help in the future to channel resources to these interventions.

From the surveys with farmers the evaluator perceived that the farmers were not keen to certification and verification since “there was no profit" form engaging in these schemes. The stressed out that certification requires hard work and labor to accomplish and maintain. From this point of view it is unclear the expansion of biodiversity friendly coffee at least in the short term. However there was a recognition of some of the farmers that the procedures, records and tracking tools that the producer must follow during the certification process, help them organize and systematize their on farm data and information. Overall farmer interest in certification was not motivated by the Premium but by the adoption of the whole package of LMT promoted by the project. For instance some producers decided to sell certified coffee as traditional coffee since they could not find a market price differential. The Premium factor as and additional source of income in the future is unclear, but it is the policy of the FNC to continue expanding the hectares of specialty coffee in the country.

RECOMMENDATIONS

6.1 Recommendations for the Design, Implementation, Monitoring and Evaluation of the Project

• Some extensionists argued that the project could have invested more in social communication activities to "prepare" the beneficiaries for negotiations. For example, by creating spaces for interpersonal communication between farmers, and information dynamic with families and not

only with the head of the household, would have helped the farmer to accelerate the adoption of LMT and make informed decisions. Similarly Patrimonio Natural Foundation noted that it would have been beneficial for the project to do more social marketing, community mobilization and exchanges between upper basin and lower basin residents, and with water users in urban areas. A potential consolidation project in the same area of intervention should increase the outreach to upstream and downstream producers and not just focusing on the middle range where the coffee farmers are concentrated.

• Better coordination of partners at the beginning of the project to attract beneficiaries is recommended. The Secretary of Agriculture of Quindío stressed that the CRQ and FNC were uncoordinated in early stages of negotiations with farmers.

• It is important from the beginning of future projects to work on a standardized methodology for monitoring and tracking so there are no differences between partners who gather information and do not collect information that is not comparable.

• Future Projects containing a component of PES- carbon with several farmers and several buyers must pursue de design of distribution scheme more robust, that is able to trace the certified emission reductions (CERs) benefits, and associate the origin of the certificates with the buyer. This will avoid mixing all the CRE's in the same bag.

• The allocation of resources per activities during the formulation was overall satisfactory. Nevertheless as a recommendation more resources should have been allocated for the first year of implementation for biodiversity baseline studies. The approved budget had to be modified by bringing resources from the years two and three to cover studies for the first year.

• The farmers should follow the strategy of increasing specialty coffee of the FNC. The farmers must continue to diversify income sources form productive initiatives that are friendly to biodiversity and the FNC should facilitate the growth and support of such products. For future projects, the FNC should design better the control group farms or use the SICA to make comparative analysis between Control and treatment areas.

• For future projects, UNDP and the FNC should jointly analyze before commencing activities the requirements and administrative procedures for disbursement and transfer of funds to the beneficiaries in the field. Administrative procedures and timelines for the approval of the disbursement of incentives payments for planting trees and setting the LMT should be relaxed or modified. The requirements for solicitation of resources were not commensurate to the negotiation conditions of the beneficiaries and the extensionists.

6.2 Recommendations for Further Strengthening the Project Benefits

• As a recommendation is important that UNDP and the FNC seek ways to keep the work done by tracking and monitoring activities and continue the work in the same area of intervention, in

order to consolidate what has been achieved so far. During the five years of the project a baseline of qualified human resources, information systems and tools, and a network of strategic multi-level partners was created. A new intervention to consolidate and fill the conservation gaps identified could be started with fresh resources in the same treated municipalities. This could have a multiplier effect on the indicators, as any additional intervention in the area would be accelerated and make room for innovations with potentially large impacts in the knowledge of conservation in productive sectors in Colombia. During the mission the FNC mentioned after seeing the achievements of the project, that in the design phase it would have reduced the intervention area to be able to focus more in each municipality. In other words, to include more farmers in the implementation of LMT in each municipality.

• Internationally there is an interest to support developing countries to establish conservation and rural development projects in jurisdictions that may be composed by a department or several. By directing projects financed by KfW and GIA that incorporate tools and lessons learned from this project, with regards to biodiversity conservation, climate smart agriculture and preservation of water resources will be a huge gain. This could also be achieved with other international funding, but either way the intention is to apply the lessons learned to transcend from a project level to generate changes at the region and jurisdiction.

• It is recommended that the monitoring and characterization in the areas intervened can be carried out by the Humboldt Institute partnering with the CARs for at least 5 more years. There is interest in the Humboldt Institute to follow up on the progress in this area since there are not many examples of mainstreaming biodiversity into productive sectors. The Institute recommends that future monitoring include the same farmers and include them in data collection. This could be done with the use of smart phones and using GPS and cameras.

• Both the Humboldt Institute and MARD agree that it is worth to create a scientific committee that analyzes the achievements, difficulties and lessons learned including climate variability and climate adaptation.

• The FNC could analyze the suggestion of the Committee of Coffee Growers of Valle del Cauca to attract roasters who are interested in the environmental component and adopt the concept of biodiversity. This means not only to trade with roasters, but also to encourage them to compromise with environmental and social sustainability.

• It is suggested that the FNC disclose what they have learned at the Regional Environmental Management Plans (PEGAR) where regional entities meet regularly.

• In terms of funding for the sustainability, the MADS biodiversity GEF-6 window would be open to this type of project. It is recommended that UNDP evaluate the possibility to implement a second phase in the same municipalities intervened. Additionally the MADS highlighted the opportunity that exists to work with sustainable production systems on platforms of peace and post-conflict of the national government and the possibility of a NAMA (National Appropriate Mitigation Actions) for the coffee industry. This NAMA could be coordinated by UNDP and FNC.

• SENA was a partner who was involved in certain instances of the project with a moderate involvement. However the coverage and robustness of SENA makes it a strategic partner in the future. SENA is particularly interested in how the project can deliver more information to SENA instructors so they can accompany the replication of programs and projects. It also looks to graduate technologists and specialists in the field. SENA offers virtual training tools and human resources to foster entrepreneurship in communities. This could be done with a 5-year agreement between the FNC and SENA.

• Negotiations with hydropower and upstream producers must persist and should be facilitated by FNC or CARs. It is also recommended that the FNC and Departmental Committees under the same methodology proposed by Icontec can make a new negotiation of certified emission reductions on a longer-term basis at least 15 years to continue the sustainability of the economic incentives.

6.3 Recommendations for Future Work that accentuate the Main Objectives

• The development of a program for mainstreaming biodiversity in the coffee sector that transcends the vision of pilot project to a line of work with and annual budget would be an important gain towards the sustainability. This could be articulated under the umbrella of the Climate-Smart strategy for the coffee sector of the FNC.

• The methodologies built on this project could be incorporated into the extension Command Control and Guides extensionism of the FNC, which are the basis for technical assistance activities used with farmers. These guidelines should promote comprehensive extensionism where the farmer can benefit from not only productive but also an environmental technical assistance.

• For a replica project or program the Technical Management (Gerencia Tecnica) of the FNC should evaluate the need for conserving part of the staff that worked for the project. Much of the knowledge of the project is in the human resources who worked here.

• This project would have been a good opportunity to have a ministerial agenda with a permanent task force coordinated by MADS and MARD. This task force will help advancing the dialogue about the importance of biodiversity in productive sectors. UNDP could lead and perform as a facilitator of a dialogue and development of plans, programs and projects with and intersectoral vision. It would have been convenient that early on the project both the MADS and MARD, had more interaction and field experience with the activities implemented.

• Despite that there was no conceptual approach in the formulation of the project to adaptation to climate change; it is wise that the project can highlight its contribution to adaptation and climate variability of the LMT. For example in terms of improvement of water quality and quantity, biocontrol, diversification of income sources, and strengthening of social capital among others. This information could be also attractive to certain donors. This analysis could be led by

MARD in its agenda for low carbon agriculture. Meanwhile MARD should bring into attention of the Colombian Agricultural Institute (ICA) to take the lessons learned.

• It is important that the MADS adopt the results of this project, and divulgate the good practices in the country in initiatives such as Amazon Vision and internationally, to help channel funds that may strengthen the results achieved in the project area or extend the impact to more municipalities. For example by approaching the Colombo British Chamber of Commerce or other funders that are interested in encouraging private sector to invest in such initiatives. The international offices of International Affairs of FNC and MADS could lead this initiative together.

• It is recommended that at the Interagency Committee meetings of the project, other productive sectors such as palm, cocoa and cattle ranching are considered under a jurisdictional level plan.

• On the international stage it is suggested that UNDP and MADS include lessons learned and good practices of this project in REDD + project proposals.

• The MADS noted that the concept of the project can be deployed to support the actions of Biosphere Reserves in the Andean belt and Sierra Nevada. UNDP, MARD, MADS and National Parks could follow up on this topic.

• In order the have a better participation of mayors the FNC suggests working with larger development packages that are not just environment related but include housing, health and education. On this point there is a role to play from the MARD and other relevant ministries.

• Another way to raise the interest of Mayors is through contests or public recognition for Mayors for incorporating LMT.

LESSONS LEARNED

6.4 Best and Worst Practices to Address Issues Related to Materiality, Performance and Success

• The generated knowledge and human resource capacity that was built for five years of the project must be preserved. Having a group of extension workers who have provided a comprehensive service, e.g. in assisting the farmers with conservation of biodiversity and environmental management of the farm in addition to the usual advice given to improve productivity, varieties, fertilization, pest and coffee quality, is of great value for the FNC. There are very few models of integrated extensionism in Latin America and the Caribbean and FNC include this in its sustainability coffee policies.

• The project lies within the conceptual framework of sustainable livelihoods used internationally to describe different aspects of vulnerability of people. In this case pointing to

the social, political and economic processes that influence vulnerability. The assets that minimize the vulnerability include financial, physical, human, natural and social capital. The social capital was strengthened with this project and is an element that could be valuated with the same methodologies as another contribution of the project to reduce the vulnerability of the participating populations. This also ultimately contributes to poverty alleviation. The recognition of farmers and ranchers that their activities affect populations in the lower basin and the generation of belonging, and attachment to the land and pride in their work, are sources of social capital strength that could be properly valued in future projects.

• The replication of projects and scalability should consider the conditions and circumstances of the municipalities and should think of making an assessment of institutional capacity to indicate the feasibility of the Mayors involvement. This should be done prior to the investment of human and financial resources. To pursue strengthening Mayors on spatial planning can be expensive and yield undesired results for any project with these characteristics, as evidenced as well during the implementation of GEF-Andes project in the 2000s and again in this project. However, this should be seen as a call to look for different forms of engagement with mayors.

APPENDIX 7

7.1 Secondary information documents reviewed:

• Assistance Framework United Nations Development 2008-2012. United Nations System Colombia. 2007 Bogotá, Colombia

• Action Country Programme between the Government of the Republic of Colombia and the United Nations Program for Development. 2008-2012. Bogotá, Colombia.

• National Development Plan 2010-2014: Prosperity for All. 2011 Volume I. National Planning Department. Bogotá.

• National Policy for Integrated Management of Biodiversity and Eco Services. 2012 Republic of Colombia. Ministry of Environment and Sustainable Development. Bogotá.

• PIF (Project Identification Form) project

• Comments from the GEF secretariat

• STAP Scientific and Technical screening of the Project Identification Form (PIF)

• Incorporation of biodiversity in the coffee sector in Colombia. Project Document (PRODOC). 2009

• Mid-Term Report (August 2012) Authors: Natalia Arango, Jaime Echevarria,

• Assessment and Monitoring System. July 2013)

• Final Measurement Monitoring and Evaluation Project. May 2014

• Final Project Performance Report 2010-2014.

• Matrix management responses on MTE

• Document Tracking Tool project

• Samples of Informative Material: posters, brochures, information leaflets, newspapers, and videos

• Evaluation Guidance for Conducting Terminal Evaluations of UNDP Supported, GEF Financed projects. Project Level. Evaluation Office, UNDP 2012.

• GEF-5 Area of Work Strategies. The Biodiversity Strategy for GEF-5

• The PIR (Project Implementation Report) covering the years 2011, 2012 and 2013 were reviewed.

7.2 Itineraries and List of Persons Interviewed

Mission Start Meeting: June 9, 2014

José Antonio Gómez - FNC

Luisa Fernanda Lopez - FNC

Raúl Jaime Hernandez - FNC

Carlos Armando Uribe - FNC

Cristian Soto Zapata - FNC

Laura Alzate - FNC

Jimena Puyana - UNDP

Claudia Marin - UNDP

Presentation Start: June 9, 2014

Raúl Jaime Hernandez - FNC

José Antonio Gómez - FNC

Luis Eduardo Quintero - MADS

Cristian Soto Zapata - FNC

Diego José Rubiano - Consultant FNC

Sofrony Carolina - Consultant FNC

Catalina Sosa - Consultant FNC

Angela Duque - Consultant FNC

Meeting Departmental Committee of Coffee Growers of Valle del Cauca - June 10, 2014 Cartago Cartago

Hector Cuellar - Steering Committee

Posada -FNC Coordinator Hector Valle Specialty Coffee

Diego Garcia Gómez, coordinator sectional north CVC

Guillermo Carrillo, Extension Leader Valley FNC

Hector Fabio Cuellar, Director Committee of Coffee Valley

Javier Martinez, Extension Nariño

Esneider Rosero - Coordinator Nariño

Diego Castano, extension

Delmar Castillo, Coordinator Departmental FNC

Mario Luis Millán - CVC - DAR NORTH

Alfonso Peláez - CVC

Municipal Committee of Coffee Meeting - June 10, 2014 Ansermanuevo

mayor Ansermanuevo

Angela Maria Henao Gaviria. Beneficiary Villa Aguas Claras Ansermanuevo

José Efraín García - Recipient

Meeting Value Chains Eagle Township, June 10, 2014

Fernando Contreras - Businessman

Francypulei Gutiérrez - Businesswoman

Deianira Marin - Beneficiary

Gabriel García - Recipient

Field Visit the Eagle Valley Township Municipal Committee of Coffee Growers and the Eagle

June 11, 2014

Dora Helena Alvarez - Committee of Coffee

Lina Maria Cortez - Extension FNC

John Didier Rios - Extension FNC

Javier Martinez - Extension FNC Nariño

Aldemar Velasquez - Natural Tatama National Park

Fransdey Gutiérrez - Finca Villa Gloria

Luis Fernando Contreras - Pacific Pro

Esneyder Rosero - FNC

Field Visit Santa Elena area June 11, 2014

Eduardo Agudelo - Coffee Farmer beneficiary

Coffee Board Meeting of June 12, 2014 Quindio

Guillermo Zuluaga - Steering Committee of Coffee Growers

Johanna Munoz - Quindío Coffee Growers Committee

Luz Eliana Valencia Quindío Coffee Committee

German Montoya - Nurseryman Quindío Coffee Growers Committee

Juan Ospina Oscar Quintana - Coffee Committee Quindío

Nini Johanna Munoz - Extension Committee of Coffee Quindío

Meeting at CRQ, Armenia June 12, 2014

Head of Planning City of Circassia

James Londoño Prada - Mayor Quimbaya

Luis Prado - Mayor Montenegro

Simply show it off Ruiz - Municipal Committee of Coffee Thebaid

Carlos A. Alzate - CRQ

Carlos Campuzano- CRQ Internal Development Office

Claudia Ospina - Mayor Circassia

Douglas Salazar - Interior of Quindio

Andres Campuzano - CRQ

Ceimer E. Mendoza - Committee Quindio, Nurseryman FNC

Jordilvia Suarez - CRC-SEPA

Nohanny Yadira Guzman - CRQ

Paula Andrea Arango - FNC

Mario Montoya Jorge Botero - Nurseryman FNC

Johana leidi Muñoz - Extension FNC

Naomi Medina Guzmán - CRQ

Field Visit Finlandia Municipality and Municipality Quimbaya, June 12.2014

Alirio Nestor Torres - Villa La Duquesa Municipality Finlandia

Javier Cano Velasquez Finca La Currency Municipality Quimbaya

Meeting FNC, Bogotá, June 13, 2014

Juan Pablo Prias - Directorate of Forests and Ecosystem Services Ministry of Environment and Sustainable Development.

Claudia Maria Fandino - Natural Heritage

Harold Arango - Natural Heritage

Catalina Sosa - Consultant FNC

Brigitte Baptiste - Humboldt Institute Director

Oscar Orrego - Humboldt Institute

Juan Carlos Bello - Humboldt Institute

SENA

Néstor Hernández - Climate Change Unit and Technological Development Ministry of Agriculture and Rural Development - MADR-

7.3 Questionnaire Used

SURVEY FOR INSTITUTIONAL PARTNERS.

1. WHAT YOU THINK ARE THE 2 MOST RELEVANT ASPECTS OF PROJECT SUCCESS?

2. WHICH ARE THE ITEMS OR ISSUES THAT YOU SEE AS STRONGER. WOULD YOU CHANGE ANYTHING OF THE DESIGN?

3 HOW WERE LESSONS LEARNED, PROCESSES AND METHODOLOGIES APPROPIATED BY YOUR INSTITUTION?

4 HOW CAN YOUR INSTITUTION SUPPORT THE REPLICATION, AND SCALABILITY OF THE PROJECT?

TERMS OF REFERENCE OF FINAL EVALUATION

TÉRMINOS DE REFERENCIA DE LA EVALUACIÓN FINAL

INTRODUCCIÓN

De acuerdo con las políticas y los procedimientos de SyE del PNUD y del FMAM, todos los proyectos de tamaño mediano y regular respaldados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de una Evaluación Final (EF) del *Incorporación de la Biodiversidad en el sector cafetero en Colombia* (3882 de PIMS).

A continuación, se presentan los aspectos esenciales del proyecto que se deben evaluar:

CUADRO SINÓPTICO DEL PROYECTO

Título del proyecto:	Incorporación de la Biodiversidad en el sector cafetero en Colombia			
Identificación del proyecto del FMAM:	58096		*al momento de aprobación (millones de USD)*	*al momento de finalización (millones de USD)*
Identificación del proyecto del PNUD:	72020	Financiación del FMAM:	2,000,000	1.768.689
País:	Colombia	IA y EA poseen:	3,075,555	2.853.732
Región:		Gobierno:	2,706,500	2.328.965,47
Área de interés:	Biodiversidad	Otro:	30,000	
Programa operativo:	Fomentar mercados para bienes y servicios de la biodiversidad	Cofinanciación total:	**7,812,055**	5.182.698
Organismo de Ejecución:	PNUD	Gasto total del proyecto:	**7,812,055**	6.951.386
Otros socios involucrados:	Federación Nacional de	Firma del documento del proyecto (fecha de comienzo del proyecto):		Febrero 22 de 2010

	Cafeteros	Fecha de cierre (Operativo):	Propuesto: Enero de 2015	Real: Diciembre de 2014

OBJETIVO Y ALCANCE

El proyecto se diseñó para conservar la biodiversidad de importancia global en los paisajes cafeteros del centro-occidente de Colombia, generando incentivos económicos que sirvan de catalizadores a los productores para los pagos por servicios ambientales (PSA), y que los mantenga comprometidos con el cultivo de café amigable a la biodiversidad mediante las siguientes medidas; aumentar sus ingresos a partir de productos certificados y no certificados; fortalecer la capacidad de los municipios de avanzar en la planeación basada en el paisaje en la región cafetera para apoyar la viabilidad económica y ecológica a largo plazo de las fincas cafeteras que favorecen la biodiversidad; y replicando los resultados exitosos del proyecto en otros paisajes cafeteros mediante asociaciones estratégicas con grupos interesados clave. a) mejores condiciones del hábitat de la región Andina para especies amenazadas y endémicas mediante la promoción y establecimiento de prácticas de producción amigables a la biodiversidad en 27.000 ha de los paisajes cafeteros, y el establecimiento de 450 hectáreas de corredores de conservación; b) mejores procesos para el manejo del ciclo hídrico y de la calidad del agua usando prácticas de producción mejoradas y tecnologías limpias que reduzcan al mínimo el uso de productos agro-químicos y residuos de producción mediante la implementación de modelos PSA relacionados con el agua, y el uso de estándares de certificación y verificación del café que contribuyan a prevenir la contaminación del agua; c) conservación y estabilización de los suelos adoptando las prácticas de producción mejorada, incluyendo la reforestación alrededor de las fuentes y nacimientos de agua, el uso de cercas vivas como una estrategia para prevenir la erosión, y la promoción de alternativas de producción basadas en sistemas agroforestales para suelos que no son apropiados para actividades agrícolas; y d) reglamentación del cambio climático a través de proyectos PSA piloto de captura de carbono y mediante actividades de restauración y conservación que incluyen el establecimiento o la mejora de cercas vivas, bosques protectores, sombra y enriquecimiento de bosques en fragmentos y remanentes.

La EF se realizará según las pautas, normas y procedimientos establecidos por el PNUD y el FMAM, según se establece en la Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.

Los objetivos de la evaluación analizarán el logro de los resultados del proyecto y extraerán lecciones que puedan mejorar la sostenibilidad de beneficios de este proyecto y ayudar a mejorar de manera general la programación del PNUD.

ENFOQUE Y MÉTODO DE EVALUACIÓN

Se ha desarrollado con el tiempo un enfoque y un método general[1] para realizar evaluaciones finales de proyectos respaldados por el PNUD y financiados por el FMAM. Se espera que el evaluador enmarque el trabajo de evaluación utilizando los criterios de **relevancia, efectividad, eficiencia, sostenibilidad e impacto**, según se define y explica en la Guía para realizar evaluaciones finales de los proyectos respaldados por el PNUD y financiados por el FMAM. Se redactó una serie de preguntas que cubre cada uno de estos criterios incluidos en estos TdR *(Anexo C)*. Se espera

[1] Para obtener más información sobre los métodos de evaluación, consulte el Manual de planificación, seguimiento y evaluación de los resultados de desarrollo, Capítulo 7, pág. 163

que el evaluador modifique, complete y presente esta matriz como parte de un informe inicial de la evaluación, y la incluya como anexo en el informe final.

La evaluación debe proporcionar información basada en evidencia que sea creíble, confiable y útil. Se espera que el evaluador siga un enfoque participativo y consultivo que asegure participación estrecha con homólogos de gobierno, en particular el Centro de Coordinación de las Operaciones del FMAM, la Oficina en el País del PNUD, el equipo del proyecto, el Asesor Técnico Regional del FMAM/PNUD e interesados clave. Se espera que el evaluador realice una misión de campo en *Ansermanuevo y Argelia en el departamento del Valle y Armenia, Quimbaya y FIlandia en el departamento de Quindío,* incluidos los siguientes sitios del proyecto.

Hora	**Actividad**	**Sitio**	**Descripción**
Lunes 9 de Junio.			
8-9 am	Reunión en PNUD	Oficina PNUD-Bogotá	Reunión de apertura de la EF con el de Oficial PNUD y Coordinador del proyecto*****. Presentación general del proyecto. Presentación el informe de inicio por parte del evaluador *Fernando Herrera A.–Coordinador Área Pobreza y Desarrollo PNUD *Jimena Puyana - Oficial de Medio Ambiente y Desarrollo Sostenible PNUD *José Antonio Gómez Coordinador Nal Proyecto
9:30-10:30 am	Reunión en FNC	Oficina FNC-Bogotá	Presentación programa de Medio Ambiente de la FNC y apropiación de lecciones aprendidas del proyecto por parte del gremio. (Coordinador de medio Ambiente de FNC*****) *****Raúl Jaime Hernández- Coordinador Nacional Programa de Medio Ambiente FNC
10:30 – 11:00 am	Reunión en FNC	Oficina FNC-Bogotá	Reunión con Punto Focal del GEF * *Alejandra Torres o su delegado
11:00-12:30	Reunión en FNC	Oficina FNC-Bogotá	Resultado del proyecto en función del marco lógico* *José Antonio Gómez. Coordinador Nacional del Proyecto

Hora	Actividad	Sitio	Descripción
2:00-4:30 pm	Reunión en FNC	Oficina FNC-Bogotá	Lecciones aprendidas por componente: PSAH, PSA Carbono, Certificación/verificación, Ingresos, Herramientas de manejo del paisaje y conservación* Equipo técnico del proyecto
Martes. Junio 10			
6:00-8:00	Viaje Bogotá-Pereira		
8:30-9:30	Reunión con directivos del comité de cafeteros	Comité de Cafeteros-Cartago	Reunión con el Director departamental de Cafeteros * y Líder de Extensión *Héctor Fabio Cuellar. Director departamental FNC *Guillermo Carreño. Líder de Extensión departamental FNC
9:30-10:30	Reunión Socio contraparte	Oficina CVC-Cartago	Reunión funcionarios de la CVC. Corporación Autónoma del Valle del Cauca- * Alfonso Palomo. Director Dar Norte *Luis Mario Millán
10:30-11:30	Desplazamiento Cartago-Argelia		
11:30-12:30	Conversatorio socios y beneficiarios	Comité de cafeteros de Argelia	Conversatorio caficultores, representaciones de la institución educativa, Umatas, representantes alcaldías.
12:30-2:30	Visita vivero	Vivero	Presentación experiencia de propagación de plantas nativas. *Juan Alejandro Giraldo. Viverista *Delmar Monotoya. Coordinador departamental *Diego Castaño. Extensionista
2:30-4:00	Visita a fincas de beneficiarios	Finca beneficiarios	Reconocimiento en campo de acciones del proyecto.

Hora	Actividad	Sitio	Descripción
			*Delmar Monotoya. Coordinador departamental *Diego Castaño. Extensionista
4:00-5:00	Desplazamiento Argelia-cartago		
Miércoles Junio 11			
7:30-8:00	Desplazamiento Cartago-Ansermanuevo		
8:00-9:30	Mirador cuenca alta	Ansermanuevo	Explicación diseño del esquema de PSAH
9:30-12:00	Visita a fincas beneficiarios de PSAH	Ansermanuevo	Visita a fincas beneficias del esquema del PSAH *Delmar Monotoya. Coordinador departamental *Diego Castaño. Extensionista
12:00-2:30	Visita a finca certificada/verificada	Ansermanuevo	Reflexiones sobre el componente de certificación/verificación *Jhon Fredy Muñoz
2:30-4:30	Reflexiones PSAH	Comité de cafeteros de Arnsermanuevo	-Conversatorio sobre lecciones aprendidas de la implementación del esquema de PSAHidricos
4:30-5:30	Deplazamiento Ansermanuevo-Armenia		
Jueves. Junio 12			
8:00-9:00	Reunión con directivos del comité de cafeteros	Comité de Cafeteros-Quindío	Reunión con el Director departamental de Cafeteros *Guillermo Zuluaga. Director departamental FNC
9:00-10:00	Reunión socios locales	Comité de Cafeteros-Quindío	Conversatorio con la Autoridad ambiental, la secretaria de agricultura y alcaldías municipales
10:00-12:30	Visita vivero	Vivero	Experiencia de propagación de plantas nativas

Hora	Actividad	Sitio	Descripción
2:00-5:00	Visita a fincas de beneficiarios	Finca beneficiarios	Reconocimiento en campo de acciones del proyecto. *Oscar Ivan Ospina. Coordinador departamental
8:00-9:00	Desplazamiento Armenia-Bogotá		
Viernes 14 de Junio			
Revisión de material divulgativo			
Documentos adicionales del proyecto			

Las entrevistas se llevarán a cabo con las siguientes organizaciones e individuos como mínimo:

- Caficultores del área de influencia del proyecto.
- Federación Nacional de Cafeteros y Comités Departamentales de Quindío y Valle del Cauca
- Secretarias de Agricultura y Medio ambiente de la gobernación de Quindío
- Corporaciones autónomas regionales de Quindío (CRQ) y Valle del Cauca (CVC)
- Alcaldías, funcionarios de Umatas

El evaluador revisará todas las fuentes de información relevantes, tales como el documento del proyecto, los informes del proyecto, incluidos el IAP/IEP anual y otros informes, revisiones de presupuesto del proyecto, examen de mitad de período, informes de progreso, herramientas de seguimiento del área de interés del FMAM, archivos del proyecto, documentos nacionales estratégicos y legales, y cualquier otro material que el evaluador considere útil para esta evaluación con base empírica. En el Anexo B de los "TdR" de estos Términos de Referencia se incluye una lista de documentos que el equipo del proyecto proporcionará al evaluador para el examen.

CRITERIOS Y CALIFICACIONES DE LA EVALUACIÓN

Se llevará a cabo una evaluación del rendimiento del proyecto, en comparación con las expectativas que se establecen en el Marco lógico del proyecto y el Marco de resultados (Anexo A), que proporciona indicadores de rendimiento e impacto para la ejecución del proyecto, junto con los medios de verificación correspondientes. La evaluación cubrirá mínimamente los criterios de: **relevancia, efectividad, eficiencia, sostenibilidad e impacto.** Las calificaciones deben proporcionarse de acuerdo con los siguientes criterios de rendimiento. Se debe incluir la tabla completa en el resumen ejecutivo de evaluación. Las escalas de calificación obligatorias se incluyen en el Anexo D de los TdR.

Calificación del rendimiento del proyecto			
1. Seguimiento y Evaluación	***calificación***	**2. Ejecución de los IA y EA:**	***calificación***
Diseño de entrada de SyE		Calidad de aplicación del PNUD	
Ejecución del plan de SyE		Calidad de ejecución: organismo de ejecución	
Calidad general de SyE		Calidad general de aplicación y ejecución	
3. Evaluación de los resultados	**calificación**	**4. Sostenibilidad**	**calificación**
Relevancia		Recursos financieros:	
Efectividad		Socio-políticos:	
Eficiencia		Marco institucional y gobernanza:	
Calificación general de los resultados del proyecto		Ambiental:	
		Probabilidad general de sostenibilidad:	

FINANCIACIÓN/COFINANCIACIÓN DEL PROYECTO

La evaluación valorará los aspectos financieros clave del proyecto, incluido el alcance de cofinanciación planificada y realizada. Se requerirán los datos de los costos y la financiación del proyecto, incluidos los gastos anuales. Se deberán evaluar y explicar las diferencias entre los gastos planificados y reales. Deben considerarse los resultados de las auditorías financieras recientes, si están disponibles. Los evaluadores recibirán asistencia de la Oficina en el País (OP) y del Equipo del Proyecto para obtener datos financieros a fin de completar la siguiente tabla de cofinanciación, que se incluirá en el informe final de evaluación.

Cofinanciación (tipo/fuente)	Financiación propia del PNUD (millones de USD)		Gobierno (millones de USD)		Organismo asociado (millones de USD)		Total (millones de USD)	
	Planificado	Real	Planificado	Real	Planificado	Real	Real	Real
Subvenciones								
Préstamos/concesiones								
• Ayuda en especie								

• Otro								
Totales								

INTEGRACIÓN

Los proyectos respaldados por el PNUD y financiados por el FMAM son componentes clave en la programación nacional del PNUD, así como también en los programas regionales y mundiales. La evaluación valorará el grado en que el proyecto se integró con otras prioridades del PNUD, entre ellos la reducción de la pobreza, mejor gobernanza, la prevención y recuperación de desastres naturales y el género.

IMPACTO

Los evaluadores valorarán el grado en que el proyecto está logrando impactos o está progresando hacia el logro de impactos. Los resultados clave a los que se debería llegar en las evaluaciones incluyen si el proyecto demostró: a) mejoras verificables en el estado ecológico, b) reducciones verificables en la tensión de los sistemas ecológicos, y/o c) un progreso demostrado hacia el logro de estos impactos.[2]

CONCLUSIONES, RECOMENDACIONES Y LECCIONES

El informe de evaluación debe incluir un capítulo que proporcione un conjunto de **conclusiones, recomendaciones** y **lecciones**.

ARREGLOS DE APLICACIÓN

La responsabilidad principal para gestionar esta evaluación radica en la OP del PNUD en Colombia. La OP del PNUD contratará a los evaluadores y asegurará el suministro oportuno de viáticos y arreglos de viaje dentro del país para el equipo de evaluación. El Equipo del Proyecto será responsable de mantenerse en contacto con el Evaluador para establecer entrevistas con los interesados, organizar visitas de campo, coordinar con el Gobierno, etc.

PLAZO DE LA EVALUACIÓN

La duración total de la evaluación será de *20* días de acuerdo con el siguiente plan:

Actividad	Período	Fecha de finalización
Preparación	*3* días	*Junio 4-6*
Misión de evaluación	*5* días	*Junio 9-13*
Borrador del informe de	*10* días	*Junio 27*

[2] Una medida útil para medir el impacto del avance realizado es el método del Manual para la Revisión de Efectos Directos a Impactos (RoTI, por sus siglas en inglés) elaborado por la Oficina de Evaluación del FMAM: ROTI Handbook 2009

evaluación		
Informe final	*2* días	*Julio 1*

RESULTADOS FINALES DE LA EVALUACIÓN

Se espera que el evaluador logre lo siguiente:

Resultado final	Contenido	Período	Responsabilidades
Informe inicial	El evaluador proporciona aclaraciones sobre los períodos y métodos	No más de 2 semanas antes de la misión de evaluación	El evaluador lo presenta a la OP del PNUD
Presentación	Resultados iniciales	Fin de la misión de evaluación	A la gestión del proyecto, OP del PNUD
Borrador del informe final	Informe completo, (por plantilla anexada) con anexos	Dentro del plazo de 3 semanas desde la misión de evaluación	Enviado a la OP, revisado por los ATR, las PCU, los CCO del FMAM.
Informe final*	Informe revisado	Dentro del plazo de 1 semana después haber recibido los comentarios del PNUD sobre el borrador	Enviado a la OP para cargarlo al ERC del PNUD

*Cuando se presente el informe final de evaluación, también se requiere que el evaluador proporcione un 'itinerario de la auditoría', donde se detalle cómo se han abordado (o no) todos los comentarios recibidos en el informe final de evaluación. El informe final aprobado debe ser presentado en español y en inglés.

COMPOSICIÓN DEL EQUIPO

El equipo de evaluación estará compuesto por. *1 evaluador nacional.* El consultor deberá tener experiencia previa en evaluación de proyectos similares. Es una ventaja contar con experiencia en proyectos financiados por el FMAM. Los evaluadores seleccionados no deben haber participado en la preparación o ejecución del proyecto ni deben tener ningún conflicto de intereses con las actividades relacionadas al proyecto.

El Evaluador deberá reunir las siguientes calificaciones:

- Experiencia profesional relevante de *5* años como mínimo
- Conocimiento sobre el PNUD y el FMAM
- Experiencia previa con las metodologías de seguimiento y evaluación con base empírica
- Conocimiento técnico sobre las áreas de interés previstas
- Experiencia en el seguimiento y evaluación de proyectos de conservación y uso sostenible de la biodiversidad.
- Dominio de los idiomas inglés y español.

ÉTICA DEL EVALUADOR

Los consultores de la evaluación asumirán los más altos niveles éticos y deberán firmar un Código de conducta (Anexo E) al aceptar la asignación. Las evaluaciones del PNUD se realizan de conformidad con los principios que se describen en las 'Directrices éticas para evaluaciones' del Grupo de Evaluación de las Naciones Unidas (UNEG).

MODALIDADES Y ESPECIFICACIONES DE PAGO

%	Hito
10	Contra entrega del informe inicial.
40	Después de la presentación y aprobación del primer borrador del informe final de evaluación.
50	Después de la presentación y aprobación (OP del PNUD y ATR del PNUD) del informe final definitivo de evaluación.

PROCESO DE SOLICITUD

Los candidatos deben completar la solicitud en línea en (indique el sitio, como http://jobs.undp.org, etc.) hasta el (fecha). Se les sugiere a los consultores individuales que presenten las solicitudes junto con sus currículos para estos puestos. La solicitud debe contener un currículo actual y completo en inglés (español en América Latina y el Caribe, francés en los países africanos de habla francesa, etc.), donde se indique un correo electrónico y un teléfono de contacto. Los candidatos preseleccionados deberán presentar una oferta financiera que indique el costo total de la asignación (incluidos gastos diarios, viáticos y costos de viaje).

El PNUD utiliza un proceso de selección justo y transparente que considera las competencias/capacidades de los candidatos, así como sus propuestas financieras. Se alienta a las mujeres y a los miembros calificados de las minorías sociales para que presenten su solicitud.

ANNEX A: LOGICAL FRAMEWORK OF THE PROJECT

Objective / Outcome	Indicator	Goal (5 years)		
Objective: To create an enabling environment for conservation and sustainable use of biodiversity in coffee productive landscapes that contributes to both the livelihood of the local populations and global environmental benefits.	Number of hectares (ha) in the different coffee production systems that favor conservation of biodiversity in coffee landscapes.	Quindío	V alle	Nariño
		7,000	10,000	10,000
	☐Area of conservation corridors established in coffee landscapes provides connectivity to 8,510 ha of native remnant forests and core conservation areas.	At project end:		
		☐ Quindío: 150 ha.		
		☐ Valle: 150 ha.		
		☐ Nariño: 150 ha.		

Objective / Outcome	Indicator	Goal (5 years)
	Number of species per biological group (birds, plants, and ants) present in the conservation corridors.	☐Number of species per biological group per department is maintained or increases at project end.
	Income from biodiversity-friendly	☐Average net income (in kg /ha/year)

	coffee production, certified or non-certified products and/or payment for ecosystem services (PES) remains stable or increases.	increases by as much as 10% by project end in farms with certified and verified coffee, or from non-certified agroforestry products and/or PES. ☐The above number will be compared with the average net income (kg /ha/year) for coffee farms from control groups at project end.
	Number of pilot carbon sequestration projects.	☐Two (2) pilot carbon sequestration projects at project end.
Outcome 1: Increased economic incentives generated by catalyzing payments for ecosystem services to attract and keep farmers committed to growing biodiversity-friendly coffee.	Increase in income resulting from a number of carbon sequestration pilot projects placed in voluntary markets.	☐Increase in net income by $5-$6/ha/year, equal to 4-5 tons/ha/year of fixed carbon.
	Number of projects regarding payment for water services.	☐Two (2) projects involving payment for water services designed and implemented.
	Increase in income resulting from a number of pilot projects for water-related PES.	☐Increase in farmers' net income by up to $2.00 per month resulting from pilot projects for water-related PES and users' willingness to pay.
Outcome 2: Increased and stable income from certified and non-certified products grown in coffee farms that protect biodiversity of global importance.	Increase in the average annual income leveraged from the premium of certified and verified farms as price per weight of coffee (kg /ha/year).	☐Average income from premium is maintained or increased up to 5% per 12.5 kg of certified and verified coffee at project end.☐The above number will be compared with the average income equivalent to price for 12.5 kg of standard coffee for control group farms at project end.

	Total volume of certified and verified coffee.	☐Volume of certified and verified coffee remains stable or increases up to 5% by project end.
	Number of hectares of certified and verified coffee that protect globally significant biodiversity in the departments of Quindío, Nariño, and Valle del Cauca.	☐☐13,000 ha of 4C verified coffee. ☐☐10,000 ha of Nespresso AAA verified coffee. ☐☐4,000 ha of certified coffee (RAC, FLO, UTZ Certified).
	Number of extension workers and farmers trained in certification and verification standards and procedures.	☐Up to 11,400 farmers and extension workers trained by project end.
	Number of lines of credit developed by the FNC and financial institutions for the financial sustainability of pilot projects.	☐One (1) line of credit or sub-account for compliance with certification, by project end.
Objective / Outcome	**Indicator**	**Goal (5 years)**
	Number of marketing strategies for certified and non-certified non- timber and agroforestry products.	☐At least three (3) marketing strategies for differentiated products involving at least three (3) prioritized value chains, by the end of the project.

	Number of business development training programs for non-timber and agroforestry products.	☐One (1) business development training program for non-timber and agroforestry products by project end.
	Number of nurseries facilitating farmer access to plant species that promote the conservation and sustainable use of biodiversity in coffee landscapes.	☐At least six (6) nurseries established by project mid-point, with follow-up until the 5th year.
	Number of species per mixture of trees per farm that promote the conservation of biodiversity in coffee production systems.	☐At least four (4) species in tree mixtures in coffee production systems.
	Number of selected municipalities that establish 450 ha of conservation corridors provide connectivity to 8,510 ha of native remnant forests and core conservation areas.	☐Up to 13 municipalities establish conservation corridors.
Outcome 3: Strengthened capacities of municipalities to advance landscape-based planning in the coffee-producing region to support the economic and ecological long- term viability of biodiversity-friendly coffee farms.	Number of municipalities with a monitoring system that ensures the conservation of biodiversity and identifies which coffee farms are likely to switch to non-sustainable land uses.	☐The monitoring system is implemented in three (3) municipalities by project end.
	Number of municipalities and community organizations use spatial planning and land management information systems to ensure the mosaic of land uses is conducive to biodiversity conservation (major habitats blocks are protected).	1. Up to 13 municipalities using spatial planning and land management information systems by project end.

	Number of decision-makers and community leaders at the municipal level who are trained in PES for water and carbon sequestration.	☐At least 50 decision-makers and community leaders at the municipal level trained by project end.
	Number of total, endemic, and threatened species per biological group (plants, birds, and ants) remains stable or increases within selected farms during project implementation.	☐Number of species per biological group in project coffee farms remain stable or increase by X by project end. (target to be determined during the first year of the project) ☐The above number will be compared with the number of species per biological group in control coffee farms by project end.
Objective / Outcome	**Indicator**	**Goal (5 years)**
Outcome 4: Successful project outcomes are replicated in other municipalities through strategic partnerships with key stakeholders.	Number of municipalities that initiate replication of successful production and conservation models involving PES in other coffee landscapes.	☐Up to three (3) municipalities initiate replication of successful production and conservation models by project end.

Objective / Outcome	Indicator	Goal (5 years)
	Number of species per biological group (birds, plants, and ants) present in the conservation corridors.	☐Number of species per biological group per department is maintained or increases at project end.
	Income from biodiversity-friendly coffee production, certified or non-certified products and/or payment for ecosystem services (PES) remains stable or increases.	☐Average net income (in kg /ha/year) increases by as much as 10% by project end in farms with certified and verified coffee, or from non-certified agroforestry products and/or PES. ☐The above number will be compared with the average net income (kg /ha/year) for coffee farms from control groups at project end.
	Number of pilot carbon sequestration projects.	☐Two (2) pilot carbon sequestration projects at project end.
Outcome 1: Increased economic incentives generated by catalyzing payments for ecosystem services to attract and keep farmers committed to growing biodiversity-friendly coffee.	Increase in income resulting from a number of carbon sequestration pilot projects placed in voluntary markets.	☐Increase in net income by $5-$6/ha/year, equal to 4-5 tons/ha/year of fixed carbon.
	Number of projects regarding payment for water services.	☐Two (2) projects involving payment for water services designed and implemented.
	Increase in income resulting from a number of pilot projects for water-related PES.	☐Increase in farmers' net income by up to $2.00 per month resulting from pilot projects for water-related PES and

		users' willingness to pay.
	Increase in the average annual income leveraged from the premium of certified and verified farms as price per weight of coffee (kg /ha/year).	☐Average income from premium is maintained or increased up to 5% per 12.5 kg of certified and verified coffee at project end.[1] ☐The above number will be compared with the average income equivalent to price for 12.5 kg of standard coffee for control group farms at project end.
Outcome 2: Increased and stable income from certified and non-certified products grown in coffee farms that protect biodiversity of global importance.	Total volume of certified and verified coffee.	☐Volume of certified and verified coffee remains stable or increases up to 5% by project end.
	Number of hectares of certified and verified coffee that protect globally significant biodiversity in the departments of Quindío, Nariño, and Valle del Cauca.	☐ 13,000 ha of 4C verified coffee. ☐ 10,000 ha of Nespresso AAA verified coffee. ☐ 4,000 ha of certified coffee (RAC, FLO, UTZ Certified).
	Number of extension workers and farmers trained in certification and verification standards and procedures.	☐Up to 11,400 farmers and extension workers trained by project end.

Number of lines of credit developed by the FNC and financial institutions for the financial sustainability of pilot projects.	☐One (1) line of credit or sub-account for compliance with certification, by project end.

ANEXO B: LIST OF DOCUMENTS REVIEWED BY EVALUATOR

- Project Documents

- PRODOCs Project
- Annual Implementation Report (PIR Project)
- POA or Project
- Assessment of medium term Management response
- Tracking tools
- Samples of materials or project communication.
- Contact list (to be agreed between the consultant and UNDP UPME)
- Project sites suggested -resaltando views
- Measuring or monitoring and project monitoring
- Final Project Report.

- Documents UNDP

- Development Assistance Framework - UNDAF
- Country Programme Document - CPD
- Action Plan Country Program - CPAP

- Documents GEF

- Strategic objectives GEF focal area program