UNEP

United Nations Environment Program

Terminal Evaluation of the Project "Communities for Conservation: Safeguarding the World's Most Threatened Species (Andes Region)"

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Contents

Abbreviations and Acronyms

AC: Advisory Committee

APC: "Adminstracion Publica Cooperativa Manatiales de Chucuri"

APECO: Asociación Peruana de Conservación de la Naturaleza

ARA: Reciprocal Agreements for Watershed Services

Arcoiris: Name of partner NGO working out of Loja, Ecuador

AZE: Alliance for Zero Extinction

CORPOGUAVIO: Corporación Autónoma Regional del Guavio Colombia

EO: Evaluation Officer

ESP: Ecosystem Management Programme

ETAPA: Empresa de Telecomunicaciones, Agua Potable y Alcantarillado de Cuenca

FNB: Fundación Natura de Bolivia

FNC Fundación Natura de Colombia

FPR: Fundación Proaves de Roncesvalles, Colombia

GEB: Global Environmental Benefits

GEF: Global Environment Facility

HMP: Habitat Management Plans

IBC: Instituto del Bien Común del Perú

IMTR: Internal Mid-Term Review

IR: Inception Report

M&E: Monitoring and Evaluation

MTE: Mid-Term Evaluation

NCI: Naturaleza y Cultura Internacional, Ecuador

PES: Payment for Environmental Services

PP: Percentage Points

Prodoc: The Project Document

Pride campaigns: Marketing campaigns that inspires change to benefit the community as well as the environment.

RARE: Name of the Project Executing Agency

ROtI: Review of Outcomes to Impacts Manual

SDC: Swiss Development Corporation of Peru

STAP: Scientific and advisory Committee of GEF

SWOT: Strength, Weaknesses, Opportunities and Threats

TOR: Terms of Reference of the Evaluation

ToC: Theory of Change

UNEP: United Nations Environment Programme

Executive summary

1. This GEF/UNEP project was executed by RARE[1]. The project sought to protect a variety of AZE[2] species at intervention sites in the Tropical Andes of Bolivia, Colombia, Ecuador and Peru. This goal was to be accomplished by placing under protection important water regulating ecosystems[3] through the implementation of PRIDE[4]/Reciprocal Agreements for Watershed Services (ARAs) Campaigns. Farmers that agreed to participate in ARAs were asked to set aside and conserve possible AZE habitats in exchange for in-kind incentives and technical assistance aimed at boosting farm productivity. In the outcome to impact analysis, the project received a BB rating; with the greater parts of the outcomes having been achieved. Furthermore, the evaluation showed "*implicit forward linkages"* to intermediary stages and impacts and that the measures designed to move towards intermediate states have started and have produced results, but they give no indication that they can progress towards the intended long term Global Benefit Goals (GBGs).

2. Twelve partner institutions were selected to implement 12 project intervention sites. Project achievements varied depending on the partner institution. One partner institution withdrew before the project ended. Using UNEP's scale, the evaluation developed a sustainability rating for each of the remaining partner institutions. Due to internal institutional problems, the Asociación Peruana de Conservación de la Naturaleza (APECO) (Peru) and Arcoiris (Ecuador) are **unlikely** to implement Pride/ARA Campaigns in the future, while the Empresa de Telecomunicaciones, Agua Potable y Alcantarillado de Cuenca (ETAPA) (Ecuador), Fundacion Natura (Bolivia), Fundacion Proaves (Colombia) and Parques Nationales Farallones (Colombia) are **likely** to continue to implement Pride/ARA Campaigns at the original project intervention sites beyond the lifespan of the project Caritas (Peru), Fundacion Natura Colombia (FNC) and Naturaleza y Cultura Internacional (NCI) (Ecuador) are **highly likely** to continue to implement Pride/ARA Campaigns at the original project implementation sites and beyond after project termination. Strong commitment and well-organized and effective extension programs are two reasons why, for example, Caritas, FNC and NCI were successful in meeting project objectives.

3. Pre and post surveys conducted by the project indicated that Pride/ARA Campaigns produce increases in knowledge, attitudes, interpersonal communication and behavioral change for both up and down stream populations. The average percentage point increases

[1] RARE is not acronym. It is the name of the international non-governmental organization that executed the project on behalf of UNEP. RARE uses it name to draw attention to its principal objective: saving endangered species.

[2] Formed in 2000 and launched globally in 2005, the Alliance for Zero Extinction (AZE) engages 88 non-governmental biodiversity conservation organizations working to prevent species extinctions by identifying and safeguarding the places where species evaluated to be endangered or critically endangered under IUCN-World Conservation Union criteria are restricted to single remaining sites.

[3] Native forests, moors, wetlands and wooded stream banks.

[4] RARE's Pride Campaign is a hybrid of traditional conservation education and pure social marketing focusing on behavioral change. Pride Campaigns generate a groundswell of public advocacy and peer pressure that helps to change knowledge, attitudes and behavior.

registered between the pre and post campaign surveys were the following: Knowledge = 29 Percentage Points (PP); Attitude = 29.5 PP; Behavior change = 22 PP. Notwithstanding these seemly positive results, the evaluation found no evidence to suggest that the changes generated are permanent. For this to occur, farmers must confirm that the conservation and best practices being promoted through ARAs produce concrete benefits. An applied research program could have been implemented to assure and measure such benefits; however, the project duration was too short to implement such a methodology

4. Two hundred and seventy two (272) ARA contracts were signed across the Andean countries, placing a total of 16,654 hectares of native forests, wooded stream banks, moors and wetlands under direct protection by the project. This was more than double the expected goal of 8,000 hectares. Because of their remote location and time constraints, it was not possible to verify RARE's claim that an additional 106,930 hectares of important ecosystems were "indirectly protected". The evaluation did find, however, find that some partner institutions had developed collaborative agreements with national park authorities; while others helped municipalities draft ordinances that promised to protect high biodiversity and important water production sites.

5. Environmental conditions at the project intervention sites were improved through the establishment of protected areas, reduction of grazing on fragile lands and stream banks and the installation of agroforestry and improved pastures systems. These practices should help farmers adapt and mitigate climate change, while protecting critical water producing ecosystems that harbor important native plants and wildlife. More study is needed to confirm these benefits. The late application of AZE monitoring protocols managed by Birdlife International hampered the project's decision making process. Of the 15 AZE species originally targeted for protection, only four were found. Thirteen other endangered species of birds and amphibians were sighted during the execution of the project; however, the known range for several of these species did not exactly coincide with ecosystems placed under protection by the project. Field visits conducted during this evaluation confirmed that the ecosystems being protected held several species of native plants and animals revered by farmers for their practical and intrinsic values.

6. In addition to the partner organizations mentioned, 11 new institutions have incorporated PRIDE/ARA Campaigns in their work programs, and important follow-up campaigns are being implemented by nine local municipalities. Aimed at financing in-kind incentives offered through ARAs, eight water funds have been created at different project intervention sites. Appreciated and carefully attended by local stakeholders, it is expected that these funds will continue to function beyond the life span of the project. An on-line toolbox, scientific papers and web-sites were developed by the project to facilitate the promotion and implementation of PRIDE/ARA Campaigns. Eleven site managers obtained their Master's degree in social marketing and communication. Considering lessons learned and the suggestions of the participants, RARE has shortened and streamlined this Master's course to focus more on conservation.

7. The Project document (Prodoc) clearly justifies and defines the project; however, some flaws were noted. Experience shows that there can be no conservation in third world countries without development; however the project lacked livelihood indicators. Most partner institutions had weak farmer support extension programs, but the project lacked a capacity building strategy to cover this need. The exact whereabouts AZE species was unknown, complicating the justification and implementation of ARAs. Finally, a complicated and costly satellite imagery study was conducted by the University of Wisconsin to measure changes in land use, when simple ground controls using easy to measure indicators probably

would have been sufficient. Increasing the involvement of partner institutions in the project planning, monitoring and evaluation processes might have helped correct some of these flaws.

8. The project was managed efficiently. Following recommendations of the Internal Mid Term Review (IMTR), RARE developed a detailed monitoring and evaluation plan. This plan effectively supported the project's decision making process. The development of water funds to finance Pride/ARAs campaigns, the use these campaigns to promote other conservation mechanisms such as land purchase, Payment for Environmental Services (PES) and the creation of nature preserves managed by local municipalities, rural communities and private individuals and the strong marriage of partner institutions with local municipalities testify to the fact that the project successfully implemented adaptive management procedures. RARE also mobilized a great deal of support for Pride/ARA Campaigns and project co-financing goals were surpassed. Recently, RARE signed 20 new collaborative agreements (Mexico (2), Colombia (10), Ecuador (5) and Peru (3)) for expansion of Pride/ARA Campaigns. Partner institutions praised RARE's transparent and effective management of project funds and administrative affairs.

9. Lessons learned in this project of operational relevance for future project formulation and implementations are summarized below: a) **Public institutions (regional governments, municipalities, and development corporations) and NGOs can effectively execute Pride/ARA Campaigns**. This statement is only true of those organizations that have the capacity to conduct well-organized and efficient farmer support extension programs that effectively improve the well-being of famers through the sustainable management of natural resources**. b) Local leaders and field extensionists are key actors in extension.** These key actors must be well trained in participatory development mechanisms and in the technical aspects of conservation and best practices. In order to properly carry out their responsibilities, extension agencies must also provide these actors with transport, audiovisual aids, didactical materials and logistical support**. c) Monitoring systems should be simple and participatory. Stakeholders should be involved in the monitoring process.** This increases ownership. Only indicators that are needed and that can be easily evaluated should be used. This improves efficiency of monitoring and evaluation programs by lowering costs and reducing time spent in gathering useless data. **d) Projects should consider the weaknesses and strengths of partner institutions.** Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and due diligence studies can be used in the planning stage of the project to determine the conditions of partner institutions. This information can be used to develop a proper capacity building strategy for these institutions. **e) Pride Campaigns produce increases in knowledge, attitudes, commitment and interpersonal communication and for both up and down stream populations**. Although expensive and time consuming, surveys conducted to measure these conditions produce information that can be used to stimulate the participation of local institutions in the development of conservation programs**. f) Long lasting changes in behavior occur only when farmers confirm the tangible benefits stemming from their conservation and development efforts.** Applied research programs help extension agencies determine the benefits or failures of conservation and best practices being promoted, however this project was too short to implement applied research techniques. **g) Pride is an effective tool for promoting ARAs.** Farmers need to understand the full meaning, benefits and responsibilities of ARAs. Communication strategies implemented in Pride/ARA Campaigns facilitate this understanding. **h) Cash can be combined with in kind benefits associated with ARAs to promote conservation**. Cash incentives are used by ARA holders to solve pressing personal problems like education, health care, nutrition and housing needs. **i) In addition to ARAs, Pride Campaigns can be**

used to promote other conservation schemes prevalent in the region such as PES, land purchase and the creation of nature preserves managed by public institutions or private individuals. This lesson was successfully applied by NCI in the Province of Loja, Ecuador. **j) Knowing the existence and exact location of AZE species before starting this project would have facilitated its development.** Unfortunately, AZE species monitoring activities conducted by Birdlife International got off to a late start, and information produced in these studies could not be used to support the decision making process. **k) Involving partner institutions and other important stakeholders in the design and evaluation phases of the project increases their commitment and input to the project.** When asked if they had participated in the elaboration of the Project document (Prodoc) or closely examined key evaluation reports with project staff, the majority of the Site Managers interviewed said "No". Prompting the participation of important stakeholders in project design and evaluation creates long lasting partnerships where constructive dialogue is generated, ownership is strengthened and project results are made more sustainable. This joint learning process helps reduce tensions and strengthens relationships, and increases commitment. It also helps to develop a shared vision that can be useful in formulating creative solutions to challenges. To achieve stronger partnerships and more sustainable results in conservation and livelihoods, governments, GEF/UNEP and project executing agencies are requested to consider intensifying the participation of partners and important stakeholders in the design and evaluation phases of the project by **i) designing planning, monitoring and evaluation activities that require the active exchange of information between project staff and stakeholders, ii) assigning partner institutions and other important stakeholders specific monitoring and evaluation responsibilities and iii) organizing frequent meetings with selected stakeholders with the sole purpose of reviewing project implementation problems and opportunities.**

10. This evaluation has shown that public institutions (regional governments, regional development corporations and municipalities) and NGOs can successfully implement Pride/ARA Campaigns. To produce a long term behavioral change for the conservation and sustainable management of natural resources, these extension programs must help farmers improve their livelihoods. This takes time and perseverance. Below are three strategies that can help reach this goal, followed by suggested behavioral change time lines for the strengthening of farmer support extension programs and Pride/ARA Campaigns. **a) Develop and implement AZE Habitat Management Plans (HMP) at active ARA sites.** The focus of these crucial plans is to encourage, entice and stimulate the return and reproduction of the targeted AZE species, as well their sustained well-being. HMPs should be developed in collaboration with universities, research organizations and other entities specialized in monitoring and management of endangered species. **b) Continuously train and support extension personnel.** The central aim of any rural extension program is to generate self-reliance among farmers, by improving their development capacities. At the heart of all rural extension programs are the field extension workers and local leaders known for their practical skills at promoting development among rural populations. To properly carry out their functions, extension agencies must provide these actors with training, transport, audiovisual aids, didactical material and logistical support. **c) Incorporate applied research into extension programs.** Applied research aims to maximize and demonstrate the benefits of the conservation and development efforts being promoted by the extension agency. Using simple methodologies and practical data, these programs helps answer real life questions: What is being conserved? Has farm income been increased? Will there be water for forming when the drought comes? Transparently disseminating the results of applied research will promote understanding between farmers, extension agencies, donors and other important stakeholders.

11. As mentioned, long term behavioral change comes only after farmers are convinced of the benefits generated by conservation and best practices promoted through ARAs. Concentrating on improving livelihoods as well as conservation and the sustainable management of natural resources, the time lines presented in this report (Table 11) suggest that at least five years are needed to properly develop projects of this type.

I. Introduction

1. This report presents findings of the Terminal Evaluation (TE) of the GEF/UNEP Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)" GFL: 2328-2713-4B20. This project was executed by RARE[5] and sought to improve the management of habitats populated by critically endangered species at project intervention sites in the Tropical Andes of Peru, Bolivia, Ecuador, and Colombia, through the implementation of Pride[6]/Reciprocal Agreements for Watershed Services (ARAs) Campaigns. Farmers that agreed to participate in ARAs were expected to set aside and conserve important water regulating ecosystems (native forests, wooded stream banks, moors and wetlands) in exchange for in-kind incentives aimed at boosting farm productivity through the application of improved agroforestry and agricultural practices.

2. RARE recruited partner institutions to assist in the development of project intervention sites. They came from both the private and public sectors. The international organizations that collaborated with RARE in the execution of the project included the Alliance for Zero Extinction (AZE) (a consortium of over 60 of the world's leading biodiversity conservation organizations), the University of Texas at El Paso, Birdlife International (BI) and the University of Wisconsin.

3. The project started in January 2010 and terminated in August 2013. The Global Environmental Fund (GEF) allocated US$ 1,775,000 to the project. As of 30 June 2013, RARE negotiated US$ 2,779,565 in additional co-funding. A large portion of the co-financing came from the partner institutions mentioned above. The Terms of Reference (TOR) for this evaluation (without Annexes) is presented in Annex 1 and contains a summary table of key project information..

II. The Evaluation

4. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the UNEP Evaluation Manual, this TE was undertaken after the project's completion in order to assess its performance in terms of relevance, effectiveness and efficiency, and to determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

5. The TE had two main goals: "to provide evidence of results to meet accountability requirements, and to promote learning, feedback, and knowledge sharing of results and lessons learned in the project among UNEP and other key actors. The TE strives to answer why things happened as they did and not just what happened. In this respect and without any hierarchy assigned to the listing, the evaluation sought to answer the following questions:

[5] RARE is an international NGO that trains local conservation leaders all over the world to change the way their communities relate to nature. Their signature method is called a "Pride campaign" – so named because it inspires people to take pride in the species and habitats that make their community unique. http://www.rare.org/about

[6] Rare's Pride Program is a hybrid of traditional conservation education and pure social marketing focusing on behavioral change. Pride campaigns generate a groundswell of public advocacy and peer pressure that has helped to change knowledge, attitudes and behavior.

- Was the project able to implement Pride campaigns using ARA strategies successfully?
- How successfully was RARE at incorporating Pride and ARA methodologies in development programs of partner intuitions?
- How successful were partner institutions at generating the support from additional local development institutions for the application of Pride/ARA Campaigns?
- How successful were the Pride/ARA Campaigns at changing the behavior of the public and ARA holders in favor of conservation and sustainable management of natural resources, particularly water?
- Will ARA holders continue to develop conservation and best practices promoted by the project now that the project has finished?
- Are Pride/ARA Campaigns being replicated at and outside the original intervention sites?
- How successful was the project in conserving AZE biodiversity sites in the tropical Andes at selected intervention sites?
- Has the project been successful in strengthening protection of habitats populated by species that are globally critically endangered?
- Has the project helped in creating a model network of AZE sites, building capacity and creating public awareness?

6. To understand how project personnel and key stakeholders perceived the relevance, effectiveness, efficiency, sustainability and impact of the project, the evaluation involved the following primary and secondary data collection activities 1) review of project documentation (Annex 2), 2) Skype/personal interviews with the Project Manager, UNEP Project Task Manager, project site managers and other key participants (Annex 3), 3) inspection visits to six project intervention sites and 4) a visit to RARE's headquarters in Guadalajara, Mexico to gather information and review primary conclusions and recommendations of this evaluation exercise.

7. As mentioned, six intervention sites were visited: Colombia (Guasca and San Vicente de Chucuri); Ecuador (Chinchipe-Zamora and Cuenca); Peru (San Ignacio and San Jose de Lourdes). Site visits comprised of the following components: 1) round table discussions with decision makers, 2) visits to the farms of ARA holders for discussions and inspections of conservation and best practices being implemented and 3) the reconstruction of the project's theory of change strategy with site managers and other key project personnel. The Intervention Site Evaluation Report in presented in Annex 4.

8. For more information on evaluation procedures, see Annex 5: Evaluation Framework/Programme, which contains a summary list of evaluation questions proposed developed according to target groups: decision makers and ARA holders.

III. The Project

A. Context

9. The AZE has identified 595 sites around the world that encompass the entire known geographic distribution of one or more of 794 species. These species have minuscule ranges and populations and are among the world's most threatened species. The Tropical Andes is

the most biologically diverse region on Earth, containing about one-sixth of all plant species in an area that is less than one percent of the world's land surface. Among all biodiversity hotspots, the Andes have the highest bird diversity and endemism. Colombia, Peru and Ecuador hold the 1st, 2nd, and 4th places on the list of countries with the most avian species. About 664 species of endemic amphibians also occur in these countries of which 450 species are threatened.

10. The project rationale is captured in the following sentence, part of the TE's TORs: "Deforestation in the Andes has increased considerably since the 1970s and is becoming ever more widespread and intense, driven by immigration and rapidly expanding development, involving especially agriculture, cattle-ranching, highway construction, and petroleum exploration. Consequently, farmers are experiencing fewer rain clouds with negative implication for crops. Threats to AZE sites include habitat loss from expanding agriculture and pasture, fire and small-scale logging for timber and firewood. The protection of the AZE species however, is not on any public agenda in the Andes and where there are appropriate laws, they are not being enforced. Small, but now widespread and numerous, rural communities are the chief threat to these species, but these same communities also provide the best opportunity for lasting conservation in the Andes."

11. While the above paragraph presents the TE rationale, it is important to highlight that the context of the project was somewhat different at the time of its conception. Starting from the early 90's, numerous international development projects (supported by national and local governments) pioneered the participation of Andean farmers in the conservation and the sustainable management of their natural resources. Important projects that elevated livelihoods while promoting the sustainable management of natural resources like 1) Community Forestry Program in the Andes (FAO) (1989-2002), 2) Conservation of the Biodiversity of the Páramo in the Northern and Central Andes GFL-2328-2714-4900 (GEF/UNEP) (2006-2012), and 3) Management of Forestry Ecosystems in the Andes (ECOBONA) (Swiss Agency for Development (SDC) (2000-2010) left an indelible mark on the landscape and a wealth of information, participatory methodologies, practical conservation schemes and productive best practices in agriculture, forestry and agroforestry practices.[7] Lessons learned and tools produced by these projects are being used today by governments, NGOs, rural community organizations and farm families to strengthen their development program. The project did benefit from these lessons, but perhaps not as much as it could have.

B. Project Objective and Components

12. As mentioned in the Product Document (Prodoc) the project's immediate objective was: "*to strengthen the effective protection of habitats populated by species that are globally critically endangered in the terrestrial protected area networks of the Tropical Andean countries of Peru, Bolivia, Ecuador, and Colombia.* This objective was later clarified in the project by acceptance of the following project implementation strategy: '"*Pride/ARA campaigns promote the sustainable management of selected watersheds in Peru, Bolivia, Ecuador and Colombia, while improving livelihoods of participating rural communities and property owners"*. As mentioned earlier, famers that agreed to participate in ARAs were

[7] ECOBONA *www.bosquesandinos.info/; Proyecto Paramo Andino: www.condesan.org/**portal**/iniciativas/ppa*; Desarrollo Forestal Comunitario en los Andes www.bosquesandinos.info/**portal**es.shtml

expected to set aside and conserve important water regulating ecosystems (native forests, wooded stream banks, moors, wetlands and other possible AZE sites) in exchange for in-kind incentives aimed at boosting farm productivity.

13. The project was divided into three central components. (Table 1)

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Table 1. Project components and component objectives

Components	Objectives
Component I: Development of Pride/ARA Campaigns	To build institutional capacities and public awareness for conservation of AZE sites
Component II: Analysis of Pride/ARA Campaigns	To evaluate the effects of using Pride methodologies to promote the implementation of ARA
Component lll: Project Management	To manage the project in an effective and efficient manner

14. Component l sought to develop Pride/ARA Campaigns in twelve intervention sites. Component II was aimed at evaluating the behavioral change, alterations in species and AZE habitat status, and the influences of Pride methodologies on ARA. The information generated was to be used to expand and replicate Pride and ARA methodologies outside the original interventions sites. This component also involved the production of tools needed to disseminate conservation and best practices promoted in ARA. Component III focused on project management. Here RARE was expected to organize and implement an effective project monitoring and evaluation system, covering technical, administrative and financial issues, while executing reporting and budgetary instructions imparted to them by UNEP.

C. Target areas/groups

15. The project targeted poor Andean farmers. Mostly of indigenous origin with small parcels of land (between 5 to 50 hectares), the main products of the highland farmers are meat, milk, cacao and variety of grains. Urban populations were also targeted in the project. This target group consumes the water coming from the watersheds being managed under the project. Pride Campaigns were used to motivate the upstream farmers and downstream urban dwellers in the sustainable management of water regulating ecosystems and the conservation of endangered AZE species. In compensation for their conservation efforts, farmers were given in kind incentives and technical assistance aimed at improving farm productivity. Urban dwellers were promised clean water. NGOs, Regional Development Corporations, municipalities, and private enterprise were also targeted by this project. Their managerial and technical staffs were trained through mentoring visits and the distributions of information and tools related to social marketing, bests practices and conservation of AZE species. Site managers (placed by partner institutions) participated in RARE's Master's Course on social marketing and communication.

16. Conservation awareness levels and conditions differed among target groups. Closely tied to the land, many farmers were keenly aware that their natural resources must be treated

with care, but lacked the resources and techniques to reach this objective. In contrast, the awareness and knowledge levels of the urban population was low, so low that many of those interviewed during Pride Campaigns were unable to respond to simple questions such as 'Where does your water come from? 'What is being done to protect your water supply?' 'What can you do to help?' With the exception of the private enterprise, the great majority of the institutions targeted by the project had some experience in promoting the sustainable management of natural resources. Educated and motivated, most of managerial and technical staffs of these organizations were motivated to improve the conservation and rural developed programs sponsored by their institutions.

17. Missing from the target groups were the field extension workers and local community leaders. Acting as facilitators, both of these groups are essential components of extension programs promoting conservation and rural development. Their omission and resulting shortcomings will be discussed later on in this report.

RARE: Fellow with ARA holder (Oxapampa, Peru)

D. Milestones/key dates in the project design and implementation

18. As per the project's monitoring and evaluation plan, Annex 6, major project milestones and key dates are presented in Table 2.

Table 2: Milestones and key dates and times.

Milestones	Key dates and times
Approval and start of the project	March 2010
Identification of Interventions sites	Within the first year of the project
Start of Pride/ARA Campaigns at interventions sites	Dates vary according to sites
Signing of ARA at intervention sites	Dates vary according to sites
Mentoring and expert visits to intervention sites	Dates vary according to sites
Site managers complete master's course in social marketing	In the second year of the project
Establishment of control sites and initiation of indicator monitoring procedures	Dates vary according to sites
Internal Mid Term Review	October 2011 to January 2012
Project ends intense support to intervention sites and project partners	December 2011
Replication of Pride/Campaign with little aid from RARE	October 2013 onward
Results of analysis of project indicators as compared to control sites published	From December 2011 onward
Tool box intended to promote replication finalized and in operation	October 2013

Submission of Final Report	October 3013
Project ends	December 2013
Submission Terminal Evaluation Report	End of May 2014

E. Implementation arrangements

19. As the implementation agency, UNEP was responsible for ensuring that GEF policies and criteria were adhered to and that the project met its objectives and achieved expected outcomes in an efficient and effective manner. The UNEP project task manager was responsible for project supervision on behalf of the Director of GEF. UNEP was expected to ensure timelines, quality and fiduciary standards in project delivery. These responsibilities included performing the liaison function between UNEP and GEF Secretariat, report on progress against milestones outlined in the CEO approval letter to the GEF Secretariat and ensuring that EOU arranged for an independent terminal evaluation and submitted its reports to the GEF Evaluation Office.

20. As mentioned, RARE served as the project proponent and Executing Agency. This agency was responsible for the implementation of the project in accordance with the objectives and activities outlined in the project Logframe and work plan. RARE's operating unit was its regional office in Mexico. Primary line management functions were conducted by RARE through Project Site Managers. RARE hired a technical advisor to assist Site Managers in the implementation of ARAs; however, the advisor resigned early in the third year of the project, sighting he disagreed with ARA development strategies.[8] A replacement was hired. This new officer continued to make mentoring visits to project intervention sites. For more information on this subject, please see Annex 4.

21. As inferred, project intervention sites were managed by partner institutions. These institutions were carefully chosen by RARE through a detailed and transparent selection process. Smartly paring with local municipalities, partner institutions were mainly responsible for the implementation of the Pride/ARA Campaigns. Partner institutions and associated municipalities also assisted RARE (and contactors) to monitor smart indicators such as hectares of water regulating ecosystems projected, changes in knowledge, attitudes and behavior resulting from Pride methodologies and water quality and flows.

22. A project Advisory Committee (AC) was organized to advice on project implementation. The TOR for this Committee was modified early on to better reflect the focus of the committee's role to promote uptake, sustainability and replication of project results.

F. Project financing

23. Summaries of project costs and co-financing prepared by RARE Mexico during the evaluation are presented in Tables 3 and 4. As programed, GEF allotted US$1,775,000 toward the implementation of the project, while in kind and cash co-financing totaled US$

[8] Questioned as to why he resigned, the first advisor stated: "I disagreed with ARA implementation strategies. In order to bring about long term behavioral change, I suggested that the project concentrate more on strengthening the farmer support extension programs of its partner institutions to improve the productivity (benefits) of conservation and best practices promoted in ARAs. When I realized that my suggestions were not being heeded, I felt it was my duty to resign."

2,768,197. This exceeded planned co-financing goals by approximately 64%. Sources and amounts of project co-financing defined by RARE are presented in Annex 7.

Table 3: Project costs

COMPONENTS	INTENDED EXPENDITURES	ACTUAL EXPENDITURES
COMPONENT 1: Pride Campaigns for capacity building and public awareness at a model network of AZE sites.	2,117,049	3,031,421
COMPONENT 2: Effectiveness Analysis of Replicability of network	1,170,493	828,454
COMPONENT 3: Project Management	262,458	682,747
TOTALS	3,550,000	4,542,622

Table 4: Summary of co-finance as of 8/31/2013

Co-financing (Type/Source)	Private Fundraising (mill US$)		Government (mill US$)		Other (WCS Fiji) (mill US$)		Total (mill US$)		Total Disbursed (GEF) (mill US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Cash	1,113,979	2,096,470					1,397,606	2,096,470	1,775,000	1,775,000
Loans										
Credits										
Equity investments										
In-kind support	661,021	671,727					661,021	671,727		
Other										
Totals	1,775,000	2,768,197					1,775,000	2,768,197	1,775,000	1,775,000

G. Project partners

24. The following organizations were selected by RARE to lead development activities at the project intervention sites: Caritas (San Ignacio, Peru), Instituto del Bien Común (IBC-PERU) Asociación Peruana de Conservación de la Naturaleza (APECO-Peru); Fundación Natura (Bolivia); Fundación Loja (Arco Iris-Ecuador), Empresa de Telecomunicaciones, Agua Potable y Alcantarillado Cuenca (ETAPA-Ecuador); Naturaleza y Cultura Internacional (NCI-Ecuador), Fundación Proaves (Colombia); Corporación Autónoma Regional del Guavio (CORPOGUAVIO-Colombia); Fundación Natura (Colombia), and Parques Nacionales de Farallones (Colombia).

25. International institutions that collaborated in the implementation of this project were given specific tasks. RARE's Master's program in social marketing and communication was certified by the University of Texas at El Paso. Birdlife International was enlisted to conduct monitoring of AZE species at project intervention sites. The University of Wisconsin was contracted to do a study using satellite imagery to evaluate land cover changes produced by conservation and best practice implemented at 11 project sites.

H. Changes in design during implementation

26. In the CEO endorsement submission (March 1, 2010), the project was foreseen to impact the protection of 174,300 hectares AZE habitats. The project started in January 2010. Following GEF policy and adaptive management procedures, baseline information was adjusted during the first six months of the project. Analyzing this new data, project staff in consultation with the Task Manager and the members of the AC decided (in September 2010) to reduce the direct and indirect project impact goals to 8,000 and 119,000 hectares, respectively.[9] Weak famer support extension programs of partner institutions and the reduced number of hectares that poor Andean farmers had to dedicate to conservation are two reasons why these targets were reduced. Other modifications to the project design carried out in the first half of the project were summarized in the Internal Mid-Term Review (IMTR). They include:

- Cancellation of the 12th intervention site Alambi, Pichan y Cinto Watershed / Estribaciones Occidentales del Pichincha on November 12, 2010 due to lowered threat diagnosis and lack of commitment of prospective partner.
- Revision of the project's Costed Monitoring and Evaluation Plan (Annex 5), specifically adding and refining indicators relating to outcomes to reflect decisions taken at the Project Inception Workshop celebrated in January 2010.
- Substitution of Appendix 16 of the Project Document entitled "Study Design for Communities of Conservation", which outlined experimental methodology calling for baseline and post intervention water quality monitoring data at 11 ARA-Pride and four ARA no-Pride sites and to undertake a socio-economic and perceptions surveys at four ARA sites without Pride campaigns.

[9] These and other final project impact figures are presented in Annex 8: Final GEF Tracking Tools.

27. The project was further modified as a result of recommendations provided by the Internal Mid Term Review (IMTR).[10] Major recommendations of this review were:

- RARE is advised to send out project updates on a regular basis (every 3-6 months) to relevant Andean GEF Operational Focal Points and Convention Focal Points.
- RARE should proactively follow up on potential opportunities offered by countries (laws in Colombia and scholarships in Ecuador) which lend themselves to significant, no-cost uptake of RARE principles and methodologies.
- It is suggested that further project expenditures focus on opportunities for uptake, catalytic effect and replicative impact.
- M&E data collection and consolidation should be assigned to a specific individual to ensure all indicator data are available in a timely manner at 6 month intervals for UNEP reporting and for the eventual Independent Terminal Evaluation.
- To demonstrate the powerful impact of the project it is important that the project team keep clearer records of replication, leveraging and sustainability.

I. Reconstructed Theory of Change of the project (ToC)

28. Progress made towards achievement of project objectives and impacts is examined using a Review of Outcomes to Impacts (ROtI) analysis developed by UNEP. This methodology has three distinct stages: a) identifying the project's intended impacts, b) review of the project's logical framework and c) analysis and modelling of the project's outcomes-impact pathways. The project's intended impacts are determined by the project's objectives. Review of the Logical Framework helps to determine whether the design of the project is consistent with, and appropriate for, the delivery of the intended impact. Analysis of the **'impact pathways'** links the project outcomes to impacts. The pathways are analysed in terms of the **'assumptions'** and **'impact drivers'** that support the processes involved in the transformation of outcomes to impacts via '**intermediate states'.**

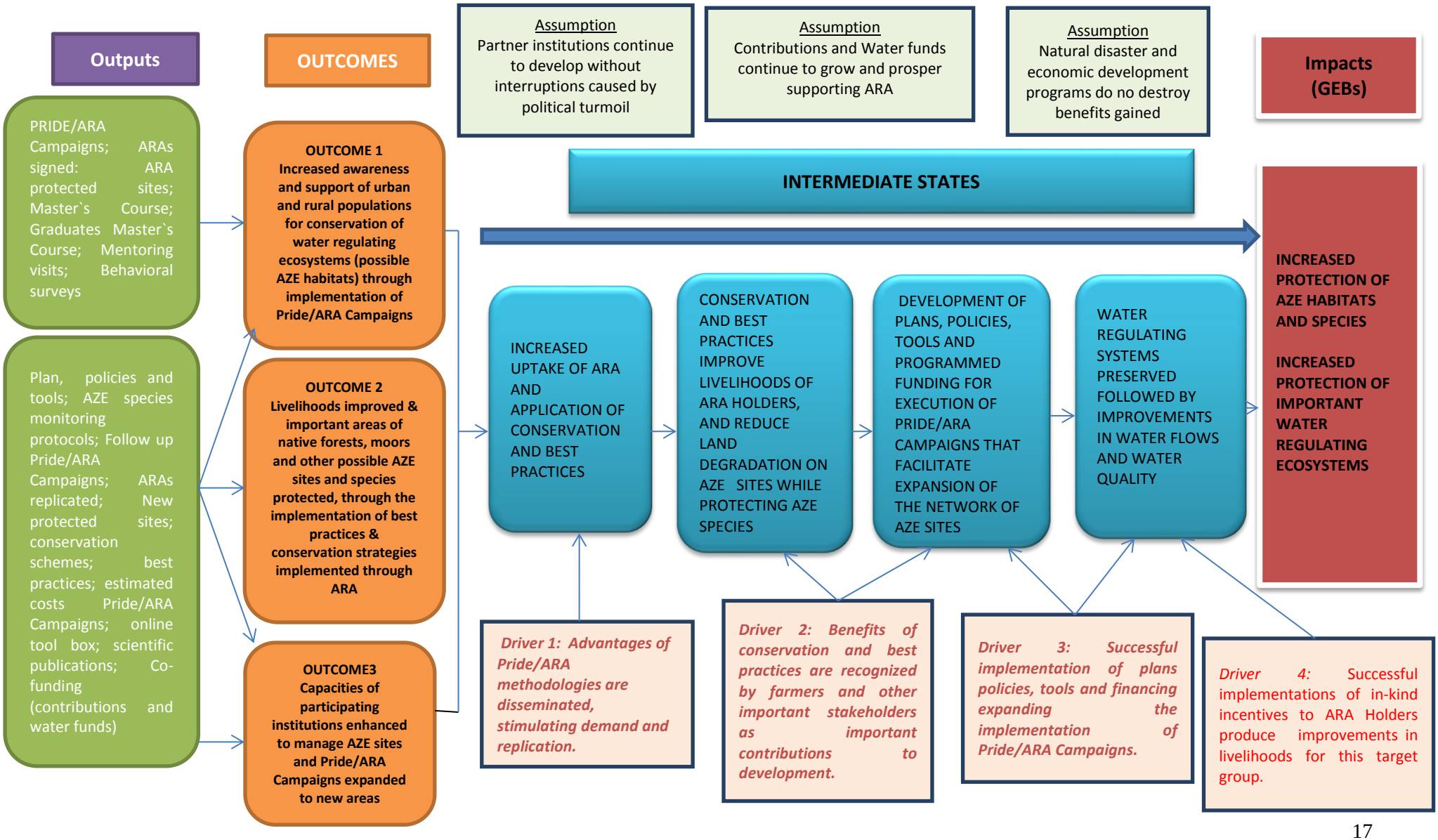
29. More specifically, **'intermediate states'** are the transitional conditions between the project outcomes and the intended impacts (global environmental benefits or GEBs), and are necessary conditions for the attainment of the intended project impacts. Impact drivers are significant factors that if present are expected to contribute to the realization of the intended impacts and can be influenced by the project, its partners and stakeholders. Assumptions are also significant factors that, if present, are expected to contribute to the realization of the intended impacts but are largely beyond the control of the project. Based on the analysis of these factors, it should be possible to recognize if this project has produced sufficient changes to produce a lasting impact.

30. The project's reconstructed ToC is presented in Figure 1. This design is based on the project's intervention strategy. Project outcomes are summarized as follows: OUTCOME 1: Increased awareness and support of urban and rural populations for conservation of water regulating ecosystems (possible AZE habitats), through implementation of Pride/ARA Campaigns. OUTCOME 2: Livelihoods improved and important areas of native forests, moors and other possible AZE sites protected, through the implementation of best practices

[10] The IMTR was conducted by the UNEP Task Manager form October 2010 to December 2011. The mission criticized the project's monitoring and evaluation systems, but gave satisfactory ratings the other evaluation criteria: attainment of project objectives and results, sustainability of project outcomes, catalytic role, and stakeholder involvement.

and conservation strategies implemented through ARAs. OUTCOME 3: Capacities of participating institutions enhanced to manage AZE sites and Pride/ARA Campaigns expanded to new areas. Four important intermediate states are identified: 1) Increased uptake of ARAs and application of conservation schemes and best practices; 2) Conservation schemes and best practices improve livelihoods of ARA holders and reduce land degradation on AZE sites protecting AZE species, 3) Development of plans, policies, tools and programmed funding for continued execution of Pride/ARA Campaigns, facilitating the expansion of the network of AZE sites, and 4) Water regulating systems preserved followed by improvements in water flows and water quality. Four Impact Drivers have been defined: Driver 1: Advantages of Pride/ARA methodologies are disseminated, stimulating demand and replication. Driver 2: Benefits of conservation and best practices are recognized by farmers/stakeholders as important contributions to development. Driver 3: Successful implementation of plans, policies, tools and financing expanding the implementation of Pride/ARA Campaigns. Driver 4: Successful implementations of in-kind incentives to ARA holders produce improvements in livelihoods for this target group. Finally, assumptions defined in this exercise include 1) Partner institutions continue their development without major interruptions caused by political turmoil, 2) Contributions and water funds continue to grow and prosper supporting Pride/ARA Campaigns and 3) Natural disasters and economic development programs do not destroy benefits gained. Based on the analysis of these factors, it was possible to recognize that the project has produced sufficient changes that could lead to lasting impacts. More information on the attainment of project objectives and results is presented in Section C of this report**.**

Figure 1: Theory of Change Analysis and Results to Impact Analysis



IV. Evaluation findings

31. Evaluation criteria are rated on six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

A. Strategic relevance

32. The project was conceived to support GEF-4's Strategic Objective 1, under Strategic Program 3; strengthening terrestrial protected area networks, "by targeting some areas which fall under protected area status and others in terrestrial ecosystems that are under-represented in protected area networks and are as such prime candidates for the creation of new Protected Areas". The project was also construed to support GEF Strategic Objective 2; Strategic Program 5, "mainstreaming biodiversity conservation in production landscapes "by providing incentives to rural and agricultural communities to protect forest cover in important watersheds and by mainstreaming AZE as a conservation tool". The Internal Mid Term Review (IMTR) correctly concludes that the project is more related to GEF 5 biodiversity priorities, which explicitly reference 1) gaps in the coverage for threatened species and/or 2) as a capacity building and awareness building effort. The IMTR also points out that the project is fully consistent with the UNEP's priority of ecosystem management which centers on the functioning and resilience of the ecosystems and the services they provide. Management of water producing ecosystems is high priority in all participating Andean countries. Pride/ARA Campaigns help local institutions overcome barriers to ecosystems management by increasing awareness, and providing knowledge, incentives and appropriate tools. They also bring people together (urban and rural populations) to combat deforestation and degradation of important ecosystems. As is widely known, working together is the only way the dignity of people will be enhanced and the environment will thrive. Although some stakeholders did not recognize the relevance of conserving AZE species, all stakeholders did appreciate the fact that the Pride/ARA Campaigns promoted the protection of habitats populated by important native wildlife and plants species. Besides representing natural pride and heritage, many of these species are critical to traditional heath care programs and ecotourism businesses. **The overall rating for strategic relevance is satisfactory.**

B. Achievement of outputs according to the project objective[11]

Component 1: Pride Campaigns for capacity building and public awareness at a model network of AZE sites.

Outcome 1.1: Improved management capacity at AZE sites

33. Output 1.1.1: Up to 12 community representatives have completed training course and have received Master's Degree: Twelve site mangers attended RARE's course on social marketing and communication, organized with the assistance of the University of Texas at El Paso. Nine participants obtained their Master's degree. Lacking formal eligibility requirements mandated by the University of Texas, the remaining three participants were given approval certificates. The graduates interviewed expressed their appreciation for the participatory manner in which RARE instructors conducted course work. Some participants felt that being away from the intervention site for long periods of time slowed the pace of field activities, but all participants recognized the importance of this training. Site managers recommended that future courses focus more on problems faced at the intervention sites.

34. Output 1.1.2: At least 9 Pride/ARA campaigns implemented, led by trained site managers: The project started with twelve partner institutions. Due to problems with the project work site, the NGO "Conservacion y Aves" (Ecuador) was negotiated out of the project in the first year. Arcoiris stopped work close to the end of the project, due to internal institutional problems; all remaining 10 partners conducted full (24 months) PRIDE/ARA Campaigns. Campaigns conducted by IBC and CORPOGAUCIO were not as productive as others in terms of ARAs and hectares placed under protection (Table 5). When asked why some partner institutions did better than others, the Project Manager cited a "lack of commitment" as the main reason. He also pointed to the fact that the project "lacked an institutional building strategy".[12]

RARE: Fellow s during training in Guadalajara, Mexico

35. An institutional building strategy should have been formulated in the planning stage of this project. Strength, Weaknesses, Opportunities and Threats (SWOTs) analysis or due diligent studies on partner institutions could have helped develop capacity building objectives

[11] Outputs contained in this section correspond to those presented in the project monitoring and evaluation plan. (Annex 6). For complementary information on project outputs please consult Annexes 8: Final GEF Tracking Tools and 9: Discussions Notes on Project Outputs with RARE at Headquarters.

[12] RARE`s Final Project Report

and action. For example, the lack of well-trained field extension workers and community leaders was one major problem detected in this evaluation.

RARE: Property owners signing ARAs (Ecuador)

36. Output 1.1.3: Up to 12 functioning (signed) reciprocal agreements are documented: Two hundred and seventy two ARAs were signed by farmers, protecting approximately 16,654 hectares of water regulating ecosystems (Table 5). This is more than double the projection goal of 8,000 hectares original sought by the project. Some of the areas placed under protection by ARAs visited in this evaluation are degraded from years of overuse (grazing, cultivation, cutting and fire) and need time and management to recover. Management plans for these areas were not developed in this project.

Table 5: Summary of signed ARAs and total area of protected sites [13]

Partners	Duration of the campaign		After the campaign (2012)		After the campaign (2013)		Totals		
	No. ARAs	Hectares protected	No ARA	Hectares protected	No. ARAs	Hectares protected	No. ARA	Hectares protected	Hectares indirectly
Proaves, Colombia	8	2131	0	0	1	2300	10	4431	28802
Nature Bolivia	13	667	30	1035	8	117	51	1814	11789
ETAPA, Ecuador	10	506	7	485	5	350	22	1341	8715
IBC, Perú	3	33	0	0	0	0	3	33	215
Arco Iris	0	0	0	0	0	0	0	0	0
NCI Ecuador	2	15	3	3	2	2300	7	2318	15070
Caritas Peru	0	0	27	754	9	203	36	957	4901
APECO Peru	0	0	0	0	0	2500	0	2500	16250
Natura Colombia	6	50	4	13	115	658	125	721	4687
CORPOGUAVIO Colombia	2	133	3	85	2	0	7	136	881
Parque Nacional de Farallones de Cali, Colombia	0	0	3	103	10	2300	13	2403	15620
Totals	44	3,352	76	2,477	152	10,727	272	16450	106930

37. Because of their remote location and time constraints, it was not possible to verify (in the field) RARE's claim that an additional 106,930 hectares of important ecosystems were "indirectly protected" by the project (Table 5). However, the evaluation did find that some partner institutions had signed collaborative agreements with national park authorities, while

[13] With small modifications generated by field a visit, the bulk of the information presented here was first presented in RARE's Final Project Report, page 31

other prompted municipalities to draft official ordinances that promised to protect important high biodiversity and water production sites.

38. In addition to ARAs, APECO Peru and NCI Ecuador used Pride methodologies to promote other conservation schemes prevalent in the region, including land purchase, Payment for Environmental Services (PES) and creation of nature reserves managed by local authorities and private citizens. Contrary to the small parcels of land protected under ARAs, these systems favor the protection of larger areas. In a follow up Pride Campaign conducted after the termination of the project, NCI generated the protection of approximately 18,000 hectares prime native forests, wooded river banks and moors in the Loja Province of Ecuador using a combination of these platforms.

39. Output 1.1.4: Up to 12 campaign managers have received mentoring services and advice from a reciprocal agreement expert: Despite financial restrictions and the fact that travel to some intervention sites was difficult, RARE personnel conducted frequent mentoring visits. Although these visits were important, this evaluation found that more technical assistance was needed, in particularly for the application of agroforestry and pasture management systems being promoted through ARAs. **The overall rating on the delivery of outputs related to this outcome is highly satisfactory.**

Outcome 1.2: Community-based constituency's capacity built to achieve beneficial conservation results

40. Output 1.2.1: Pre and post surveys were designed and implemented and stakeholder characterizations are available for up to 12 sites. Pre and post surveys were implemented at all active interventions sites, facilitating the measurement of changes in knowledge, attitudes, interpersonal communication and behavior promoted by Pride/ARA Campaigns. Project Site Managers complained that these surveys were expensive and time consuming and that conclusions reached, although positive, were not decisive. Site Managers did confirm that the information gathered in the surveys could was instrumental in generating the support of local organizations**.**

41. **Output** 1.2.2: >10% behavior change and >25% knowledge and attitude change have been measured at up to 12 sites**.** Pre and post surveys conducted by the project indicated that Pride Campaigns produce increases in knowledge, attitudes, interpersonal communication and behavioral change for both up and down stream populations. The average percentage point increases registered between the pre and post campaign surveys were the following: Knowledge = 29 Percentage Points (PP); Attitude = 29.5 PP; Behavior change = 22 PP.

42. While the Task Manager found the awareness surveys to be effected (see footnote)[14], the evaluation found no evidence to suggest that the changes generated can are long term or permanent. For this to occur, farmers must become convinced that the conservation and best practices being promoted through ARAs produce concrete benefits. An applied research program could have been implemented to assure and measure such benefits; however, the project was too short to implement such a methodology. For example, two or more growing seasons are needed to confirm advances of most agriculture and agroforestry systems. Forest plantation and management of native forests programs take still more time.

RARE: ETAPA launch Pride Campaign in Soldados, Ecuador

43. **Output** 1.2.3: Follow-up campaigns have been initiated at 9 sites with minimal support from RARE and with strong support from community leaders or local organizations. With the exception of Arcoiris and APECO all partner implementers have undertaken follow up campaigns. Institutions that currently receive help from RARE for this purpose are IBC (Yanachaga, Peru), Fundacion Natura Colombia, Parques Nacionales Farallones (Colombia), Caritas San Ignacio (San Ignacio, Perú), the Municipality of Guasca (Colombia), ETAPA (Cuenca, Ecuador) and NCI (Loja, Ecuador). Institutions that do not receive help form RARE for follow up activities are Proaves (Roncesvalles, Colombia) and Fundacion Natura Bolivia. **The overall rating on delivery of outputs related to this outcome is highly satisfactory.**

Outcome 1.3 Improved protected status in 10 out of 12 AZE sites and mainstreaming indicator monitoring data.

44. Output 1.3.1 Public and private entities have incorporated or are in the process of incorporating either local AZE site amongst buffer areas conservation priorities or ARA schemes as a conservation tool, within land management plans. In addition to partner institutions, several local organizations have incorporated PRIDE and ARA methodologies in their development policies and plans. These include the Adminstracion Publica Cooperativa Manatiales de Chucuri (APC) (Colombia), Municipality of Roncevalles, (Colombia), the municipalities of Nangaritza, Avocados and El Oro (Ecuador), the municipalities of San Ignacio and San Jose de Lourdes (Peru), Fondo del Agua para la conservation del Rio Puate (Ecuador), Fondo para la Accion Ambiental (Colombia), Radio San Vicente, Colombia) and the Corporacion Autonomo de Antiochia (Colombia).

45. Output 1.3.3: At least 50 new landholders per year enrolled under ARA schemes (i. e. signed or due to be signed). One hundred and fifty two new landowners signed ARAs in

[14] "Either the project did or did not bring about behavioral changes." The awareness surveys, documented that significant behavioral changes WERE effected." (Comments on the TE Report received from Kirstin McLaughlin)

2013. This is roughly twice the number (76) from the previous year. Referring to the follow-up programs mentioned above, it seems likely this upward trend will continue. (Table 5)

ARE: Riparian protection on ranch (ETAPA, Ecuador)

46. Output 1.3.4: AZE habitat loss lowered or stopped at interventions sites. Visits to interventions sites confirmed that ARA holders were taking steps to stop the habitats loss by fencing sensitive areas, limiting grazing in moors and native forests and controlling fire, illegal cuttings and other destructive processes.

47. As mentioned, a remote sensing exercise was conducted by the University of Wisconsin to measure landscape change generated by the project; however, this study failed to produce the expected results. As concluded by the Project Manager, "the expectation that forest/habitat recovery could happen in 2-3 years is really not realistic.[15] It seems that simple field controls using easy to measure indicators such those mentioned above would have been a more realistic approach to this issue. In addition to being less expensive, field controls would have facilitated the participation of farmers in the monitoring process; thus; increasing their input and ownership to the project goals. See comments on this subject received from the project Manager.[16]

48. Although AZE species selected for protection under the project were found at only four of the project intervention sites; it is important to note that other endangered species were detected at these sites during the species monitoring activities conducted by Birdlife International (Table 7). ARA holders also confirmed that habitats being protected are homes to a number of endemic plants and animals of local interest. **The overall rating on delivery of outputs related to this outcome is moderately satisfactory.**

Outcome 1.4 Reciprocal agreements (ARA) are established and being tested, with the objective of providing economic assistance contingent on verified conservation behavior in each AZE community

49. Output 1.4.1: ARA negotiations are timely and campaigns generate the participation of both upstream and downstream users. Site Mangers commented that the time period allotted to Pride/ARA Campaigns was short. Farmers like to be careful. Before signing, they seek to understand the legal ramifications of their actions. They also want to know what the exact nature of the benefits involved is and how their family will react to taking parts of their

[15] In their final report the authors gave a few other reasons why this study failed: "1) The nature of the vegetation is difficult to classify. 2) Seasonal variations in some types of native vegetation make it difficult to consistently classify from different images and be able to compare land cover change. 3) Scene quality varies with differences from haze, sun angle and topographic effects producing variations of spectral reflectance based on the angle of the ground surface to the sun. 4) The use of different technicians to do the analysis might introduce some bias or variation in methods.

[16] "Even though this particular element of the project wasn't successful in finding any real "change" in the landscape, a lot went into it and should be rescued as a lesson learned that the expectation that forest/habitat recovery could happen in 2-3 years is really not realistic in the least and that other types of indicators should be considered for future projects of this type:"

land out of production. As confirmed in interviews with ARA holders, it can take anywhere between six months to two years to properly answer these questions.

RARE: Pride Campaign in San Vicente de Chucuri, Colombia

50. Output 1.4.2: The promotion ARAs as tools for the conservation of habitat for endangered species is adopted as a management goal by at least 2 regional/ provincial or national government institutions. Between project partners and local organizations, 20 development entities have adopted the PRIDE and ARA methodologies as management tools. The strong participation of local municipalities confirms that the project has successfully promoted country ownership values.

51. In-kind incentives are used by most constituents to promote ARAs. However, some ARA holders prefer cash rewards for their conservation efforts. Cash can be used to solve pressing personal problems like education, health care and nutrition. One way of dealing with this problem is to combine cash with in-kind incentives, as was implemented by Caritas at the San Ignacio intervention site.

52. Improper selection of tree species used for agroforestry systems, inadequate site preparation for improved pastures and lack of information related to the cost and farmer benefits generated by conservation and best practices promoted in ARAs were faults found at some intervention sites. Using lessons learned in past projects and employing highly trained extension workers and local community leaders, Caritas, Fundacion Natura (Colombia) and NCI (Ecuador) avoided these problems.

Output 1.4.3: Up to 12 local institutions, including municipalities, are contributing funding or have programmed funding for ARA schemes. This output was achieved through the creation and operation of 8 water funds. Legal problems dominate some of these funds but participants are determined to resolve these problems (Table 6). **The overall rating for outputs mentioned under this outcome is satisfactory.**

Table 6: Water funds[17]

Management agencies	Contributions December 2013	STEPS BEING TAKEN TO PROMOTE SUSTAINABILITY OF THE FUNDS
El Torno, Bolivia.	US$23,585	"Water cooperatives" operating in this region have agreed to invest a percentage of the fees they collect for the implementation of ARA.
Municipality of Zumba, Ecuador	US$ 3,100	Under contract, this municipality is obligated to give the fees it collects to a recently created regional water fund. Municipal elections were recently held. NCI will investigate this situation, once the new authorities are in place.
Roncesvalles, Colombia	US$ 12,500	This fund is managed by the municipality. It collects voluntary contributions from water users (residents, rice growers, and others). Legally, only national authorities can create and operate water funds. Proaves is investigating this situation.
ETAPA Cuenca, Ecuador	US$ 20,000	ETAPA collect water fees. Some of this money goes to support ETAPA´s watershed management program, but a large portion of the fees is given to the Regional Water Fund (Fondo Nacional del Rio Paute) (FONAPA). ETAPA is seeking to obtain support from FONAPA for the implementation of ARAs
Municipality of San Ignacio Peru	US$ 30.000	Supported by a recent legal study, portions of land taxes collected by the municipality are now being used to support ARA.
"Adminstracion Publica Cooperativa Manatiales de Chucuri" (APC)	US$ 12,000	APCcontributes US$ 10,000 annually to this fund. Roughly US$ 1,000 comes from users as voluntary contributions. Contributions from the municipality of San Vicente de Churcuri are being negotiated.
Parque Nacional Farallones	US$ 24,000	Negotiations are under way to obtain part of the 1% of the water fees charged by the municipalities to support Pride/ARA Campaigns.
Municipality of Guasca, Colombia	US$ 25,500	A new law obligates municipalities to support watershed management activities. The fund is operated by the Municipality of Guasca. 1% of annual revenue the municipality has been set aside to support this fund.

[17] RARE's Final Project Report

Component 2: Effectiveness Analysis—evaluating replicable network effects of using Pride methodology to boost the impact of a strategy of reciprocal agreements

Outcome 2.1: Measurable expansion in network of support for AZE sites

53. Output 2.1.1: An online toolbox is created and in operation; containing at least 12 new tools intended to facilitate replication. The toolbox includes instruction videos related to the use of statistical analysis tools (Survey-Pro) and Pride elements of community mobilization. The toolbox supported the generation of four online courses, including ToC, ARA Process, Quantitative Research and Qualitative Research. Covering topics that alumni indicated they needed, RARE developed six Webinars. These are recorded in "Illuminate" program. [18]

54. Output 2.1.2: New RARE/Planet members, hits on RARE/Planet AZE group and monthly downloads of the online toolbox show upward trends (10% with respect to mid-term results). The Project Manager reports that RARE's "Facebook" has totally overshadowed the hits originally intended for RARE/Planet. To increase its validity, RARE/Planet has been redesigned and was re-launched in March 2014 as Planet Rare.com.

55. Output 2,1.3 Non-project countries have a 1:2 ratio of AZE memberships with regards to AZE members from countries attended by this project. According to the Project Manager, this output was not pursued by the project. It seems that this output was simply overlooked; however, it does appear in the project's monitoring and evaluation plan (Annex 5).

56. Output 2.1.4: At least one agreement is reached to develop a new intervention site or expand an existing intervention site in two or more countries. RARE has promoted the implementation of Pride/ARA Campaigns since 2010. During this project, RARE signed 20 new technical assistance agreements (Mexico (2), Colombia (10), Ecuador (5) and Peru (3). New interventions sites are to be

RARE: Master`s student conducting awareness survey

[18] Web site offered by RARE:
1) Online trainings http://www.raretraining.org/moodle/,
2) AR Motion http://www.raretraining.org/moodle/,
3) Rare Motion, https: //www.youtube.com/watch?v=QTSMlDHm6MI,
4) Webinars, i.e. https://sas.elluminate.com/p.jnlp?psid=2012-02-24.0849.M.81DA6148B5246E1C46AA3A580F10F5.vcr&sid=831,
5) Rare Planet http://www.rareplanet.org/es,
6) Facebook *facebook.com/rarelatinoamerica*
7) Videos Testimoniales https://www.youtube.com/watch?v=NzZH7g95DW8

created for the development of some of these agreements.

Cock of the Rock: AZE species San Ignacio, Peru

57. 2.1.5 At least one intervention site or one non-intervention site benefits from additional funding in each of the countries that participated in the project. Fundacion Natura Bolivia has received additional funds from the McArthur Foundation and British Investments for the promotion of ARAs in El Torno. Patrimonio National Colombia has provided funds to the Parque Nacional de Farallones de Cali and the Municipality of San Vicente de Chucuri for the expansion of Pride/ARA Campaigns. APECO has received funds from the Fondo de Protection de las areas Naturales Protegidas del Peru (Profonanpe) to continue the promotion of Pride/ARA Campaigns.

The overall rating on delivery of outputs related to this outcome is satisfactory.

Outcome 2.2: Measurable uptake of best practices in social marketing of incentives that strengthen terrestrial protected area networks

58. Output 2.2.1: Indicators' measurements show that ARA uptake is "more effective" with Pride than without Pride. With additional funding from a British based foundation, RARE has started a research project to measure this effect. Initial data collected during the project indicates that Pride Campaigns help improve the up-take of ARAs, even when taxes are applied to support water funds that pay for in-kind incentives used in ARAs.

59. Output 2.2.2: Comparative study is underway and the RARE Executive Board adopts a decision to refine the Pride methodologies, based on research results of this study. RARE is constantly improving development policies and programs by incorporating lessons learned from this project and other endeavors. After the project closed, RARE modified the curriculum of its Master's course in social marketing and communication by adding new subjects more related to conservation and reducing the number of weeks of training from 19 to 13.

60. Output 2.2.3: Scientific articles are prepared regarding the effectiveness of Pride campaigns in facilitating the adoption of ARA. Three scientific articles were produced: two articles on use of Pride Campaigns and one article on the use of ARAs for climate compatible development. All three articles were submitted to technical journals for publication.
The overall rating on delivery of outputs related to this outcome is satisfactory.

Outcome 2.3: Pride campaigns achieve positive results on biological indicators for globally endangered and critically endangered species restricted to one site.

61. Output 2.3.1: Habitat and species monitoring protocols applied for collecting baseline data, at up to 12 AZE sites. Birdlife International developed these monitoring protocols but very late in the project. Not being able to properly verify the status of the selected AZE species early on in the project caused confusion. Monitoring protocols were implemented late in the project by Birdlife International at some of the interventions sites, but the data produced in these surveys was only distributed to the Site Managers in March 2014.

62. Output 2.3.2: cost of PRIDE/ARA Campaigns measured and compared. RARE ascertains that Pride/ARA Campaigns cost less to delivery then PES schemes. The following statement on this subject is presented in the RARE`s Final Project Report: "An analysis done with very coarse data from the project and other PES experiences in Latin America (Asquith (2012) has shown that transaction costs tend to be lower for ARA + Pride when compared to other traditional approaches to PES, including ARA without Pride. The addition of Pride, although adding a bit to the cost, ultimately does not impact the overall cost per hectare and reaches behaviour change quicker than traditional approaches."[19]

63. Output 2.3.3: Habitat loss is lowered (and in some cases stopped) at 10 intervention sites, showing a positive correlation with AZE sighting in at least three countries. Of the 15 AZE species original targeted for protection under the project only four were found. In addition to these four, 13 sightings of other endangered species (birds and amphibians) were made, although the known range for several of these species did not exactly coincide with habitats placed under protection at the project intervention sites.[20] AZE species monitoring should continue at the project intervention sites in order to confirm or rule out the existence of AZE species (Table 7).

64. Asked to comment on this situation, the Project Manager responded as follows: "Partners knew that protecting habitats of an AZE species through the application of ARAs was an important project objective. Organizations which combine land purchase with ARA methodologies, like NCI Ecuador, demonstrated best chance of creating conservation corridors and land masses that benefit AZE species the most."

[19] RARE's Final Project Report, page 24.
[20] RARE'S Final Project Report, page 13.

Table 7: AZE Species Identified by Birdlife International[21]

SITES	PARTNER	AZE SPECIES	FOUND	OTHER SIGHTINGS
Yanagacha, Peru	IBC	Phynopus bracki and Ameerega planipaleae	Yes	Atelopus oxapampae (EN), R. yanachaga (VU) y Pristimantis bromeliaceus (VU
Yanuncay, Ecuador	ETAPA	Atelopus exigunus and A nanay	No	Hyloxalus anthracinus (CR), H. vertebralis (EN), Gastrotheca pseustes (EN) and P. vidua (EN)
Siehca, Colombia	Corpoguavio	Atelopus lozanol, A. mandinques, A música and Centrolene bucleyi	Yes	P. elegans (VU)
Faraonlles de Cali, Colombia	Parques Naturales	Atelopus pictiventris	No	Andinobates bombetes (EN)
Espindola, Ecuador	Arcoiris	Telmatobuis cirrhacelis Gastrotheca psychrophila, Pristinantis balionotus and P. percultus	No	P. ceuthospilus (VU)
Quando, Peru	Caritas, Jaen	Excidobates mysteriousus	No	Pristimantis ceuthospilus (VU) (first survey)
Roncesvalles, Colombia	PROAVES	Ognorhynchus icterotis	Yes	Existence of rare and endemic species of amphibians and birds that are only found here.
Isimanchi, Ecuador	NCI, Ecuador	Grallaria ridgelyi	No	No sighting AZE species, other endangered species sighted.
Amborò, Bolivia	Funacion Natura, Bolivia	Gastrotheca splendens	No	Rhinella amboroensis (CR), R. justinianoi (EN) and Yunganastes pluvicanorus (all endémica species of Bolivia)
Las Cruces, Colombia	Fundacion Natura Colombia	Odontophorus strophium	Yes (First Survey)	Collection of G. piperata

[21] RARE`s Final Project Report, page 18.

65. Output 2.3.4: Post intervention water quality parameters (turbidity and fecal coliforms) improved at 10 intervention sites. All sites conducted water monitoring programs. Unfortunately, partner institutions did not follow monitoring protocols prepared by the project and current data cannot be used to support the decision making processes. Proper water monitoring protocols are being promoted by RARE in follow up projects. **The overall rating on delivery outputs related to this outcome is satisfactory.**

RARE: Municipal council approving creation of the water fund (Guasca, Colombia)

Component III: Project management

3.0 Project results are generated in a timely and cost-effective manner

66. Output 3.1.1: Project budget supplemented with co-financing and implemented in an effective manner. The co-financing goal was surpassed by approximately 56% and sites managers praised the efficient and effective way project financial affairs were managed by RARE.

67. Output 3.1.2: Internal mid-term review implemented. RARE implemented all recommendations presented in the IMTR, including the improvement of monitoring and evaluation procedures, the follow up on conservation schemes offered by participating countries and the focus on opportunities for uptake, catalytic effect and replications of project impacts.

68. Output 3.1.3: Evaluation and monitoring plan designed and implemented. Smartly detailing outputs, smart indicators, means for verification and costs, the project's monitoring and evaluation plan is presented in Annex 6. This plan was complimented by theory of change exercises conducted by partner institutions following guidelines provided by RARE.

69. Output 3.1.4: Advisory Committee organized and effective. Reprogramed to focus more on the achievements of technical objectives and less on fiscal control, the Advisory Committee generated knowledge and appreciation of the work on the ground and how the knowledge may or may not connect to policies being generated at the higher levels of government.

70. Output 3.1.5: Terminal evaluation implemented: Freely providing logistical support and detailed answers to difficult questions, RARE and partner institutions facilitated the execution of the TE.

71. Output 3.1.6: All reports submitted to UNEP on time. All project reports were produced and delivered on time. The UNEP Task Manager reviewed and discussed the content of these reports with the Project Manager. **The overall rating on delivery of outputs related to this outcome is highly satisfactory.**

C. Effectiveness: Attainment of project objectives and results

i. Direct outcomes from the reconstructed ToC

72. As mentioned earlier, one outcome for each of the three project components was identified in the project's reconstructed ToC:

- OUTCOME 1: Increased awareness and support of urban and rural populations for conservation of water regulating ecosystems (possible AZE habitats), through implementation of Pride/ARA Campaigns.
- OUTCOME 2: Livelihoods improved and important areas of native forests, moors and other possible AZE sites protected, through the implementation of best practices and conservation strategies implemented through ARA.
- OUTCOME 3: Capacities of participating institutions enhanced to manage AZE sites and Pride/ARA Campaigns expanded to new areas.

Two important GEBs have been identified in this evaluation tool: 1) increased protection of AZE habitats and species and 2) increased protection of important water regulating ecosystems. (Figure 1)

ii. Likelihood of impacts from reconstructed TOC

73. This project received a BB rating (Table 8). According to UNEP ratings (Annex 7, TOR), this means that the project is **likely** to meet expected GEBs sometime in the future. Using definitions provided by UNEP, the B rating associated with *project outcomes* means that the greater parts of these outcomes have been achieved and show "*implicit forward linkages"* to intermediary stages and impacts. The B rating associated with *intermediate states* means that the measures designed to move towards intermediate states have started and have produced results, but they give no indication that they can progress towards the intended long term GEBs. In this evaluation it was not possible to confirm that Project Driver 4 (Figure 1) was being achieved: Successful implementations of in-kind incentives to ARA holders produce improvements in livelihoods for this target group. Including livelihood indicators for best practices in project's monitoring and evaluation might have helped avoid this situation.

Table 8: Results and ratings of Review of Outcome to Impact Analysis

Project Objective: Strengthen effective protection of habitats populated by species that are globally critically endangered and endangered within the terrestrial protected area networks of the Tropical Andean countries of Peru, Bolivia, Ecuador, and Colombia.							
Summary of outputs	Outcomes	Rating (A-D)	Intermediate States	Ratings (A-D)	Impacts (GEBs)	Rating (+)	Overall
PRIDE/ARA Campaigns; ARAs signed: ARA protected sites; Master`s Course; Graduates Master`s Course; Mentoring visits; Behavioral surveys Plan, policies and tools; AZE species monitoring protocols; Follow up Pride/ARA Campaigns; ARAs replicated; New protected sites; conservation schemes; best practices; estimated costs Pride/ARA Campaigns; online tool box; scientific publications; Co-funding (contributions and water funds)	1) Increased awareness and support of urban and rural populations for conservation of water regulating ecosystems (possible AZE habitats), through implementation of Pride/ARA Campaigns. 2) Livelihoods improved and important areas of native forests, moors and other possible AZE sites protected, through the implementation of best practices and conservation strategies implemented through ARA. 3) Capacities of participating institutions enhanced to manage AZE sites and Pride/ARA Campaigns expanded to new areas.	B	1) Increased uptake of ARAs and application of conservation schemes and best practices. 2) Conservation schemes and best practices improve livelihoods of ARA holders and reduce land degradation on AZE sites protecting AZE species. 3) Development of plans, policies, tools and programmed funding for continued execution of Pride/ARA Campaigns, facilitating the expansion of the network of AZE sites. 4) Water regulating systems preserved followed by improvements in water flows and water quality.	B	INCREASED PROTECTION OF AZE HABITATS AND SPECIES INCREASED PROTECTION OF IMPORTANT WATER REGULATING ECOSYSTEMS		LIKELY

iii. Achievement of project goals and objective.

74. Project achievements varied depending on the partner organizations/intervention sites. Of the original twelve partner institutions, nine institutions produced solid results. Of these nine, Caritas (Peru) FNC (Colombia) and NCI (Ecuador) excelled. Strong commitment and well organized and effective extension programs are two reasons why these organizations surpassed expectations. Detailed information and ratings on achievement of project goals and objective for each intervention sites is presented in Table 9. For additional details on achievement of project goals and objectives at intervention sites please consult Annex 4.
The overall rating for the achievement of project goals and objectives is satisfactory

Table 9: Achievements of the different intervention sites

PARTNER INSTITUTIONS	RATINGS	CHANGES IN BEHAVIOUR
Fundación Natura, Bolivia	It is likely that this organization will continue to implement Pride /ARA Campaigns beyond the life span of the project	Fundacion Natura Bolivia implemented ARA long before the start of this project. This organization proved that Pride Campaign facilitate the up-take of ARA. Conservation of AZE species is not considered to be an important an important objective at Fundacion Nature; however, by promoting the protection of water regulating ecosystems (moors, riparian systems and Andean forests) this organization does have some influence in this field.
PROAVES, Roncesvalles Colombia.	It is likely that PROAVES will continue to use Pride in the future, contributing in this way to the sustainable management of important watershed in the region, while meeting its objective of protecting rare birds.	Working at the project intervention site for many years, PROAVES's objective is the conservation of rare birds, in particular the yellow eared parrot. With the support of the municipality of Roncesvalles, PRIDE Campaigns helped PROAVES consolidate this objective, while promoting the sustainable management of important water regulating ecosystems in the Roncesvalles watershed which is tributary to the greater Magdalena River Basin.
Department of water shed Management Municipality of Cuenca, (ETAPA) Ecuador	ETAPA is likely to continue to use Pride/ARA Campaigns to increase the protection of important watersheds that feed Cuenca. Promoting an agreement with park authorities could improve ETAPA chance of protection AZE species.	ETAPA implements a watershed management program, the central objective of which is the protection of watersheds that feed the city of Cuenca. This program assists upstream farmers to prevent deforestation and the degradation of moors and stream banks. ETAPA used PRIDE/ARA Campaigns to support this objective, and plans to continue these campaigns, but funds are limited. ETAPA is also responsible for the administration of the Cajas National Park where the AZE species were reported. Connecting watershed management goals with park management would benefit both programs.
IBC, PERU	IBC has decided not to promote Pride/ARA Campaigns in the future.	IBC has worked with Rare in the past. They used the Pride approach to help them obtain the declaration of the Yanachaga Biosphere Reserve some years back. Given that background, it was surprising that they were a bit reluctant to promote Pride/ARA methodologies, although the received financing from the project to do so. RARE´s trainee is still quite active in the region, although Rare's connection to IBC has grown quite cold.
Fundación Natura, Colombia-San Vicente de Chucuri (Colombia)	APCis highly likely to continue to implement Pride/ARA Campaigns beyond the life span of the project. Working with park authorities, APCindirectly contributes to the protection of AZE species.	PRIDE/ARA Campaigns are being replicated by ACP. APChas a strong extension program, operated by enthusiastic and trained extensionists. To date, 125 ARA have been signed; others are being processed. A recently created water fund provides financing for the implementation of ARAs. A collaborative agreement with the National Park authorities is being implemented to protect the Santander Perdiz (AZE species). APChas asked RARE to continue its support to the program and to help the expansion process. Support from the Corporacion Regional de Santander (Environmental Policy Branch) is also being negotiated.
NCI- Chinchipe-	NCI is highly likely to continue	With little supervision and mentoring from NCI, the

Zamora: Ecuador	to promote Pride/ARA/ and other alternative conservation schemes in the region beyond the life span of the project.	municipality of Zumba failed to apply Pride/ARA methodologies appropriately. With additional help from RARE, NCI started a second phase of the project in three nearby municipalities. Rather than prompting ARAs, NCI used Pride methodologies to promote alternative conservation strategies such as land purchase, payment for environmental services and creation of nature preserves managed by municipalities and rural communities. An AZE species monitoring program is necessary to confirm that land being protected under these schemes contains AZE species.
Caritas- Peru,(San Ignacio/San Jose de Lourdes)	Caritas and partner municipalities are highly likely to continue the implementation of Pride/ARA Campaigns beyond the life span of the project.	The municipalities of San Ignacio and San Jose de Lourdes have created watershed management programs. Thirty-six ARAs have been signed. Supported by strategic development plans, ordinances, trained personnel and a functioning water funds, it is highly likely that these municipalities will produce more ARAs in the future. This work might benefit to the Jocotoco bird, but to prove this a species monitoring program is necessary.
APECO, Peru	Unless legal problems can be resolved, it is not likely that APECO will continue to promote Pride/ARA Campaigns at the project intervention site in the future.	Legalities prevented the signing of ARAs. Authorities are looking for ways to resolve this problem. Government sponsored exotic tree planting programs also complicated efforts to protect native forests and grasslands in the region.
CORPOGUACIO-Guasca, Colombia	It is not likely that Corpoguavio will continue to promote Pride/ARA methodologies in the region. However other public institutions have shown interest in the program.	CORPOGUAVIO has little previous experience in participatory development. It extension program is weak. Only 9 ARAs have been signed protecting 800 meters stream banks. Tempted by high land prices, many farmers in Guasca are selling their lands to people from Bogota; therefore, not many farmers are interested in participating ARAs. Although the work with Corpoguavio may not continue, the Corporacion Regional de Cundinamarca-Bogota (CAR), the municipality of Guasca, and the Bogota's Water Fund (now run by an ex-member of the project) are interested in the program.
National Park Authority (Fallarones National Park), Colombia	Given their responsibility over biodiversity protection, it is likely that this organization will continue the application of Pride and ARA methodologies beyond the life span of the project.	Park authorities used Pride/Campaigns to promote the management of buffer zones. Basically, farmers allowed their animals to roam freely into the park. Park authorities observed how Pride/ARA Campaigns helped to control this problem.
Arco Iris-Espindola, Ecuador	Due to serious institutional problems, it is unlikely that this organization will continue to promote Pride/ARA methodologies beyond the life span of the project.	Although Arcoiris finished the Pride/ARA Campaign, this institution underwent significant financial and organizational difficulties. Except for the Director, all professionals left the organization.

D. Sustainability

75. Those local organizations that have incorporated Pride and ARA methodologies into their work programs are likely to continue to implement Pride/ARA Campaign long after the project has terminated. Problems and opportunities related to the replication of Pride/ARA Campaigns are discussed below.

i. Social and political sustainability

76. Pride/ARA Campaigns facilitated communications between local governments and urban and rural populations. Having experienced and appreciated this benefit, many of the municipalities that participated in this project have modified their policies, work programs and budgets to facilitate the implementation of these campaigns.

77. Private industries have not participated as much as was hoped. For example, the municipality of San Ignacio created a water fund to support the promotion of ARAs. This fund is partially financed by an environmental tax created by the city. Negotiations for additional funding from a nearby private hydro electrical company have not produced the expected results. Owners of the company cited that laws prevent them from contributing to the fund. Local authorities are determined to resolve this dispute and have arranged meetings to discuss this problem with national authorities and law makers (Annex 4).

78. RARE has signed 20 new technical assistance agreements (Mexico (2), Colombia (10), Ecuador (5) and Peru (3) for the promotion of Pride and ARA Methodologies, In addition to the private industries, national and regional authorities have been invited to participate in these programs, a condition which will greatly facilitate their sustainability. **The overall rating for this social-political sustainability element is likely.**

ii. Financial resources

79. With the support from the project, local institutions have created eight water funds. These funds are financed in a number of ways: voluntarily contributions from users, taxes levied upon users, budgetary funds of management agencies (municipalities and public water companies) and special contributions from liked-mined institutions. Used to provide in-kind incentives, the money provided by these funds is crucial to the future development of ARA. The legal status of some of the funds is precarious. As explained in Table 6, management agencies are taking steps to overcome these legal problems. **The overall rating for the financial sustainability element is likely.**

iii. Institutional Framework

80. As explained in Section B, 20 local institutions (public and private) are replicating PRIDE/ARA Campaigns. Weak farmer support extension programs plague some of these institutions. Continuous support and training of farmers is needed to consolidate the conservation schemes and best practices promoted through ARAs. Extension programs are also needed to help farmers overcome unseen administrative problems related to ARAS. Unfortunately, training field extension officers and local leaders for the conduction of extension activities was not a priority action in this project. Sites Managers commented on this situations: "We appreciate the master`s degree we earned in social marketing and communication; however, more money should have been invested in supporting and training extension workers and local leaders" (Annex 4). **The overall rating for the institutional sustainability element is moderately likely.**

iv. Environmental sustainability.

81. Today, there are a variety of methods currently being implemented across the globe that strive to protect, save, and sustain endangered species. The most common are the creation of protected areas, habitat restoration and management, captive breeding and reintroduction, conservation legislation, and increased public awareness. The project chose to concentrate on two of these methodologies: promoting awareness and the creation of protected areas. As has been well documented globally, specific features of any habitat help to determine the wildlife species found in an area. In the case of this project, the well-being and reproduction of the targeted AZE species could have been further consolidated through the development and implementation of clearly defined and designed Habitat Management Plans (HMP).

82. ARA holders are proud of their achievements and are likely to maintain the areas they now protect. Here is a summary of comments collected from ARA holders in this evaluation. "Reducing grazing on our forests, stream banks and moors promotes the return of important native species of plants and animals, some of which we have not seen for many years and we need for food, medicines and building material.[22] We are proud of the fact that we contribute to improving water quality by protecting forests and streams banks; however, the down streamers that benefit from our activities should also contribute to the management of the watersheds. Finally, we are worried about climate change. Many of our crops are lost to droughts and floods that we cannot control. Hopefully the best practices being promoted will help us deal with climate change" (Annex 4).

83. Indeed, climate change is a serious problem in the Tropical Andes. By promoting the conservation of native forests, wooded stream banks and wetlands, this project contributes to the mitigation of Green Houses Gases (GHG). Conservation and best practices promoted should also help famers to adapt to climate change by controlling erosion, maintaining or boosting soil fertility and improving water flows. Climate change was not considered as an important element in this project. As was shown in the statement given above, when working with farmers it is important to consider this aspect. **The overall rating for the environmental sustainability element is moderately likely.**

E. Catalytic roles and replication

84. RARE was very effective at generating support for Pride/ARA Campaigns. Achievements that testify to this fact include 1) the inclusion of Pride and ARA methodologies in policies, plan and development tools of partner institutions and their associates and 2) the replication of Pride/ARA Campaigns by organizations other than the original partner institutions. Project staff commented on RARE catalytic role in the project. "The project's monitoring and evaluation systems aided the promotion of project objectives. More specifically, we used information generated in the evaluation process to stimulate the participation of municipalities in the conduction of Pride/ARA Campaigns, and to create and generate contributions to water funds. Conducting surveys regarding the populations of AZE and other species also helped us to develop constructive relationships with national and local authorities responsible for sustainable management of natural resources and wildlife conservation" (Annex 4). **The overall rating for catalytic role and replication is satisfactory**

F. Efficiency

85. RARE achieved project goals in an efficient and timely manner. As recorded, of the original twelve partner institutions, nine institutions achieved solid results. One reason for the success of the project was the application of result based criteria for the selection of partner institutions. Criteria used by RARE in the selection process included commitment to conservation, track record regarding the implementation of similar programs, relationships and existing partnerships, technical and administrative capacities and the disposition to provide in-kind and financial support to carry out project activities. RARE used the project budget wisely, insisting that partner institutions cover most of the expenses related to Pride/ARA

[22] Surprisingly, some of the ARA Holder s interviewed did not know that the project was aimed at protecting certain AZE species.

Campaigns. Although RARE did in some cases supplement the salaries of Site Managers, partner institutions covered most of all other expenses, including transport and daily subsistence allowances. Here is an example of how local institutions contributed to this project. Reorganizing development plans and budgets, the municipalities of San Ignacio and San Jose de Lourdes in Peru established watershed management departments, manned with trained extension officers equipped with motorcycles and didactical materials. Supported ordinances, and dependable water funds these municipalities now finance and operate 36 ARAs (Annex 4). **The overall rating for the efficiency element is satisfactory**

G. Factors affecting performance

i. Preparation and readiness

86. The project document and logical framework are clear and precise documents. However, analyzing information given in this report, the evaluation concludes that the project had some design flaws:

- The no inclusion of livelihoods indicators related to benefits to be produced in conservation and best practice promoted through ARAs.
- The lack of an institution building strategy for partner institutions.
- The insistence on protecting selected AZE species, not knowing the exact whereabouts of these species, or if they even exist.
- Contracting a complicated and costly satellite imagery study to measure changes in land use, when simple on-the-ground controls would have been sufficient.

87. The evaluation found that partner institutions were not involved (consulted) in the project design process. It is highly possible that some of the faults mentioned above could have been avoided by inviting partner institutions to participate in the elaboration of the Prodoc and the project work plan. **The overall rating for preparation and readiness is moderately satisfactory.**

ii. Implementation approach and adaptive management.

88. RARE promoted adaptive management which allowed partner organizations to be creative and benefit from opportunities not clearly identified in the planning process. As mentioned in paragraph 26, management downgraded the project conservation target from 174,300 hectares to 8000 hectares at the start of the project. Other changes promoted in the project during the implementation period include:

- The creation of water funds to support the implementation of ARAs.
- The use of Pride Campaigns to promote in addition to ARA schemes other conservation mechanisms such as land purchase, PES, and the creation of nature preserve managed by local municipalities.
- The strong marriage of partner institutions with local municipalities to assure the sustainability and replication of Pride/ARA Campaigns.

89. As mentioned previously. NCI did not meet project goals at the original intervention site of Zumba, Ecuador (Municipality of Chinchipe). Aided by additional funding from RARE once the project terminated, NCI initiated Pride Campaigns in three new municipalities:

Nangaritza (Province of Zamora Chinchipe), Avocados (Province of Loja) and El Oro (Province of Santa Rosa) Adjusting Pride campaigns to promote new conservation platforms (land purchase, PES and nature preserves owned and managed by municipalities) NCI successfully promoted the conservation of approximately 18,000 hectares of native forests, moors and wetlands in record time (Annex 4). **The overall rating for implementation approach and adaptive management is highly satisfactory.**

iii. Stakeholder participation and public awareness

90. It is important to note that conservation awareness levels have been on the rise in the region for many years, due to national and international awareness, education and development programs. Pride/ARA Campaigns built on this process by increasing knowledge, attitude, awareness, interpersonal communication and participation of selected stakeholders, including local governments (regional and municipal), partner organizations, NGOs and farmer groups around conservation efforts. These increases were confirmed in formal surveys conducted by the project, as can be seen in Section IV, B of this report. Improvements in conservation policies and implementation strategies also attest to increases in participation and awareness levels of the stakeholders in mention. Missing from this list is private industry. Although some semi-autonomous public water companies did contribute (Colombia and Ecuador), most private industries approached by the project declined to participate in the promotion of ARAs. Here summary of what one farmer had to say about this situation. "We farmers have participated in many projects that have consolidated our motivation to conserve our lands. ARAs provides farmers the practical means to save forests and wetlands. ARAs are also good because they help us improve farm productivity. Although we produce water for down-streamers and private industry, these entities do not help us conserve our lands. They too should contribute to execution of ARAs and other conservation schemes." **The overall rating for stakeholder participation and public awareness is satisfactory.**

iv. Country ownership

91. Local levels of country ownership surpassed expectations. Pride/ARA follow-up campaigns are being conducted by nine local municipalities. Local country ownership is most evident at the San Vicente de Chucuri intervention site (Colombia). Supported by the Nature Foundation of Colombia, the Adminstracion Publica Cooperativa Manatiales de Chucuri (APC) has established a special water fund to pay for in kind incentives provided by ARAs. The sustainability of this fund seems to be based on solid ground. Considering on a detailed study of the existing laws, the fund has been sanctioned by the municipality and is now legally operated by APC. The fund receives US$ 10,000 annually from APC to cover operating costs. In addition to voluntary contributions from the town's people, the fund also receives an annual donation from the municipality. APC now operates 125 ARA and plans to expand PRIDE/ARA Campaigns to other watersheds. Seeking to know more about these campaigns, APC receives visits from neighboring municipalities. USAID is expected to give additional US$ 200.000 to support to APC's Pride/ARA Campaigns (Annex 4).

92. With the exception of CORPOGUAVIO and the Corporacion Autonomo de Antiochia (Colombia), no other regional government directly participated in the execution of PRIDE/ARA Campaigns, but this is about to change. As mention earlier, RARE has negotiated 20 new agreements in four countries. Regional and national governments are expected to participate in many of these agreements, thereby increasing country ownership at high political levels. **The overall rating for country ownership is satisfactory.**

v. Financial planning

93. As mentioned in Section F, GEF allotted US$1,775,000 toward the implementation of the project, while in kind and cash co-financing totaled US$ 2,768,197, far surpassing expected levels. Co-financing sources are presented in Annex 6. Reasons why RARE was so successful in negotiating support for this project are presented below:

- Co-financing was considered to be a principal objective of the project.
- RARE's direct and sincere approach was appreciated by local institutions.
- Local institutions were moved to action by the trust placed in them by RARE. .
- Local organization appreciated the fact the Pride/ARA Campaigns succeeded in increasing awareness and participation of the local populations for conservation.
- Surveys conducted by RARE provided local institutions with valid information they could use to justify the inclusion of Pride and ARA methodologies in their plans and budgets.

The overall rating for financial planning is highly satisfactory.

vi. UNEP Backstopping

94. The first half of the project was back stopped by UNEP Panama. The UNEP Washington DC office took over back stopping in the second half of the project. Frequent visits, telephone and Skype communications and comments on evaluation reports conducted by both task managers aided project development. Leaving important recommendations that were later implemented with success by the project, the Washington based Task Manager executed the IMTR. This Task Manager also participated as an active member of the Advisory Committee, which motivated and inspired trust among project participants. **The overall rating for UNEP backstopping is satisfactory.**

vii. Monitoring and Evaluation

95. The project's monitoring and evaluation plan guided project implementation in an effective and efficient manner. This plan was adjusted according to recommendations made by the IMTR. The adjusted plan presents clear smart indicators, baseline conditions, means of verification, mid-term and end targets, responsible parties and budgets for each major project component. Although this plan could have included more livelihoods indicators, it is complete and expertly drafted.

96. Sent to UNEP in October 2013, the project's final report follows the project monitoring and evaluation plan. The report offers detailed information on all project outputs. Expanded information on indicator monitoring activities carried out in the project, facilitates the understanding of the outputs and their impacts. Lessons learned and recommendations given in the report are fully explained and justified.

97. Site Managers report that the monitoring and evaluation plan, the IMTR, and the final report produced by RARE were not fully discussed with them and field personnel. Sharing this information would have generated greater ownerships and contributions from partner institutions (Annex 4). **The over rating for monitoring and evaluation is highly satisfactory.**

H. Complementarity with UNEP strategies and programs

98. The project's focus on conservation of AZE species supports GEF-4's Strategic Objective 1, under Strategic Program 3, "strengthening terrestrial protected area networks," by targeting areas that fall under protected area status and others in terrestrial ecosystems that are under-represented. The project is relevant to GEF Strategic Objective 2, Strategic Program 5, "mainstream biodiversity conservation in production landscapes" by providing incentives to rural and agricultural communities to protect forest cover in their watersheds and by mainstreaming AZE as a conservation tool. Correctly stated in the IMTR, the project also fits under GEF-5 biodiversity priorities, which deals with 1) gaps in the coverage of threatened species and 2) capacity and awareness building processes. This report also points out that the project promotes UNEP's Ecosystem Management Programme (ESP) which is centered on the functioning and resilience of the ecosystems and the services they provide. **The overall rating for complementarity with UNEP strategies and programs is satisfactory.**

V. Conclusion, lessons learned and recommendations

A. Conclusions

99. All stakeholders recognized the **relevance** of the project, in particular national and local government institutions concerned with ecosystems management. Of particular interest to partner institutions was the fact that they could use Pride/ARA Campaigns to increase the knowledge, awareness and actions of farmers regarding the protection of important water producing ecosystems. Some participates were skeptical as to the importance of conserving AZE species; however, the gran majority these did appreciate the fact that ecosystems protected in the project (native forests, streams banks, wetlands and micro watersheds) harbored important native plants and wildlife species.

100. The project duration was too short to produce the long term behavioral change in the general target population. Despite this deficiency, which is likely to impact on the sustainability of project achievements, the **project did achieve its main immediate objectives.** Two hundred and sixty two (262) ARAs were signed, protecting over 16,000 hectares important water regulating ecosystems, while 11 local professionals received Master's Degrees (or equivalent certificates) in social marketing and communication. An online "toolbox" was implemented and scientific papers and web-sites were produced. Although the project did not have a detailed **institutional capacity building plan**, nine out of the original 12 partner institutions are likely to continue the application of Pride/ARA Campaigns beyond the lifespan of the project, and 11 new local organizations have taken concrete actions in the same direction. Critical to the success of these campaigns is the strengthening of famer support extension programs through the continued assistance and training of field extension officers and local leaders.

101. The great majority of the project participants recognize the **socio-political-technical benefits** of Pride/ARA Campaigns. These include 1) facilitating communication between local governments and the urban and rural populations, 2) increasing the participation of urban and rural populations in the execution of conservation and watershed management

programs/activities and 3) the application of tools that drive the conservation process, such as water funds, policy changes, ordinances, conservation incentives and best agriculture and forestry practices. Properly managed, the water funds mentioned will support the **financial sustainability** of Pride/ARA Campaigns in the coming years.

102. **Environmental conditions** of the project intervention sites were improved through the establishment of protected areas, reduction of grazing on fragile lands and stream banks and the installation of agroforestry and improved pastures systems. These practices should help farmers adapt and mitigate climate change, while protecting critical water producing ecosystems that harbor important native plants and wildlife. However, applied research is needed to verify the benefits of conservation and best practices mentioned. In the case of AZE species, only four out of 15 AZE targeted species were found in or around the project intervention sites, creating confusing as to the validity of monitoring activities being conducted by Birdlife International. The well-being and reproduction capacities of AZE species depends on special conditions found in their habitat. The fact that the project did not implement HMPs was considered negative. Through habitat manipulation, these plans can encourage, entice and stimulate the return and reproduction of the endangered species.

103. The project was **properly prepared and readied,** but some design flaws were noted. Livelihood indicators were not emphasized, the project lacked a detailed institutional capacity building strategy for partner institutions, the exact whereabouts of AZE species was unknown and a complicated and costly satellite imagery study was contracted to measure changes in land use, when simple ground controls would probably have been sufficient. Increasing the involvement of partner institutions in the project planning and evaluation process could have helped correct some of these problems, while increasing their ownership and commitment to project goals.

104. The project applied **adaptive management procedures.** Important achievements reached through the adaptive management process include the rationalization (reduction) of direct and indirect project impact goals, the creation of water funds to support the implementation of ARAs, the use of Pride Campaigns to promote other conservation mechanisms used in Andean countries such as land purchase, PES and the creation of nature preserves managed by municipalities, rural communities and private individuals and the strong marriage of partner institutions with municipalities to assure the sustainability and replication of Pride/ARA Campaigns.

105. Effectively carrying out its **catalytic role and replication goals,** the project mobilized a great deal of support for Pride/ARA Campaigns. At the time of the evaluation, approximately 20 local organizations were committed to replicating project activities. At their disposal are the many studies, methodologies, tools, practices and financial mechanisms produced by the project for this purpose. **Efficiently managed**, the project succeeded in generating in-kind and financial support from governments, partner intuitions, their associates and farmer groups. The success of Pride/ARA Campaigns was the prime reason why stakeholders freely contributed to the project. Industry did respond to the project`s call for responsibility in conservation, but local organizations vowed to continue this fight. **Country ownership** was promoted. In addition to the institutional support mentioned above, twenty (20) new agreements for the execution of Pride/ARA Campaigns have been signed by RARE in four countries.

106. Project **monitoring and evaluation** activities were adjusted according to recommendations made by the IMTR. The Evaluator found the adjusted monitoring and evaluation plan to be expertly designed and effective. The plan presents clear smart indicators, baseline conditions, mid-term and end targets, means of verifications and responsible parties and budgets for each major project component. Although this plan could have included more livelihoods indicators, it is complete, and has facilitated reporting, adaptive management procedures and the decision making process. With a view to increasing their contribution, some partner institutions reported that they should have been more involved in the application of the project's monitoring and evaluations plan.

107. The B rating associated with outcomes achieved by the project means that the greater parts of the outcomes planned in the project have been achieved and show "*implicit forward linkages"* to intermediary stages and impacts. The B rating provided by the Evaluator associated with intermediate states means that the measures designed to move towards intermediate states have started and have produced results, but they give no indication that they can progress towards the intended long term GEBs. **Considering these aspects, the Evaluator concludes that the overall achievement rating for this project is satisfactory.**

Table 10: Summary Assessment[23]

CRITERION	SUMMARY ASSESSMENT	RATING
Strategic Relevance	Project goals of conservation and sustainable management of water producing ecosystems are considered high priorities in all participating countries. Although some stakeholders did not recognize the relevance of conserving AZE species, all stakeholders did appreciate that this project promoted the protection important wildlife and plants species. (¶32)	Satisfactory
Achievement of outputs (Component I: Pride/Campaigns)	Candidates received Master's degree; 272 ARA were signed and numbers are growing annually; over 16,000 hectares water regulating ecosystems are being protected; Beside partner institutions, 11 local organizations have adopted Pride/ARA methodologies (¶33-51)	Satisfactory
Achievement of outputs (Component II: Effectiveness Analysis)	The on line tool box is under construction; RARE's Facebook has replaced the RARE/Planet web site; 20 new Pride/ARA agreements were signed in four countries; Ex partners institutions receive additional financing from likeminded institutions; Studies are ongoing to confirm and improve Pride/ARA methodologies; low costs of Pride/ARA methodologies confirmed.(¶52-64)	Satisfactory
Achievement of outputs (Component III: Project management)	Monitoring and evaluation procedures, budgetary control and reporting function were preformed efficiently; the midterm review put forth important recommendations to improve monitoring and evaluation procedures that were applied by the project. (¶65-70)	Satisfactory
C. EFFECTIVENESS: ATTAINMENT OF PROJECT OBJECTIVES AND RESULTS		
Achievement of direct outcomes	The B rating associated with outcomes means that the greater parts of the outcomes have been achieved and show "*implicit forward linkages"* to intermediary stages and impacts (¶71)	The project received a B rating, i.e., Satisfactory
Likelihood of impact	The B rating associated with intermediate states means that the measures designed to move towards intermediate states have started and have produced results, but they give no indication that they can progress towards the intended long term GBGs. (¶72) (Table 8)	The project received a B rating, i.e., Satisfactory
Achievement of project goal and planned objectives	The achievement of project goals varied between partner institutions/ interventions sites. APECO and ARCOIRIS are **unlikely** to continue to promote Pride and ARA, while ETAPA (Ecuador), Fundacion Nature (Bolivia), PROAVES (Colombia) and Farrallones National Park Authority (Colombia) are **likely** to continue implementing these methodologies at the project implementation sites. Caritas (Peru), FNC (Colombia) and NCI (Ecuador) are **highly likely** to expand Pride/ARA Campaigns outside the original project intervention sites. (¶73) Table 9)	Satisfactory
D. SUSTAINABILITY		
Socio-political	Pride/ARA Campaigns facilitate communications between all actors, including	Likely

[23] Cross references given here are meant to help the reader to compare or consult further or more detailed information on the subject.

	governments, private concerns, and urban and rural populations. RARE has signed 20 new agreements to promote PRIDE/ARA Campaigns in four countries. Private industry did not participate as planned. (¶75-77)	
Financial	Aimed at supporting the implementation of ARAs, nine local water funds have been created. Local institutions are working to consolidate these funds. (¶78)	Likely
Institutional framework	Local institutions must conduct effective farmer extension programs to consolidate the benefits of conservation and best practice promoted in ARAs. Training extension officers and local community leaders is urgent. (¶79)	Moderately Likely
Environmental	Conservation and best practices promoted through ARAs assist farmers to mitigate and adapt to climate change. ARA helps protect important endemic species of plants and animals. Only four out of 15 AZE targeted species were found; however other endangered species were detected in protected areas. Reproduction of the targeted AZE species could have been further consolidated through the development and implementation habitat management plans (¶80-82)	Moderately likely
E. Catalytic role and replication	RARE generated much support. Pride/ARA methodologies introduced in policies, plans and budgets of partner institutions and their associates. Pride/ARA Campaigns are being replicated by 11 organizations; (¶83)	Satisfactory
F. Efficiency	Stressing the need to use national capacities to face development challengers, RARE generated strong commitment and support from the majority of partner institutions, their associates and farmer groups. Partner institutions covered most of all other expenses, including transport and daily subsistence allowances. (¶84)	Satisfactory
G. Factors affecting project performance		
Preparation and readiness	The project document was well prepared, but some faults were noted, including vague livelihoods indicators, the lack of a capacity building strategy for partner institutions, the use of complicated and costly satellite imagery to measure changes in land use and the lack of participation of partner institutions in the project planning process. (¶85-86)	Moderately satisfactory
Implementation approach and adaptive management	RARE promoted adaptive management which allowed partner organizations to be creative and benefit from opportunities not clearly identified in the planning process. In addition to in-kind incentives, Pride was used to promote other conservation platforms prevalent in the region protecting larger tracts of land; 8 water funds were established, (¶87-88)	Highly satisfactory
Stakeholders participation and public awareness	There is no doubt the project has increased the conservation awareness and participation levels of stakeholders that were on the receiving end of Pride/ARA Campaigns. Increased knowledge, attitude and interpersonal communication levels of these stakeholders have been measured. Policies, plans and budgets of local institutions have been modified to support Pride/ARA. (¶89)	Satisfactory
Country ownership and driven-ness	Local levels of participation surpassed expectations. Pride/ARA follow-up campaigns	Satisfactory

	are being conducted by nine local municipalities. 20 new agreements have been signed in 4 countries. (¶90-91)	
Financial planning and management	As planned, GEF allotted US$1,775,000 toward the implementation of the project , while in kind and cash co-financing totaled US$ 2,768,197, far surpassing expected co-financing goals.(¶92)	Highly satisfactory
UNEP supervision and backstopping	Project Task Managers (first out Panama and then Washington) provided continuous technical advice to the project based on the review of project reports, budgets and frequent conversations with the Project Manager. The Task Manager out of Washington led the mid- term review mission, providing important recommendations. (¶93)	Satisfactory
Monitoring and evaluation	The project monitoring and evaluation plan was complete, lacking only better livelihoods indicators. Sent to UNEP in October 2013, the project's final report gives detailed information on project outputs as presented in the project's monitoring and evaluation plan. Partner institutions would have liked to participate more in the project's evaluation and monitoring system¡(¶94-96)	Highly Satisfactory
H. Complementarity with UNEP strategies and programmes and	The project supports GEF-4's Strategic Objective 1, under Strategic Program 3, "strengthening terrestrial protected area networks". The project is relevant to GEF Strategic Objective 2, Strategic Program 5, "mainstream biodiversity conservation in production landscapes". The project fits under GEF-5 biodiversity priorities, which deals with 1) gaps in the coverage of threatened species and 2) capacity and awareness building processes. The project also promotes UNEP's Ecosystem Management Programme (ESP) which is centered on the functioning and resilience of the ecosystems and the services they provide (¶97)	Satisfactory

B. Lessons learned

108. Lessons learned in this project of operational relevance for future project formulation and implementations are listed below.

Extension programs:

109. **Public institutions (regional governments, municipalities, and development corporations) and NGOs can effectively execute Pride/ARA Campaigns.** This statement is only true of those organizations that have the capacity to conduct long term farmer support extension programs that effectively improve the well-being of farm families through conservation and the sustainable management of natural resources. (¶34-36) (Table 5); (¶73) (Table 9)

110. **Local leaders and field extensionists are key actors in extension.** These key actors must well-trained in participatory development mechanisms, technical aspects of conservation and livelihoods and monitoring and evaluation systems. In order to properly carry out their responsibilities, extension agencies must provide these actors with transport, audiovisual aids, didactical material and logistical support. (¶51/79)

111. Monitoring systems should be simple and participatory. Stakeholders should be involved in the monitoring process. This increases ownership. Only indicators that are needed and that can be easily evaluated should be used. This improves efficiency of monitoring and evaluation programs by lowering costs and reducing time spent in gathering useless data. (¶46)

112. **Projects should consider the weaknesses and strengths of partner institutions.** Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and due diligence studies can be used to determine the conditions of partner institutions. This information then can be used to construct a proper institutional capacity building strategy.(¶34-35)

Pride/ARA Campaigns:

113. **Pride Campaigns produce significant increases in knowledge, attitudes, interpersonal communication and conservation efforts of both up and down stream stakeholders**. Although expensive, surveys conducted to measure these conditions produce data that can be used to stimulate the participation of local institutions in the development of conservation programs. (¶40-41)

114. **Long lasting changes in behavior only occur when farmers see tangible benefits stemming from their conservation and development efforts.** Applied research programs can improve the benefits of conservation efforts and best practices being promoted through ARAs. Two or more growing seasons are needed to properly determine the results of these practices.(¶42) (Annex 4)

115. **Pride is an effective tool for promoting ARAs.** Farmers are skeptics. They need to understand the full meaning and benefits of ARAs. Communication strategies implemented during Pride/ARA Campaigns facilitate this understanding. (¶40-41)

116. **Cash can be combined with in kind benefits associated with ARAs to promote conservation**. Cash incentives are used by ARA holders to solve pressing personal problems

like education, health care, nutrition and housing need. Caritas used this combination at the San Ignacio intervention site. (¶50)

117. **In addition to ARAs, Pride Campaigns can be used to promote other conservation schemes prevalent in the region such as PES, land purchase and the creation of nature preserves managed by public institutions or private individuals**. As was explained, NCI used Pride to support the creation of nature preserves maintained and operated by local municipalities in the Province of Loja, Ecuador. (¶38)

118. **Knowing the existence and exact location of AZE species before starting this project would have facilitated its development.** Working to conserve a species that does not actually live in the area being conserved can mean time wasted. Unfortunately, AZE species monitoring activities conducted by Birdlife International got off to a late start and information produced in these studies was not used to support the decision making process. (¶62-63) (Table 7)

Partner institutions:

119. **Involving partner intuitions and other important stakeholders in the design and evaluation phases of the project increases their commitment and inputs**. When asked if they had participated in the elaboration of the Prodoc or closely examined key evaluation reports, the majority of the Site Managers interviewed said "No". Prompting the participation of stakeholders in project design and evaluation procedures creates long lasting partnerships where constructive dialogue is generated, ownership is strengthened and project results are made more sustainable. This joint learning process helps reduce tensions and strengthens relationships and the decision making process. It also helps to develop a shared vision that can be useful in formulating creative solutions to challenges. To achieve stronger partnerships and more sustainable results in conservation and livelihoods, governments, GEF/UNEP and project executing agencies are requested to consider intensifying the participation of partners and other important stakeholders in the design and evaluation phases of the project by 1) designing planning, monitoring and evaluation activities that require the active exchange of information between project staff and important stakeholders, 2) assigning partner institutions and other important stakeholders specific planning, monitoring and evaluation responsibilities and 3) organizing frequent meetings with selected stakeholders with the sole purpose of reviewing project implementation problems and opportunities (¶86/96) (Annex 4)

C. Recommendations

120. This evaluation has shown that public institutions (regional governments, regional development corporations and municipalities) and NGOs can successfully implement Pride/ARA Campaigns given they have the capacity to execute well-organized and efficient farmer support extension programs. To produce a long term behavioral change for the conservation and sustainable management of natural resources, these extension programs must help farmers improve their livelihoods. This takes time and perseverance. Below are three strategies that can help reach this goal, followed by suggested behavioral change time lines for strengthening farmer support extension programs and related Pride/ARA Campaigns.

121. **Develop and implement AZE Habitat Management Plans (HMP) at active ARA sites.** The focus of these crucial plans is to encourage, entice and stimulate the return and

reproduction of the targeted AZE species, as well their sustained well-being. Habitat management involves manipulating the types, the amounts, and the distributions of food, water, cover and reproductive areas in order to make it more suitable for specific species or group of species. As the location and habitat requirements for AZE species are sometimes difficult to determine, HMPs should be developed in collaboration with universities, research organizations and other entities specialized in monitoring, conservation and management of endangered species.

122. **Train and support and extension personnel.** The central aim of any rural extension program is to generate self-reliance among farmers, by improving their development capacities. At the heart of all rural extension programs are the field extension officers and local leaders. Responsible for promoting the successful implementation of ARAs, these workers must be highly trained in participatory development methodologies, the technical aspects of conservation and livelihoods and monitoring and evaluation. On the job training is recommended, under the supervision of experienced technical experts. Short courses, seminars and exchange programs are other training methodologies that can be used. To properly carry out their functions, extension agencies must also provide these actors with transport, audiovisual aids, didactical material and logistical support**.**

123. **Incorporate applied research into extension programs.** Applied research can be used to demonstrate and maximize the benefits of the conservation and development efforts being promoted through ARAs. Using simple methodologies and practical data, applied research helps answer real life questions of importance to farmers and stakeholders such as: 'What is being protected and why?' 'What are the trees being planted doing to the soils?' 'Will water be available when the drought comes?' 'Is the farm really more productive?' 'Are livelihoods being improved?' Has deforestation been stopped/reduced? Transparently disseminating the results of applied research activities promotes understanding between farmers, extension agencies, donors and other important stakeholders.

124. Long term behavioral change comes only after farmers are convinced of the benefits generated by conservation and best practices promoted through ARAs. Concentrating on improving livelihoods as well as sustainable management of natural resources, the time lines presented in Table 11 suggest that at least five years in needed to properly develop projects of this type.

Table 11: Time line for long term behavior change for conservation

Strengthening extension programs for conservation				
Between one and two years		Between two and five years		
Extension programs organized and funded	Extension officers and community leaders trained and supported	Ecosystems management plans elaborated and implemented with the help of farmers	Social and economic benefits of ecosystems management plans measured and promoted	Ecosystems management plans replicated by local institutions
Generating social and economic benefits for farmers				
Between one and two years		Between two and five years		
Pride Campaign implemented	ARAs explained and signed	Conservation and best practices improved through applied research	Farmers maintain conservation and best practices initiated in the project	Farmers replicate conservation and best practices developed by the project

ANNEXES

Terminal Evaluation of the Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)"

GFL: 2328-2713-4B20

Charles B. Kenny Jordan

Annex 1: TOR of the evaluation without annexes

TERMS OF REFERENCE
Terminal Evaluation of the Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)" GFL: 2328-2713-4B20

A. Project General Information

Table 1. Project summary

GEF project ID:	3790	IMIS number:	GFL/4B20
Focal Area(s):	Biodiversity	GEF OP #:	N/A
GEF Strategic Priority/Objective:	GEF Strategic long term: BD1 Strategic Programme for GEF IV: BD - SD1 (SP4, SP5)	GEF approval date:	1 February, 2010
Geographical Scope:	Regional	Countries:	- Bolivia, Colombia, Venezuela, Ecuador, Peru
UNEP Approval date:	5 March 2010	Date of First Disbursement:	19 March 2012
Actual start date:	March 2010	Planned duration:	36 months
Intended completion date:	31 August 2013	Actual or Expected completion date:	August 2013
Project Type:	Full size project	GEF Allocation:	USS1,775,000
PDF GEF cost:	US$50,000	PDF co-financing:	US$78,960
Expected MSP/FSP Co-financing:	US$1,775,000	Total Cost:	US$3678,960

Mid-term review/eval. (planned date):	November 2011	Terminal Evaluation (actual date):	December 2013
Mid-term review/eval. (actual date):	October 2011 – January 2012	No. of revisions:	2
Date of last Steering Committee meeting:	5 January 2013	Date of last Revision*:	16 March 2012
Disbursement as of 30 June 2013 (UNEP):	US$1,654,980	Disbursement as of 30 June 2013:	US$1,618,866
Total co-financing realized as of 30 June 2010:	USD$1,781,511	Leveraged financing:	US$993,197

Source: UNEP GEF Project Implementation Report (PIR) Fiscal Year 2013

B. Project Rationale

1. The Tropical Andes is the most biologically diverse region on Earth, containing, for example, about one-sixth of all plant species in an area that is less than one percent of the world's land surface. The Alliance for Zero Extinction (AZE), a consortium of over 60 of the world's leading biodiversity conservation organizations, has identified 595 terrestrial sites around the world that each encompass the entire known geographic distribution of one or more of 794 species. Among all biodiversity hotspots, the Andes have the highest bird diversity and endemism. Colombia, Peru and Ecuador hold the 1st, 2nd, and 4th places on the list of countries with the most avian species. About 664 species of endemic amphibians also occur there, and 450 species are threatened. The restricted ranges of so many of the species mean that there are over 100 AZE sites in the Tropical Andes. The Tropical Andes extend through Colombia, Peru, and Ecuador, which have, as a result, the second, fourth, and seventh most AZE species (restricted to single small sites) in the world.

2. Rare and its partners have identified 33 Andean forests that are important both for global biodiversity (i.e. AZE sites) and as sources of municipal/agricultural water supply, and have, besides, high potential for local community involvement in their conservation. In such watersheds across the Andes, there is a basic recognition of the need for shared investments in local watershed protection, often through traditional Andean Reciprocal Agreements for water. These Arreglos Recíprocos para Agua (ARA) are based on the precautionary principle and reciprocal sharing of benefits and responsibilities. However, few individual farmers in AZE watersheds are convinced about the value of participating in community-driven conservation. The social norms of a conservation constituency are not yet in place at these sites.

3. In addition to the above, deforestation in the Andes has increased considerably since the 1970s and is becoming ever more widespread and intense, driven by immigration and rapidly expanding development, involving especially agriculture, cattle-ranching, highway construction, and petroleum exploration. Consequently, farmers are experiencing fewer rain clouds with negative implication for crops. Threats to AZE sites include habitat loss from expanding agriculture and pasture, fire, and small-scale logging for timber and firewood. The protection of the AZE species however, is not on any public agenda in the Andes and where there are appropriate laws, they are not being enforced. Small, but now widespread and numerous, rural communities are the chief threat to these species, but these same communities also provide the best opportunity for lasting conservation in the Andes. It is likely that rural Andean communities will lose the ecosystem services and the natural resource base upon which their societies have developed and depend if degradation of natural systems continues. For example, farmers in the Andean communities are experiencing longer spells of dry season due to absence of forest cover which is important for the water cycle.

4. Most alternatives to deforestation, including silviculture and the exploitation of non-timber forest products, are of little value to landowners. For the few alternative products and services that do have a high value, much of the value accrues to society, with few opportunities for landowners to benefit individually. There is frequently only one alternative to deforestation that has a high value that can be captured by individual landowners: the protection of watersheds through the conservation of the natural ecosystems that guarantees their perennial existence and quality of water resources. The maintenance of native vegetation in the headwaters of the watershed is an intervention that delivers locally valued services with the greatest potential for providing environmental and socioeconomic benefits. This is obviously particularly relevant for the Andes.

5. This project was therefore expected to address the lack of a local conservation constituency for the most threatened species in the Andes. Through the assembly of a local cohort of local campaigns for reciprocal water agreements, reinforced and accelerated by the Rare Pride social marketing

methodology, the project was expected to link habitat conservation with human needs and well-being.

6. The project involved government agencies in Colombia, Ecuador, Peru and Bolivia and local NGO partners in the implementation of a suite of social marketing conservation campaigns at AZE sites in the Andes from 2010 to 2012. The project partners were expected to build the capacity of local leaders and their communities to recognize, validate, and contribute towards sustained provision of local watershed and global biodiversity conservation benefits. The project was expected to select 12 sites across the Andes where a reciprocal agreement for watershed services was an appropriate strategy to improve the status of the habitat for threatened species identified by AZE. Twelve local conservation leaders were to design and manage a Pride social marketing campaign and support their organization's ARA programme. After matriculation in and completion of Rare's training program in the design and social marketing of conservation strategies, the Pride campaign managers and their organizations were expected to be integrated into a community of practice and, through Rare's online project and knowledge sharing network, linked with global experts to provide continued support and advice (www.RarePlanet.org).

C. Project objectives and components

7. The project's overall development goal is "to conserve AZE biodiversity sites in the tropical Andes". Through careful selection of up to 12 campaign sites where a reciprocal agreements for watershed services (ARA) program was considered an appropriate strategy to improve the protected status of AZE habitat, this project was expected to build the capacity of local leaders and their communities to recognize, validate, and contribute towards sustained provision of local watershed and global biodiversity conservation benefits. The project intervention sites was however been reduced to 11.

8. Its intermediate objective is "to strengthen the effective protection of habitats populated by species that are globally critically endangered in the terrestrial protected area networks of the Tropical Andean countries of Peru, Bolivia, Ecuador, Colombia and Venezuela". It is expected that the protected status of AZE sites would be improved, and their management as a part of protected area networks would be strengthened by building local capacities to negotiate conservation contracts on private or community lands and to design and market the social institutions and behaviors for managing these contracts. The project has three components, each with its own component objective as presented in Table 2.

Table 2. Project components and component objectives

Components	**Component objectives**
Component I Pride Campaigns for capacity building and public awareness at a model network of AZE sites.	This component aimed at the co-implementation of Pride campaigns with ARA strategies.
Component II Effectiveness Analysis of Replicability of network	The objective of this component is to evaluate replicable network effects of using Pride methodology to boost the impact of a strategy of reciprocal agreements.
Component III Project Management	To manage implementation activities and achievement of outputs

9. The planned outputs under each component, as per the Logical Framework Matrix are presented in Annex 1 of the TORs. Component I of the project seeks to be achieved through the recruitment of

up to 12 conservation leaders working with local organisations, one at each of up to 13 sites. The sites were selected from 24 applications that scored above the minimum on a multi-criteria analysis that placed feasibility of ARA as a successful incentive scheme and as a key selection criterion. Most of the activities under Component I were aimed towards the co-implementation of Pride campaigns with ARA strategies, preceded and intercalated with curricular training.

10. Components II seeks to evaluate the behavioural change, change in species and habitat status, and the causal influences of the campaign and the barrier removal strategy, compared to control sites. Thus Component two seeks to demonstrate the replicable network effects of Pride and reciprocal payment schemes. It also involved the creation of tools to disseminate best practices and the ability to provide solid evidence that the Pride method works and merits replication at other sites.

11. Component III focused on project management, with project manager expected to organise implementation, reporting and monitoring of process and conservation results and coordination with numerous stakeholders including project partners.

D. Executing Arrangements

12. The project implementing agency was UNEP. UNEP has the responsibility as project oversight to ensure that GEF policies and criteria are adhered to and that the project meets its objectives and achieves expected outcomes in an efficient and effective manner. The UNEP project task manager had the responsibility of project supervision on behalf of the Director of GEF. UNEP was expected to ensure timelines, quality and fiduciary standards in project delivery. These responsibilities include performing the liaison function between UNEP and GEF Secretariat, report on progress against milestones outlined in the CEO approval letter to the GEF Secretariat and ensures that EOU arranged for an independent terminal evaluation and submitted its reports to the GEF Evaluation Office.

13. The Executing Agency (EA) for the project was RARE, responsible for the implementation of the project in accordance with the objectives and activities outlined in the work plan and activities schedule for this project. Rare's operating unit was its regional office in Mexico. Primary line management functions were to be conducted by Rare's Pride PPMs in Latin America. A project steering committee was put in place to advice on project implementation and UNEP was represented on that committee.

14. The project had various partners involved in its implementation. These include Pride partners, Biodiversity Monitoring Partners, Alliance for Zero Extinction (AZE) and Conservation International. Others are;
    - Jaén;
    - Instituto del Bien Común (IBC);
    - Asociación Peruana de Conservación de la Naturaleza (APECO);
    - Fundación Natura-Bolivia; Aves y Conservación; Fundación Arco Iris;
    - Empresa de Telecomunicaciones, Agua Potable y Alcantarillado (ETAPA);
    - Naturaleza y Cultura Internacional (NCI);
    - Fundación Proaves; Corpoguavio;
    - Fundación Natura-Colombia; Parques Nacionales de Colombia;
    - Birdlife International; and
    - University of Wisconsin

E. Project Cost and Financing

14. Table 3 presents a summary of expected financing sources for the project as presented in the Project Document. GEF was to provide US$1,775,000 (49% of the total project cost) of external financing to the project. This puts the project in the Full-size Project category. The project co-financing of US$1,781,511.00 (50% of the total project cost) was expected to be supported by either outside donor contributions such as Governments or in-kind. Some of this co-finance was to be leveraged by the Executing Agency. This puts the estimated total cost of the project to about US$3,550,000. Table 3(a) also summarizes expected costs per component and financing sources.

16. The most recent Project Implementation Review (PIR) for fiscal year 2013 reports that by 30 June 2013 the project had effectively disbursed US$1,654,980 of the GEF grant to UNEP. By then, the project had mobilized about US$2,779,565 in co-financing. As at August 2013, the project had exceeded the budgeted co-finance amount by US$993,197.38.

Table 3a. Estimated project costs per component and financing source

Component	Co-financing (US$)	GEF (US$)	TOTAL
Comp I: Pride campaigns	1,160,806	956,243	
Comp II: Effectiveness Analysis	516,190	654,000	
Comp III: Project Management	104,515	164,454	
Total Project Financing	1,781,511	1,775,000	355651.00

Source: Project Document for CEO Approval – 1 February 2010

Table 3b. Estimated project costs per component and financing source

Variable	Mode of payment	US$	Percentage of total
Cost to the GEF Trust Fund		1,775,000	49%
Co-financing	Cash (57%)	1,008,418	28%
	In kind (43%)	773,093	22%
	Sub-total	1,781,511	51%
Total		3,556,511	100%

Source: Project Document for CEO Approval – 1 February 2010

F. Project Implementation Issues

17. The project design went through two revisions. The first was to reflect actual expenditure for the year 2010 to the GEF Trust Fund and to rephrase unspent funds without changing the total project cost. It was also to move funds as requested by the Executing Agency. The second revision was to take care of comments from the Midterm Review. As a result of the review, the revision was done to revise the project budget in line with annual revision requirements and to extend completion date from February 2013 to August 2013. The extension of the completion date was to enable submission of pre and post intervention land cover analysis data from University of Wisconsin. The second revision was also to reflect revisions in costed M&E plan, and changes requested by the Executing partner, among others.

TERMS OF REFERENCE FOR THE EVALUATION

A. Objective and Scope of the Evaluation

18. In line with the UNEP Evaluation Policy , the UNEP Evaluation Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations , the terminal evaluation of the Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)" is undertaken at the end of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, other key partners (see paragraph 14), the GEF and their partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation. It will focus on the following sets of key questions, based on the project's intended outcomes, which may be expanded by the consultant as deemed appropriate:
    - How successful was the project in conserving AZE biodiversity sites in the tropical Andes
    - Has the project been successful in strengthening effective protection of habitats populated by species that are globally critically endangered?
    - Has the project helped in creating a model network of AZE sites, building capacity and creating public awareness?
    - Was the project able to implement Pride campaigns using ARA strategies successfully?

B. Overall Approach and Methods

19. The terminal evaluation of the Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region) will be conducted by an independent consultant under the overall responsibility and management of the UNEP Evaluation Office (Nairobi), in consultation with the UNEP GEF Coordination Office (Nairobi).

20. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts.

21. The findings of the evaluation will be based on the following:

a. Desk review of project documents including, but not limited to:

- Relevant background documentation, inter alia UNEP and GEF policies, strategies and programmes pertaining to implementation of this project;
- Project design documents; Annual Work Plans and Budgets or equivalent, revisions to the logical framework and project financing;
- Project reports such as progress and financial reports from countries to the EA and from the EA to UNEP; Steering Committee meeting minutes; annual Project Implementation Reviews and relevant correspondence;
- The Mid-term Evaluation report;
- Documentation related to project outputs such as publications;

b. Interviews with:

- Project management and execution support;
- UNEP Task Manager (Washington DC) and Fund Management Officer (Nairobi);
- Country lead execution partners and other relevant partners (e.g. AZE);
- Members of the Project Steering Committee
- Relevant staff of GEF Secretariat;
- Representatives of other multilateral agencies (e.g. World Wildlife Fund, Birdlife International) and other relevant organisations as deemed relevant.

c. Country visits. The evaluation team will visit Mexico, Columbia and Ecuador. The consultant will also interview some of the project partners in Bolivia.

22. The project recognises that because of varying geography, and varying political, social, cultural and economic contexts among AZE sites in the Andes, there could not be one single optimal strategy for barrier removal appropriate for all of them.

C. Key Evaluation principles

23. Evaluation findings and judgements should be based on sound evidence and analysis, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned . Analysis leading to evaluative judgements should always be clearly spelled out.

24. The evaluation will assess the project with respect to a minimum set of evaluation criteria grouped in four categories: (1) Attainment of objectives and planned results, which comprises the assessment of outputs achieved, relevance, effectiveness and efficiency and the review of outcomes towards impacts; (2) Sustainability and catalytic role, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices; (3) Processes affecting attainment of project results, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and (4) Complementarity with the UNEP strategies and programmes. The lead consultant can propose other evaluation criteria as deemed appropriate.

25. Ratings. All evaluation criteria will be rated on a six-point scale. However, complementarity of the project with the UNEP strategies and programmes is not rated. Annex 3 provides detailed guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

26. In attempting to attribute any outcomes and impacts to the project, the evaluators should consider the difference between what has happened with and what would have happened without the project. This implies that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. This also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgments about project performance.

27. As this is a terminal evaluation, particular attention should be given to learning from the experience. Therefore, the "why?" question should be at front of the consultant's mind all through the evaluation exercise. This means that the consultant needs to go beyond the assessment of "what" the project performance was, and make a serious effort to provide a deeper understanding of "why" the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category 3). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultant to explain "why things happened" as they happened and are likely to evolve in this or that direction, which goes well beyond the mere assessment of "where things stand" today.

D. Evaluation criteria

1. Attainment of Objectives and Planned Results

28. The evaluation should assess the relevance of the project's objectives and the extent to which these were effectively and efficiently achieved or are expected to be achieved.

    a. Achievement of Outputs and Activities: Assess, for each component, the project's success in producing the programmed outputs as presented in Annex 1, both in quantity and quality, as well as their usefulness and timeliness. Briefly explain the degree of success of the project in achieving its different outputs, cross-referencing as needed to more detailed explanations provided under Section 3 (which covers the processes affecting attainment of project objectives). The achievements under the regional and national demonstration projects will receive particular attention.

    b. Relevance: Assess, in retrospect, whether the project's objectives and implementation strategies were consistent with: i) Sub-regional environmental issues and needs; ii) the UNEP mandate and policies at the time of design and implementation; and iii) the relevant GEF focal areas, strategic priorities and operational programme(s).

    c. Effectiveness: Appreciate to what extent the project has achieved its main objective "to strengthen the effective protection of habitats populated by species that are globally critically endangered in the terrestrial protected area networks of the Tropical Andean countries of Peru, Bolivia, Ecuador, Colombia and Venezuela" and its component objectives as presented in Table 2 above. To measure achievement, use as much as appropriate the indicators for achievement proposed in the Logical Framework Matrix (Logframe) of the project (Annex 9), adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section 3.

    d. Efficiency: Assess the cost-effectiveness and timeliness of project execution. Describe any cost- or time-saving measures put in place in attempting to bring the project to a successful conclusion within its programmed budget and (extended) time. Analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, compare the cost and time over results ratios of the project with that of other similar projects. Give special attention to efforts by the project teams to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects, etc. to increase project efficiency.

    e. Review of Outcomes to Impacts (ROtI): Reconstruct the logical pathways from project outputs over achieved objectives towards impacts, taking into account performance and impact drivers, assumptions and the roles and capacities of key actors and stakeholders, using the methodology presented in the GEF Evaluation Office's ROtI Practitioner's Handbook (summarized in Annex 7 of the TORs). Appreciate to what extent the project has to date contributed, and is likely in the future to further contribute to changes in stakeholder behaviour as regards: i) demonstration of increased awareness of AZE flagship species, ii) behavioural and attitudinal changes towards biodiversity conservation and the likelihood of those leading to changes in the natural resource base and benefits derived from the environment.

2. Sustainability and catalytic role

29. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition sustainability of benefits. The evaluation should ascertain

to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. Application of the ROtI method will assist in the evaluation of sustainability.

a. Four aspects of sustainability will be addressed:
    a. Socio-political sustainability. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main national and regional stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems, etc. prepared and agreed upon under the project?

    b. Financial resources. To what extent are the continuation of project results and the eventual impact of the project dependent on continued financial support? What is the likelihood that adequate financial resources will be or will become available to implement the programmes, plans, agreements, monitoring systems, etc. prepared and agreed upon under the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?

    c. Institutional framework. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks, etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources?

    d. Environmental sustainability. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?

30. Catalytic Role and Replication. The catalytic role of GEF-funded interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP and the GEF also aim to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

    - catalyzed behavioural changes in terms of use and application by the relevant stakeholders of: i) technologies and approaches show-cased by the demonstration projects; ii) strategic programmes and plans developed; and iii) assessment, monitoring and management systems established at a national and sub-regional level;
    - provided incentives (social, economic, market based, competencies, etc.) to contribute to catalyzing changes in stakeholder behaviour;
    - contributed to institutional changes. An important aspect of the catalytic role of the project is its contribution to institutional uptake or mainstreaming of project-piloted approaches in the regional and national demonstration projects;
    - contributed to policy changes (on paper and in implementation of policy);
    - contributed to sustained follow-on financing (catalytic financing) from Governments, the GEF or other donors;
    - created opportunities for particular individuals or institutions (“champions”) to catalyze change (without which the project would not have achieved all of its results).

31. Replication, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and appreciate to what extent actual replication has already occurred or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

3. Processes affecting attainment of project results

32. Preparation and Readiness. Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? Were lessons learned and recommendations from Steering Committee meetings adequately integrated in the project approach? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources, etc.? Were GEF environmental and social safeguards considered when the project was designed?

33. Implementation Approach and Adaptive Management. This includes an analysis of approaches used by the project, its management framework, the project's adaptation to changing conditions (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

    a. Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
    b. Assess the role and performance of the units and committees established and the project execution arrangements at all levels;
    c. Assess the extent to which the project implementation met GEF environmental and social safeguards requirements.
    d. Evaluate the effectiveness and efficiency of project management by the EA and how well the management was able to adapt to changes during the life of the project;
    e. Assess the extent to which project management responded to direction and guidance provided by the Steering Committee and IA supervision recommendations;
    f. Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project, and how the project partners tried to overcome these problems;
    g. Assess the extent to which MTR recommendations were followed in a timely manner.

34. Stakeholder Participation and Public Awareness. The term stakeholder should be considered in the broadest sense, encompassing project partners, government institutions, private interest groups, local communities, etc. The assessment will look at three related and often overlapping processes: (1) information dissemination between stakeholders, (2) consultation between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

    a. the approach(es) used to identify and engage stakeholders in project design and implementation. What were the strengths and weaknesses of these approaches with

respect to the project's objectives and the stakeholders' motivations and capacities? What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during the course of implementation of the project?

b. the degree and effectiveness of any public awareness activities that were undertaken during the course of implementation of the project; or that are built into the assessment methods so that public awareness can be raised at the time the assessments will be conducted;
c. how the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements, etc.) engaged key stakeholders in biodiversity conservation in tropical Andes.

35. The ROtI analysis should assist the consultants in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathway from activities to achievement of outputs and objectives to impact.

36. Country Ownership and Driven-ness. The evaluation will assess the performance of the Governments of the countries involved in the project, namely:
    a. in how the Governments have assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various contact institutions in the countries involved in the project and the timeliness of provision of counter-part funding to project activities;
    b. to what extent the political and institutional framework of the participating countries has been conducive to project performance. Look, in particular, at the extent of the political commitment to enforce (sub-) regional agreements promoted under the project;
    c. to what extent the Governments have promoted the participation of communities and their non-governmental organisations in the project; and
    d. how responsive the Governments were to UNEP coordination, guidance and supervision and Midterm Review recommendations.

37. Financial Planning and Management. Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:
    a. Verify the application of proper standards (clarity, transparency, audit, etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
    b. Appreciate other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements, etc. to the extent that these might have influenced project performance;
    c. Present to what extent co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).
    d. Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

38. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken by the EA or

IA to prevent such irregularities in the future. Appreciate whether the measures taken were adequate.

39. UNEP Supervision and Backstopping. The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make. The evaluator should assess the effectiveness of supervision and administrative and financial support provided by UNEP including:
    a. The adequacy of project supervision plans, inputs and processes;
    b. The emphasis given to outcome monitoring (results-based project management);
    c. The realism and candour of project reporting and ratings (i.e. are PIR ratings an accurate reflection of the project realities and risks);
    d. The quality of documentation of project supervision activities; and
    e. Financial, administrative and other fiduciary aspects of project implementation supervision.

40. Monitoring and Evaluation. The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will appreciate how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:
    a. M&E Design. Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified. The evaluator should use the following questions to help assess the M&E design aspects:
        i. Quality of the project logframe as a planning and monitoring instrument; analyse/compare logframe in Project Document, revised logframe (if any) and logframe used in Project Implementation Review reports to report progress towards achieving project objectives;
        ii. SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
        iii. Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?
        iv. Arrangements for monitoring: Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the frequency of various monitoring activities specified and adequate? In how far were project users involved in monitoring?
        v. Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
        vi. Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

    b. M&E Plan Implementation. The evaluation will verify that:
        i. the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
        ii. annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings;

iii. the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs;
iv. projects had an M&E system in place with proper training, instruments and resources for parties responsible for M&E.

4. Complementarities with UNEP strategies and programmes

41. UNEP aims to undertake GEF funded projects that are aligned with its own strategies. The evaluation should present a brief narrative on the following issues:
    a. Linkage to UNEP's Expected Accomplishments and POW 2010-2011. The UNEP MTS specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ROtI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent of any contributions and the causal linkages should be fully described. Whilst it is recognised that UNEP GEF projects designed prior to the production of the UNEP Medium Term Strategy (MTS) / Programme of Work (POW) 2010/11 would not necessarily be aligned with the Expected Accomplishments articulated in those documents, complementarities may still exist.
    b. Alignment with the Bali Strategic Plan (BSP) . The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
    c. Gender. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Appreciate whether the intervention is likely to have any lasting differential impacts on gender equality and the relationship between women and the environment. To what extent do unresolved gender inequalities affect sustainability of project benefits?
    d. South-South Cooperation. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

E. The Consultant

42. For this evaluation, one independent consultant will be hired, at least from the project sub-region. The consultant will combine the following expertise and experience:
    a. Evaluation of environmental projects
    b. Expertise in biodiversity conservation, natural resource management, ecosystem management
    c. Extensive knowledge of project evaluation
    d. Good knowledge of UNEP GEF work

43. The Consultant will be responsible for coordinating the data collection and analysis phase of the evaluation, and preparing the main report. (S)He will ensure that all evaluation criteria are adequately covered.

44. By undersigning the service contract with UNEP/UNON, the consultant certify that s/he has not been associated with the design and implementation of the project in any way which may jeopardize s/he independence and impartiality towards project achievements and project partner performance. In addition, s/he will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

F. Evaluation Deliverables and Review Procedures

45. The Consultant will prepare an inception report (see Annex 2 of TORs for Inception Report outline) containing a thorough review of the project design quality and the evaluation framework. The review of design quality will cover the following aspects:
    - Project relevance (see paragraph 28 (b));
    - A desk-based Theory of Change of the project (see Annex 8 - ROtI analysis);

- Sustainability consideration (see paragraphs 29) and measures planned to promote replication and upscaling (see paragraph 30-31);
- Preparation and readiness (see paragraph 32 - 33);
- Financial planning (see paragraph 37 - 38);
- M&E design (see paragraph 40(a));
- Complementarities with UNEP strategies and programmes (see paragraph 41);

Using the above, complete and assessment of the overall quality of the project design (see Annex 8).

46. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. A draft schedule for the evaluation process should be presented.
47. The evaluation framework will present in further detail the evaluation questions under each criterion with their respective indicators and data sources. The inception report will be submitted for review by the Evaluation Office before the evaluation team conducts any field visits.
48. The main evaluation report should be brief (no longer than 35 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate.
49. Report summary. The Consultant will prepare a 15-slide presentation summarizing the key findings, lessons learned and recommendations of the evaluation. This presentation will be presented at the final Steering Committee meeting of the project (if need be). The purpose of this presentation is to engage the main project partners in a discussion on the evaluation results.
50. Review of the draft evaluation report. The Consultant will submit the zero draft report latest by 31 May 2014 to the UNEP EO and revise the draft following the comments and suggestions made by the EO. The EO will then share the first draft report with the UNEP GEF Coordination Office (Nairobi) and the UNEP Division in Washington DC. The UNEP Task Manager will forward the first draft report to the other project stakeholders, in particular RARE, for review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the Consultant for consideration in preparing the final draft report. The Consultant will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The Consultant will prepare a response to comments that contradict the findings of the evaluation team and could therefore not be accommodated in the final report. This response will be shared by the EO with the interested stakeholders to ensure full transparency.
51. Consultations will be held between the consultant, EO staff, the UNEP/GEF, UNEP/[DEPI], and key members of the project execution team. These consultations will seek feedback on the proposed recommendations and lessons.
52. Submission of the final Terminal Evaluation report. The final report shall be submitted by Email to:

    Mike Spilspury, Head
    UNEP Evaluation Office
    P.O. Box 30552-00100
    Nairobi, Kenya
    Tel.: (+254-20) 762 3387
    Email: michael.spilsbury@unep.org

53. The Head of Evaluation will share the report with the following persons:
Maryam Niamir-Fuller, Director
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54. The final evaluation report will be published on the UNEP Evaluation Office web-site www.unep.org/eou and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.
55. As per usual practice, the UNEP EO will prepare a quality assessment of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against both GEF and UNEP criteria as presented in Annex 5.
56. The UNEP Evaluation Office will also prepare a commentary on the final evaluation report, which presents the EO ratings of the project based on a careful review of the evidence collated by the evaluation team and the internal consistency of the report. These ratings are the final ratings that the UNEP Evaluation Office will submit to the GEF Office of Evaluation.

G. Resources and Schedule of the Evaluation

57. This Terminal Evaluation will be undertaken by an independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and s/he will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for s/he travel, obtain documentary evidence, meetings with stakeholders, field visits, and any other logistical matters related to the assignment. The UNEP Task Manager, DEPI, UNDP Country Offices and regional and national project staff will provide logistical support (introductions, meetings, transport, lodging etc.) for the country visits where necessary, allowing the consultant to conduct the evaluation as efficiently and independently as possible.
58. The Consultant will be hired for 7 weeks. (S)He will travel to Mexico, Colombia and Ecuador. In Colombia, the consultant will visit two sites; a) Roncesvalles and b) San Vicente Chucuri. In Ecuador the consultant will visit two other sites; a) Loja and b) Cuenca. In Mexico, the

consultant will visit the RARE Regional Office in Guadalajara and other relevant stakeholders there.

H. Schedule of Payment

Lump Sum

59. The Consultant will be hired under an individual Special Service Agreement (SSA). The fee will be estimated as a lumpsum, inclusive of all expenses such as travel, accommodation and incidental expenses.
60. The Consultant will receive an initial payment covering the travel costs upon signature of the contract.

Fee ONLY

61. The Consultant will be hired under an individual Special Service Agreement (SSA) and is NOT inclusive of all expenses such as airfares, in-country travel, accommodation, incidental and terminal expenses. Air tickets will be paid separately by UNEP and 75% of the DSA for each authorized travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.
62. The payment schedule for the consultant will be linked to the acceptance of the key evaluation deliverables by the Evaluation Office as follows:
    - Final inception report: 20 percent of agreed total fee
    - First draft main evaluation report: 40 percent of agreed total fee
    - Final main evaluation report: 40 percent of agreed total fee
63. In case the Consultant is not able to provide the deliverables in accordance with these TORs, in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Head of the Evaluation Office until the Consultant has improved the deliverables to meet UNEP's quality standards.
64. If the Consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. within one month after the end date of the contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the Consultant's fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

Annex 2: List of project documents consulted

- UNEP Annual Monitoring Review 2010-2011
- Project Cooperation Agreement for a full size project: Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)
- Final Report: Assessment of Land Cover Change, Rare Conservation/AZE Tropical Andes Collaboration: Latin America Cohort 8, Non Campaign GEF project
- Interim Report for the Project Preparation Grant (Q2: February 1, 2009 – April 31, 2009)
- Project Document: "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region) GFL: 2328-2713-4B20
- Terminal Evaluation of the Project 'Adaptation to Climate Change Induced Water Stress in the Nile River Basin'
- Project Revision Documents prepared during project execution
- GEF-Rare- Final Report 2013 Project Title: Communities of Conservation: Safeguarding the World's Most Threatened Species+
- INTERNAL MID TERM REVIEW: Communities of Conservation: the World's Most Threatened Species Safeguarding plus Annexes
- Progress Reports and Final Project Reports prepared by intervention site managers.
- Puentes Entre Altura; La sistematización del Proyecto Paramo Andino en ¨Venezuela, Colombia, Ecuador y Perú: GEF/UNEP/CONDESAN 2010
- Pioneering Change: Community Forestry in the Andean Highlands: : Natural Resource Managed by rural communities in the Highlands of Bolivia, Ecuador, Peru and Colombia. FAO 1999.
- REVISED - TERMS OF REFERENCE: Rare Andes AZE Advisory Committee
- Project Costed Monitoring and Evaluation Work Plan Summary 2011
- Rare Theory of Change for community based conservation.
- Project Internal mid-term review, October 2011-January 2012
- Meta-Analysis of Pride Campaigns (Vaughan 2012)
- Publication submitted on "Impact of ARA+Pride" (Asquith, 2013)
- Publication submitted for publishing "Water Quality as a Proxy for Threat Reduction" (Asquith 2013)
- Assessment of Land Cover Change, Rare Conservation/AZE Tropical Andes Collaboration with University of Wisconsin & Rare
- Final Project Report prepared by RARE: PROYECTO "COMUNIDADES DE CONSERVACIÓN: PROTEGIENDO A LAS ESPECIES MÁS AMENAZADAS DEL MUNDO" Tracking tool for GEF projects and for this project.
- Habitat Management for Conservation: A Handbook of Techniques, Malcolm Ausden

Annex 3: Contact List

NAME	CARGO	EMAIL	TELÉFONO	TIPO DE CONTACTO
RARE MEXICO				
Rafael Calderón	Regional Director for Latin america RARE- México	rcalderon@rare.org	42-33-3817 ext 101	Entrevista personal mediante aplicación del cuestionario
Dulce Espelosin	Oficial RARE(desarrollo de programa de comunicación	despelosin@rare.org	42-33-3817	Entrevista personal
Alan Hesse (Rare)	Oficial RARE (desarrollo de ARA)	ahesse@rare.org	42-33-3817	Entrevista personal
COLOMBIA GUASCA				
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Francisco Pedraza Vásquez	Alcalde del municipio de Guasca	*alcaldía@guasca-condinamarca.gov.co*	313-412-1256	Entrevista personal
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Luis Felipe Murillo	Propietario de la granja orgánico vereda de la Floresta			Entrevista personal mediante aplicación del cuestionario
Clementrio Barajas	Propietario de la granja orgánico vereda de la Floresta			Entrevista personal mediante aplicación del cuestionario
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Annex 4: Intervention Site Evaluation Report

Terminal Evaluation of the Project "Communities of Conservation: Safeguarding the World's Most Threatened Species (Andes Region)"

GFL: 2328-2713-4B20

Intervention Site Evaluation Report

Charles B. Kenny Jordan
March-April 2014

I. Introduction

1. The project started with twelve project intervention sites. Due to the withdrawal of two of the original partner institutions, this number was later reduced to ten: Peru (2), Ecuador (2) Colombia (4) and Bolivia (1). In this evaluation five of these ten sites were visited. (Annex 1)

2. Considering the project's intervention strategy (paragraph 6), this report contains a brief explanation of the conditions found at each of the intervention sites visited. Comments on RARE's generic theory of change are also presented, followed by a brief section of general conclusions.

3. The evaluation methodology included primary and secondary data analysis. Secondary data collection and analysis was based primarily on review of final reports and other documents produced by Project Managers, see http://www.rareplanet.org/en/.

4. Primary data collection conducted at the intervention sites was comprised of the following components: questionnaire for decision makers (Annex 1); questionnaire for participating farmers (Annex 2); visual inspections of best practices implemented by Reciprocal Agreements for Watershed Services (ARA) holders; and a review of the theory of change strategy used by the partner institutions.

II.The Project's Intervention Strategy

5. The intervention strategy used by RARE to guide the development of the intervention sites is presented in Section 3 of the Project Document (Prodoc). Paraphrasing, RARE's objective intention was to 'construct a network of community-based capacity and awareness building campaigns that would generate public support for locally managed reciprocal agreements for watershed services (ARA) which would improve the management and protected status of the Alliance for Zero Extinction (AZE) species habitats associated with national systems of protected areas.'

6. According to the Prodoc, "the conservation results measured in hectares of protected and improved AZE species at intervention sites would help,

- Raise the profile of these important sites for global biodiversity conservation within national biodiversity and ecosystem services policy frameworks;
- Generate networked learning among organizations about how to implement ARAs at AZE sites and how to build local public support that contributes to rewards for landholders that are contingent on their delivery of habitat and species conservation;
- Educate up to 12 trained conservation leaders by helping them obtain a Master's degree in conservation and social marketing.
- Support GEF SO1 SP3, "strengthening terrestrial protected area networks," by targeting areas which fall under protected area status and terrestrial ecosystems that are under-represented in protected area networks and are as such prime candidates for the creation of new Protected Areas (Pas)."

7. In addition to biodiversity benefits generated, RARE assumed that the project would validate PRIDE/ARA development strategy. As a result of proving the validity and effectiveness of the strategy, additional funding for the project would come from national ecosystem-service payments systems such as Ecuador's Socio-Bosque Program, Governments and national NGOs and international development agencies.

8. Capacity building activities embedded in the project included:

- A two year master's programs in social marketing given by the University of Texas.
- A training package for strategic planning and implementation of a Pride/ARA Campaign built on a generic theory of change produced by RARE.
- US $20,000 to support Pride Campaigns and an equal sum to pay for in kind incentives offered in/through ARAs.
- Technical assistance in the conduction of Pride/ARA campaigns.

9. All sites visited applied the RARE's generic Theory of Change model, see Table 1. Partner institutions were told that they should adjust this model to coincide with local conditions.

Table 1: RARE's Generic Theory of Change Framework

Knowledge	Attitude	Interpersonal communication	Barrier removal	Behavior change	Threat reduction	Conservation results
Pride training and social marketing builds local recognition of benefits to water and global biodiversity by conserving natural habitat of AZE species in selected small-scale watersheds of the Andes.			A Reciprocal Agreements for Watershed Services (ARA) program reduces costs for landholders for Conservation commitment.	Human behavior changes to protect biological and hydrological sensitive habitats and species, improving their status compared to baseline scenarios and change at control sites.		

III. Why did some intervention sites fail

10. Out of the original 12 partner institutions, 2 prematurely withdrew from the project, 3 produced little or no results and 7 produced important results, see Annex 2: Project Results Taken From RARE's Final Project Report. Discussions on this subject were prompted with project personnel.

Rafael Calderon: Project Manager- RARE

11. An important lesson learned from our interactions with partner institutions is that strong commitment is needed to guarantee the success of Pride/ARA Campaigns. Committed institutions will create innovative solutions to problems and will continue to develop Pride Campaign until they meet measurable results. The Parque Nacional Farallones of Cali Colombia and Natura Bolivia are cases in point. They are outspoken supporter of Pride/ARA methodologies. In the case of the Parque Nacional Farallones of Cali, Colombia, the Regional Director of the National Parks System is a staunch supporter. He would like to see Pride/ARA Campaigns conducted in all areas

under his command, but lacks the funding to make this happen. Natura Bolivia is the original "brightspot" for ARA. From and institutional point of view, Natura Bolivia is the founder of this methodology and has created a school to promote ARAs thought out Bolivia. In the case of the Peruvian NGOs APECO and IBC, they never really understood or supported our methodologies. Very conservative in their approach to conservation, they prefer to move forward by "excluding" people rather than inviting them to participate in the conservation process. This is, of course, contrary to the participatory approach promoted in RARE.'

Forner Project Intervention Site Managers: Luis Lopez (Zumba-Ecuador), Marco Bustamante (Cuenca, Ecuador), Javier Mancera (Guasca, Colombia), Claudia Césped (San Vicente de Chucuri, Columbia and Helder Aguirre de los Rios (San Ignacio-San Jose de Lourdes, Perú).

12. Pride Campaigns are just the start. It may take several months and sometimes years to change behavior. Most farmers *know the importance of protecting their water supplies. What they lack is the* opportunity *to do something about it. ARA allows farmers to act decisively in favor of water conservation. Changes in behavioral, however, will come only if farmers find that their actions produce concrete results. Two years is not enough time to promote sustainability. The project needed more time and a strong monitoring and evaluation program to promote the sustainability of ARA programs.*

13. Experienced and highly trained extensionists can help farmers understand the benefits of their actions through applied research. They also facilitate logistics and help farmers overcome unseen problems. Unfortunately, training extensionists was not a priority action in this project. We, of course, appreciate the master degree we gained in social marketing; however this had some negative effects. We were away for long periods of time which slowed advances at the work sites. Our training was not adapted to local conditions; it took time for us to transform what was presented in the course to coincide with the realities found at our work sites. Our training must have been expensive; more money should have been spent training extensionists and local leaders.

14. Like communities, institutions come in all shapes and sizes. Some are stronger than others. Despite this fact, the same capacity building scheme was used for partner institutions (master's course, training in the execution of Pride/ARA campaigns, some financial assistance and mentoring visits). Conducting a due-diligence study at the on-set of the project would have helped determine the special needs of each partner. Adjusting capacity building programs to meet these special needs might have helped reduce the number of unproductive intervention sites.

15. Water was the driving force of this project. The small patches forests and moors protected under the ARA were selected for their water regulating properties. AZE species were absent from many of these sites. By protecting larger areas of forest and moors, it is logical to conclude that the project would have offered better support for the protection of AZE species. To meet this goal, some of us (NCI) used Pride Campaigns to promote other conservation schemes; i.e., land purchase, creation of public nature preserves and payments for environmental services. Adaptive management strategies applied in the project allowed us to find creative solutions to special condition found at each intervention site.

16. Doctor Robert Yaguache fully understood and was helping us overcome these and other problems. Unfortunately he resigned from the project when he found that his recommendations were not fully accepted by RARE.

Doctor Robert Yaguache, former ARA advisor to the project

17. "Pride/ARA Campaigns, as conceived in the project, will not induce long lasting behavioral changes. For this to occur, farmers must confirm benefits being produced by best practices. In many cases this will take two productive cycles. Applied research and continuous monitoring and evaluation are important element any rural development adventure. Promoting ARAs without providing continued support to farmers in order deal with unseen technical and administrative problems is unfair. This can only lead to the disgruntlement of farmers and the failure of development and conservation goals."

18. Part of this effort included working with Dr. Yaguage to produce an improved behavioral change time-lime for discussion.

Suggested Time Line for behavioral change			
Two years		Whatever time it takes	
Pride Campaign	Signing ARA	Monitoring and evaluation/ Applied research	Behavioral change
Information equal changes in attitude	Barriers removed and benefits received	Procedures corrected and conservation and best practices improved.	Conservation and best practices irreversible, producing changes in behavior
Important factors in institutionalizing the process of behavior change			
Organization/ planning	Team/budget	Positive social, environmental and economic results	Social and economic benefits scientifically validated

Reports on intervention site visited.

Colombia (Municipality of Guasca-Condinamarca)

19. Only a one hour's drive from Bogota, Guasca is a mixture of small farms and vacation lots purchased by people from the capital. Land prices in the Guasca area are high (US$40-60,000 per hectare) and many farmers have sold or are in the process of selling their lands. Farmers that have stayed cultivate potatoes, vegetables and raise livestock. Some of these farmers are now employed by the "newcomers" to tend to their investments.

20. The project was operated by the Gauvio Development Corporation (CORPOGAUVIO). According to the site manager, Project support ended in December 2011. Traditionally dedicated to control and policing of natural resources, this organization had difficulty adapting to the participatory planning and implementation methodologies

promoted in the project. Participatory methodologies were considered critical to the methodology in terms of aiding ARA holders meet felt needs.

21. Pride/ARA Campaigns produced 5 signed ARAs. Divided into small patches, these contracts protect approximately 135 hectares of moors and native forests. Best practices applied in the ARAs include 1) limiting access of grazing animals to stream banks through fencing and 2) transferring grazing animals from highlands to improved pastures in the valleys below. The environmental and economic benefits of these practices have not been determined; however, farmers did mention that these activities help protect useful native tree and brushes species.

22. For their conservation efforts, ARA holders receive in kind incentives: fertilizers, fencing, seeds, and technical assistance. Opportunity costs of the protected land were used to calculate the value of the in kind incentive presented to the ARA holders. This cost was set at US$ 400 per hectare. To help finance these incentives, a water fund was established. Although the fund was approved by the Municipality of Guasca through a municipal council agreement, its sustainability is questioned. On the one hand, only two of its six members contribute financially to the fund and on the other hand the fund is not synchronized with current laws, and other legal procedures. The project had planned to donate US$ 10,000 to this fund, but CORPOGAUVIO was late in presenting legal documentation and this did not happen.

23. ARA holders interviewed summarized their feelings about the project as follows: 'Many projects have passed our way. Most of these have failed, leaving us worst off than before. ARA contracts are good and should be continued, but it will take more time to recover from the disappointments and the loss of faith. Pride/ARA Campaigns should also target down-streamers; they have just as much responsibility to conserve water as we do. "New-comers" to the area must also participate. Neighbors are selling their lands; there are few of us left to do the work. Big families are a thing of the past and many of our children have left to work in Bogota. Finally, we have only small plots of forests. To protect wildlife it is necessary to conserve large parcels of land. Modifying legal procedures, eliminating property taxes and/or developing a program that provides economic subsidies for conservation might help wildlife conservation efforts.'

24. The Project Manager mentioned key problems or challenges faced by the ARA methodology. First, measuring changes in attitudes produced by Pride Campaigns was time consuming and expensive (3000 questionnaires were processed as part of this effort throughout the life span of the intervention). Secondly, supervisory visits to the interventions site by RARE were infrequent, with the exception of the two highly appreciated reviews conducted by the person in charge of the ARA methodology. Thirdly, it was difficult to keep up with RARE´s fast pace, as administrative and development procedures in CORPOGAUVIO are strictly regulated. Fourthly, the species monitoring program implemented by Birdlife International was delayed and unproductive. The AZE frog species original chosen for protection was never found. RARE, but through discussions with RARE this was replaced by the Crystal Frog, one adult male specimen of this frog was detected on a stream band being protect by the project. Most project personal have left CORPOGAUVIO for better posts, but most continue to be interested in continuing the promotion of Pride/ARA methodologies. One professional now directs Bogota´s Water Fund and has asked RARE for help.

25. Given their present situation, is **unlikely** that CORPOGAUVIO´s will continue to develop Pride/ARA Campaigns. However, CORPOGAUVIO´s newly appointed Director of Environmental Program was optimistic. He said, "Pride/ARA programs will be an essential part of my program and will be extended to all eight municipalities in the coming years. I have 14 park guards under my command. I will train them in the application of Pride/ARA campaigns. As these people have no prior experience in participatory development, this will not be an easy task; therefore, I will need help." It is important to note the municipality in Guasca and other municipalities have officially requested to receive technical assistance from RARE for this matter.

Colombia (San Vicente de Chucuri-Santander)

26. The town of San Vicente de Chucuri (population 12,000) is approximately a three hour's drive from Bucaramanga. Located in the sub Andean forest region, the mountains that surround the city are inhabited by a number of endangered species: puma, speckled bear and tapir. Cacao is the number one crop of the farmers who inhabit this region. Cattle-ranching is also an important source of farm income.

27. The Nature Foundation of Colombia (NFC) was selected to lead the project at this intervention site. Project support ended in December 2011. Highly experienced in rural development and participatory methodologies, the NFC is respected throughout Colombia for its work in community development. NFC chose to partner with the "Adminstracion Publica Cooperativa Manatiales de Chucuri" (APC). This organization is responsible for managing San Vicente de Chucuri's water supply.

28. "Las Cruces" watershed was selected as the target area. Decades of war, failed promises and misguided development projects have destroyed the trust farmers placed in public development schemes. Respecting local knowledge and striving to satisfy felt needs, NFC-APCrestored this trust by skillfully combining Pride/ARA Campaigns with participatory planning and development methodologies.

29. Farmers signed and continue to implement 125 ARAs. By fencing off stream banks and reducing grazing, these farmers protect some 721 hectares of native forests and moors. Land of some ARA holders borders the Yariguíes National Park. This national park is home to the Santandareana Perdiz, the AZE species selected by the project for protection. According to park authorities, this bird frequently visits cultivated lands below the park to feed. Thanks to a collaborative agreement between park and APC authorities, farmers now participate in the protection of the Santandareana Perdiz by helping to control illegal hunting activities. Joint efforts to restore degraded habitats adjacent to the park are also a part of this agreement.

30. In kind incentives (tools, fertilizers, seeds, etc.) offered through ARA have met with good results. Thanks to improved management of pastures, vegetable gardens and cacao plantations, farmers report that incentives have helped increase farm income. Farmers are also proud of the fact that they contribute to improving water quality by protecting forests and streams banks. They feel very strongly, however, that down streamers that benefit from these activities should also contribute to the management of this watershed.

31. The APC has established a special water fund to pay for in kind incentives provided by ARAs. The sustainability of this fund seems to be on solid ground. Based on a detailed study of the existing laws, the fund has been sanctioned by the municipality and is legally

operated by APC. The fund receives US$ 10,000 annually from ACP. In addition to voluntary contributions from the town's people, the fund also receives an annual donation from the Municipality of San Vicente de Chucuri.

32. Thanks to a newly created environmental program, APC plans to expand Pride/ARA Campaigns to other watersheds. Internal financing has been set aside to support this expansion program. Seeking to know more about Pride/ARA Campaigns, APC received a number of visits from neighboring municipalities. With a donation of approximately US$ 200.000, USAID is expected to support APC's environmental program. Other international organizations that have shown interest in this program are FAO, UNEP, and GIZ.

33. No major complaints were received at this site during the visit. Project staff did, however, mention that Pride/ARA methodologies could be improved. They offered the following suggestions:

- Increase training of field extensionists,
- Increase targeting of down-streamers,
- Promote of integrated watershed management strategies,
- Increase knowledge and promotion of degraded land restoration techniques, and
- Increase lobbying for the improvement of national watershed management and conservation policies.

34. Project staff also commented on indicator monitoring activities conducted at this site. In addition to supporting the project's monitoring and evaluations system, they felt that this activity had important practical applications. More specifically, measuring changes of attitudes helped promote voluntary contributions to the project's water fund; the water quality monitoring program assisted APC to improve water use and distribution policies, and finally, conducting surveys regarding the populations of the Santandareana Perdiz helped develop a meaningful relationship with park authorities.

35. As NFC has successfully passed ownership of Pride/ARA Campaigns to ACP, it is likely that APC will continue to development these campaigns in the future. It is also **likely** that AZE species protection goals set at this site will be met. The fact that the project has the support of national park authorities was a key factor in reaching this conclusion.

Ecuador (Zamora-Chinchipe)

36. The Canton Chinchipe is located in the southeastern part of the Province of Zamora-Chinchipe. The main source of income in this region comes from cattle. Vast areas of cloud forests once covered the area. These forests have been destroyed and turned into pastures, negatively affecting soil quality, water production and native wildlife.

37. The Nature and Culture International (NCI) was selected to develop this intervention site. To complete these tasks, NCI partnered with the Municipality of Chinchipe. The Pride/ARA campaign was delayed and initiated in June 2011. The Jocotoco bird was chosen as the campaign symbol. This campaign sought to improve the management of the Isimanchi Watershed. The town of Zumba (population 5000) water supply comes from this watershed. NCI terminated its assistance to the Municipality of Chinchipe in December 2011. Through information gathered in the visit to this intervention site, it was evident that the municipality had not continued activities promoted in the project.

38. With the exception of few street signs, some murals at the local schools, there was no physical evidence of the project's existence. Unfortunately the Mayor, an original advocate of the effort, had been voted out of office and was not available for comment. The same situation was true of all other municipal authorities that participated in the project. However, the on-site research concluded that the Pride/RA campaign produced two ARAs. Only one ARA holder accepted to be interviewed. In his words: "I have not benefitted from my participation in the project. I was told to fence two hectares of my forest land. This was two years ago, and now the fence posts are rotten. I will not replace them. I do not know what I was expected to protect".

39. The Project Manager (NCI Officer) was also interviewed at this site. He was asked why the project had not generated greater impacts and he shared the following:

- The project spent a lot of time conducting indicator monitoring activities of no interest to the community.
- The Pride/ARA Campaign was too short (only six months). Two years would have been better.
- Rather than in-kind incentives, farmers are more interested in receiving cash for conservation.
- Many farmers do not have land titles. The municipality would not sign ARAs with farmer that did not produce title to their land.
- NCI tried to manage the project from Loja. Bad roads complicated project supervision
- A NCI representative should have been stationed at the project implementation site.
- Neither the Prodoc nor the project Mid-Term Review was discussed with personnel working at this intervention site.

40. As previously mentioned, the project terminated in December 2011. Receiving fresh funds from RARE, NCI conducted Pride Campaigns in three new municipalities: Nangaritza (Province of Zamora Chinchipe), Avocados (Province of Loja) and El Oro (Province of Santa Rosa). Seeking to increase the effectiveness of these campaigns, NCI altered the Pride methodology by

- Limiting the time used to plan activities (including the determination of baseline data) to one month;
- Intensive training of local promoters (extensionists) to assist in the implementation of the campaigns;
- Increasing the duration of Pride Campaigns to seven months;
- Assisting the municipalities involved in the application of a monitoring and evaluation system based on Smart Indicators.
- Increasing backstopping and problem solving visits.

41. Rather than promoting only ARAs, NCI used these Pride Campaigns to offer other conservation schemes, including land purchase, creation of municipal nature reserves and participation in Socio Bosque—a government sponsored conservation program that provides economic incentives to farmers that agree to conserve their forests Combining the schemes allowed NCI to achieve the following results:

- In Nangaritza, passage of municipal ordinance declaring the protection of 7,700 hectares of Tanager (Grallaria golinaranja) habitat.

- In Avocados, passage of municipal ordinance declaring the protection of 1, 500 hectares of pristine cloud forests.
- Santa Rosa, creations of municipality nature reserve; 18,000 hectares of cloud forest, wetlands and mangrove forests are protected under this action.

42. With the participation of seven municipalities (including the Municipally of Chinchipe), NCI is participating in the establishment a regional water fund. Financed by environmental fees paid by water users, this fund will be used to protect watersheds and other fragile lands Managed autonomously, the fund promises to be an effective mechanism for promoting conservation of native forests in the region. Although some legal details are still under consideration, this fund has the support of the citizens.

43. Summarizing, the project did not meet expected goals set with the municipality of Chinchipe. Aided by additional funding from RARE, NCI did however successfully apply Pride Campaigns in other municipalities and use the Pride Campaigns as launching pads to achieve other conversation objective. Adjusting these campaigns to promote new conservation schemes, NCI set aside large tracts of forest land for conservation. Learning from the errors of its first attempt, it is **likely** that NCI will continue help local municipalities developed Pride Campaigns in the region. It is also **likely that**, in time, AZE project impact goals will be achieved, as land tracts of native forests come under protection; however, species monitoring programs are necessary to confirm this statement.

Peru (San Ignacio-Department of Cajamarca)

44. Internationally known for its coffee production coffee, this intervention site also produces banana, yucca, tropical fruits and cattle. Replacing what were native forests, coffee plantations cover vast areas, protecting the soils and controlling erosion on the steep mountains slopes. Unfortunately, many coffee plantations have succumbed to a rust disease and coffee farmers have suffered.

45. Caritas Jaén executed the project in association with GIZ (former DED), the radio stations of San Ignacio, Marañón and Diplomat and the municipalities of San Jose de Lourdes and San Ignacio. The Jocotoco bird and the poisonous Marañón Frog were selected as Pride symbols. Pride/ARA campaigns initiated with the municipality of San José de Lourdes but quickly spread to the city of San Ignacio. Social indicators measured confirm the effectiveness of these campaigns in gaining the support of both farmers and city residences for water management and the conservation of selected AZE species.

46. The project site manager mentioned the project terminated in 2011. The project manager stated otherwise. "Although the intensity of the participation by RARE was reduced significantly at this time, work at the intervention sites was not terminated. RARE continued to support these sites with mentoring visits, with the exception of Guasca.

47. Both municipalities mentioned above created watershed management units and continue to promote project activities. Caritas Jaen continues to support these units, achieving to date the following results: Thirty-six signed ARAs with approximately 957 hectares of cloud forests protected.

48. A water fund has been created to support ARAs promoted by the watershed management units mentioned. In addition to financial support from the municipalities, this fund is financed by an environmental tax program created by the city of San Ignacio. Additional contributions are being negotiated with the local hydro electrical company.

49. ARA holders receive two types of conservation incentives: cash and in-kind. Cash incentives are preferred by ARA holders, as they can be used to solve pressing personal problems. Supporting coffee production in-kind incentive are also well received by ARA holders.

50. Effective teams of local professionals have been organized and trained by Caritas to manage the watershed units. Dedicated teams are replicating PRIDE/ARA methodologies in new watersheds (for example Botijas). Advances made by these teams include:

- Strengthening the Pride messaging component to reflect the reality of the sites
- Implementation of an applied research program to improve benefits of best practices;
- Creation of a water fund,
- Establishment of an impartial executing committee to manage this fund
- Reposition of coffee plantations lost to disease.
- Execution of an improved monitoring and evaluation program.

51. ARA holders interviewed had this to say about the project: "Cash incentives are very important. They allow us to take care of urgent personal matters like housing repair, school payments and medicines. Replacement of damaged coffee plantations is another plus of this project. The project has given us new varieties of coffee that are supposedly disease resistance, but only time will tell. Conserving forests is good. This helps regulate the water supply. The patches of forests being conserved do not have much wildlife, but they do have some birds. To conserve wildlife, large forests should be place under protection. We farmers do not own large patches of forests.

52. Although it is **unlikely** that this intervention site will contribute to the conservation of AZE species, the project was successful in establishing sustainable watershed management programs. Supported by trained personnel and a functioning water fund, it is **highly likely** these units will continue to develop Pride/ARA Campaigns in the future.

Ecuador: ETAPA-Cuenca-Yanuncay-watershed.

53. Part of the Municipality of Cuenca, ETAPA provides the Province of Cuenca with services that include telecommunications, potable water, sewerage and garbage disposal. ETAPA´s integrated watershed management program (MICPA) was created in 2009 and is responsible for promoting the sustainable management of three major watersheds that supply city of Cuenca (population 500,000) potable water.

54. MICPA was chosen by RARE to execute the project. Employing five field technicians, MICPA implemented the project from June 2010 to December 2011. The "Instituto Nacional de Investigacion Agropecuario" (lNlAP) (a public agriculture research programs) provided technical assistance to ARA holders aimed improving pasture management procedures.

55. MICPA chose to work in the Yanuncay Watershed. With a population of approximately 300 families, this watershed is comprised of 80% moors, 10% native forests and brush lands, 5% crops and pastures and 5% tree plantations (pine and eucalyptus).

Distributed from the Sustag treatment plant, this watershed provides water to Cuenca´s urban areas with a population of approximately 25,000 people.

56. Most famers in this watershed own large tracts of land (50-500 hectares). Approximately 90% of these farmers raise dairy cattle. Farm income from milk production averages between US$ 1000-3000, monthly. Interested in getting more money for their milk, the farmers have formed a distribution center with 14 permanent members and an undisclosed number of non-members participants. The project worked directly with this association.

57. The Yanuncay Watershed borders the Cajas National Park. Some 6000 hectares of this watershed are classified as park land, but used by local farmers to pasture cows. The park and surrounding areas provide habitat for many interesting species of native flora and fauna. Amphibians, reptiles, mammals, including white-tailed deer, are commonly seen by the farmers. Hunting has been outlawed by the national government. The symbol of the Pride campaign was the frog (Atelopus nanay). Monitoring programs failed to produce evidence of the existence of this frog; however other endangered frog species were found.

58. Eight ARAs were signed during the life of the project, achieving the protection of approximately 550 hectares of patches of native forests and moors. Funded exclusively by RARE, a second phase of the project was initiated in 2012**.** Thirteen new ARAs were signed in this phase, placing an additional 365 hectares under protective custody of ARA holders. Fencing of river banks to avoid water contamination by grazing animal and protection of small patches of remnant native forests constitute the conservation activities executed by ARA holders. In compensation for the efforts in conservation, ARA holders were helped to improve their pastures lands. As previously mentioned, INIAP provided technical assistant needed to develop improved pastures. ARA holders also received in kind incentives such as barbed wire, fence posts and fertilizers. Recently, MICPA initiated the promotion of wind breaks. Using native nitrogen fixing tree species, it is through that these wind breaks will help enrich pasture lands while protecting dairy cows from the elements.

59. ARAs are planned for 10 years. Farmers receive in kind incentives only in the first five years of the contract. Opportunity costs are used to calculate the value of the in kind incentive received by ARA holders. These costs vary from US$ 500 per hectares for infertile moors to US $900 per hectare for fertile native forests. ETAPA is considering changing its incentive policy. Equivalent to double the land opportunity cost, a onetime in kind incentive payment is under consideration.

60. Undoubtedly, PRIDE campaigns facilitated the proliferation of ARA in the Yanuncay Watershed; however ARA holders interviewed had this to say: "We have always had the desire to conserve our lands. We signed ARA because of these conviction, and not because somebody convinced us that we needed to save our forests. MICPAS extensionists know our traditions, problems and preferences. They consult us on all matters. They are very transparent. In-kind incentives are appreciated, but we would like to discuss the possibility of including cash, as part of the incentive program. Some farmers do not want to participate in ARAs. They are afraid of losing their lands and they do not like the ideas of fencing stream banks. Cows have fewer areas to pasture. Being a public company, ETAPA requires that farmers guarantee their participation en ARAs by handing over titles to their land. Some farmers to not have titles, those that do are afraid that their taxes will be increased."

61. MICPA staff members revealed an important problem in the execution of ARAs. They stated that negotiations proved to last between 6 months and 2 years. Their recommendations to overcome this challenge included 1) Negotiations should begin with a work shop of potential participates aimed at forming preliminary agreements; 2) Once the proposal has been fully socialized, farms must be visited and evaluated; 3) Upon agreement by the farmers, the property must be surveyed and a map produced; 4) Areas to be protected need to be determined and best practices to need to be implemented at once. Finally, technical assistance and incentives needed to carry out best practices need to be identified with the participation of the farmers. The production of these practiced must also be validated with the participation of the farmers.

62. MICPA reports that the time dedicated to measuring indicators in this project was well spent. Identifying endangered species helped solidify the merits of conservation with stakeholder. Favorable changes in the quality of the water now being measured, fully justify the best practices being promoted. This information is also being used to promote additional funding from ETAPA and other water minded institutions. Finally, confirming that PRIDE campaigns positively impacted the attitudes of the general public helped gain the support of local politicians. Unfortunately monitoring land use change conducted by the University of Wisconsin did not achieve the expected results. It seems that methodologies used were late and flawed. And, an increase in farm income due to best practices (mainly milk production) is an important indicator that was not measured.

63. In addition to ARAs, MICPA promotes other conservation strategies: land purchase; political lobby and the creation of nature preserves managed with the participation of rural community organizations. By adjusting messages and didactical material, MICPA believes Pride Campaigns can be used to promote these conservation schemes. For this reason, MICPA plans to extend Pride Campaigns to all watersheds flowing towards Cuenca. For this to happen, MICPA aims to develop strategic alliances with the Ministry of Agriculture, Ministry of Environment and the Provincial Government. MICPA also would like to strengthen its monitoring and evaluation programs, by clearly establishing indicators and improving measuring methodologies. A water fund for Cuenca (FONAPA) was created two years ago. Unfortunately, to date the project has not taken advantage of this fund, but, according to MICPA, this will change in the future.

64. Because PRIDE/ARA Campaigns are embedded in its strategic development plan, it is **highly likely** that MICPA with continue to develop these campaigns in the future. The 1000 hectares of local forests and moors now under protection were chosen for the water producing properties and do not match with AZE sites determined in the project. However, ETAPA is responsible for administration of the Cajas National Park. It is possible that by institutionalizing Pride/ARA methodologies within ETAPA, AZE species will benefit down the line, especially those found in park buffer zones.

Conclusions

65. Considering information generated from the review of the project intervention sites, the following preliminary conclusions were reached:

Pride Campaigns:

- Properly applied, Pride campaigns will increase the participation of the local populations in the execution of conservation and watershed management programs/activities.

- Pride campaigns can improve knowledge and attitudes but more is needed to induce important changes in behavioral. Behavioral changes take place only after farmers become convinced that the conservation and best practices promoted produce important benefits.
- Pride campaigns facilitate the adoption of ARA and promote the creation of tools that drive this process, such as water funds, policy changes and municipal ordinances
- Pride Campaigns can also be used to promote other conservation tools such as land purchase, PES and nature reserves controlled by municipalities or rural communities.

ARAs:

- The signing of the ARA is just the beginning. Farmers need continuous support to overcome unforeseen technical and administrative problems. Public institutions (municipalities, development corporations, ministers) are called upon to provide this support, through the implementation well organized extension programs.
- In-kind incentives are graciously received; however, some farmers prefer cash.Cash incentives allow farmers to resolve urgent personal problems. In-kind incentives are also welcomed, especially if they are aimed at improving farm income through improved farm productivity.
- Best practice must produce. If they fail farmers will become disillusioned with the process. Applied research programs will help keep best practices on the right tract.
- Besides ARA, Pride Campaigns can be used to promote other conservations schemes. These include land purchase, the creation of nature preserves managed by local municipalities and/or rural communities and payment for environmental services, for example Socio Bosque.

Partner Institutions:

- Some partner institutions did better than others. Adjusting project capacity building strategies to meet the special needs of the weaker partners might have helped reduce the number of failed institutions.
- Reducing grazing on stream banks, patches of native forest and moors constituted the best practices promoted in the project. Unfortunately, the economics and environmental benefits of these practices were not determined. Here again, applied research would have helped correct this problems.

Training:

- The master‘s program was appreciated by site managers. Because these managers were absent for long periods of time, the development pace of some of the interventions sites was affected. RARE has reduced course work from 17 to 13 weeks.

- The importance of training extensionists in Pride, ARA and participatory development methodologies was recognized by partner institutions; however, this activity was not prioritized in the project.

- Mentoring conducted by RARE was highly appreciated; however, mentoring visits were not conducted as frequently as needed.

Measuring Indicators:

- Measuring project indicators was expensive and time consuming; on the other had indicators were instrumental in developing additional support and co-financing.
- Municipalities and water companies were particularly interested in the water quality monitoring activities promoted by the project
- Not finding many of the designated AZE species complicated the AZWE monitoring activities; however other AZE species were found.
- Land use changes would have helped confirm the validity of conservation and best practices promoted in the project. Unfortunately, the methodologies used did not work.
- Measured in formal surveys, the percentage increases in knowledge and attitudes levels generated PRIDE/ARA Campaigns motivated partner institutions to incorporate these methodologies into their development polices and plans

Annex 1: Project Intervention sites visited by the consultant

Country	Partner institution	Associates	Habitat type	Total number of ARA Contracts	Total ha covered by ARA	Total ha indirectly affected
Colombia	Corpogauvio	Guasca Municipality	Ranging from 3,500 2,600mts the site is Composed by Andean and sub Andean forest, Páramo and Important wetlands, origin of the watershed that feed Bogota local rivers	5	135.5	880
Colombia	Natura Colombia	Adminstracion Publica Copperativa Manatiales (APC)	Situated in the west side of the Eastern range of the Magdalena Medio, the site is Composed by Andean and sub Andean forest. Important relicts of *Quercus* forest remains in the region	125	721	4,687
Ecuador	NCI	Municipality of Zumba	Ranging from 760 to 2800 the vegetation cover contains Humid Montane, Andean and Cloud forest Reaching connectivity with AZE site through primary and secondary forests	7	2,319	15,070
Ecuador	ETAPA		Site is composed by high Andean	22	1,341	8,715

			forest, Páramo (herbaceous grasslands), and dry montane areas.			
Peru	CARITAS	Municipality of San Ignacio and the municipality of San Jose de Lourdes	Situated in the Eastern range of the main Andean chain, and ranging from 1600 to 2400 mts, habitat type include Cloud forest with relatively well preserved patches in the high lands.	27	747	4,901

Annex 2: Project Results Taken From RARE's Final Project Report.

Nombre de la Campaña	Durante al campaña (2011)		Después de la campaña (2012)		Después de la campaña (2013)		Total		
	No. Contratos	Hectáreas bajo ARA	No. Contratos	Hectáreas Bajo ARA	No. Contratos	Hectáreas Bajo ARA	No. Contratos	Hectáreas Bajo ARA	Hectareas Influencia Indirecta
Proaves	8	2,131			2	2300	10	4,431	28,801.50
Natura Bolivia	13	662.3	30	1,034.80	8	116.6	51	1,814	11,789.05
ETAPA	10	506	7	484.8	5	350	22	1,341	8,715.20
IBC	3	33					3	33	214.50
NCI	2	15	3	3.5	2	2,300.00	7	2,319	15,070.25
Caritas			27	754			27	754	4,901.00
APECO						2500	0	2,500	16,250.00
Natura Colombia	6	50	4	13	115	658.13	125	721	4,687.35
Corpoguavio	2	133	3	2.5			5	135.50	880.75
Farallones de Cali			3	103	10	2,300.00	13	2,403	15,619.50
Total	44	3,530.30	77.00	2,395.60	142.00	10,524.73	263.00	16,450.63	106,929.10

Annex 5: The Evaluation Framework

1. The Consultant followed the following evaluation plan.

- Review of basic project documentation.
- Drafting and submission of IR, according to instructions given in the ToR.
- Resubmission of IR with corrections
- Application of questionnaires directed at project decision makers and ARA holders.
- Visits to intervention sites in Colombia, Ecuador and Peru
- Drafting report on visits to project intervention sites.(Annex 4)
- Visit to RARE's Central Office in Mexico, with a view to analyzing preliminary conclusions and recommendations of this TE.
- Drafting and submission of the first draft of the Terminal Evaluation Report, according to instructions given in the ToR.
- Corrections of Terminal Evaluation Report, according to comments presented by UNEP/GEF, see timeline below.
- Submission of the final documentation.

2. The field visits mentioned above were conducted to understand the project's history, the strengths and weaknesses of the project and how communities and other key stakeholders view the effectiveness, sustainability and impact of the project. Field visits were comprised of the following components: round table discussions with project decision makers, round table discussions with ARA holders, a review of conservation and best practices implemented by ARA holders, and the reconstruction of the project theory of change strategy with selected project personal
3. Questions developed to aid the round table discussions held during the field visits are summarized in Table 5. These questions follow inquiries but forth in Consultant's ToR and in this IR. Questions are modeled to coincide with the unique situations of the target groups.

Table1: Questions to be raised in field visits

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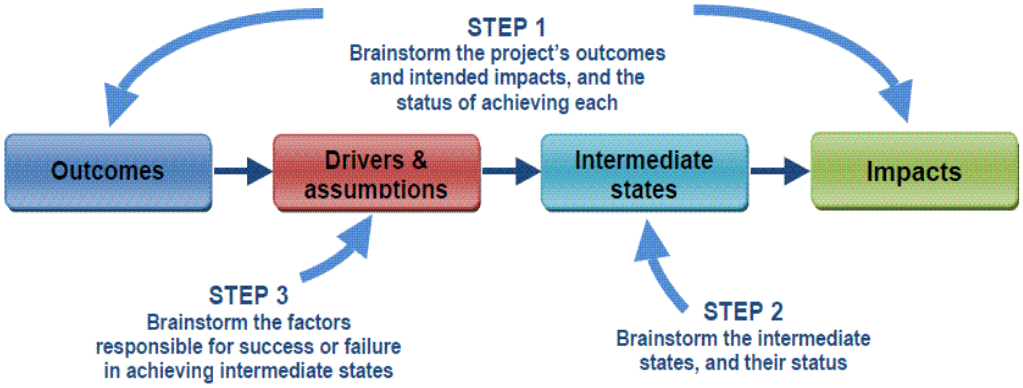
Questions for decision makers	Questions for ARA
How successful was the project in conserving AZE biodiversity sites in the tropical Andes? Has the project been successful in strengthening effective protection of habitats populated by species that are globally critically endangered?	Did you sign an ARA contract? With whom? What are the conditions? Are the conditions of the contract being met?
Has the project helped in creating a model network of AZE sites, building capacity and creating public awareness? Was the project able to implement Pride campaigns using ARA strategies successfully? Was the Pride/ARA strategy improved in the project? How?	Why did you sign the contract? What advances have you made? Are you satisfied?
Communities focus on water, partner institutions on capacity building, RARE on research and GEF/UNEP on biodiversity conservation. How did the project handle these diverse felt needs?	Did you receive training for the implementation of this contract? What conservation and best practice activities are you implementing? Do they work? Did they increase you income? Do project technicians come to help you implement conservation and best practices promoted in the contract?
Were project indicators properly defined? (Behavioral changes, changes in attitudes, land use changes, AZE species). Did the project succeed in measuring these indicators?	How does this project benefit you, your family, and your friends? Does this project help community organization? What species are you protecting? Why?

In your opinion, are the results generated by the project sustainable? Are they being replicated? In your opinion are there any design flaws in the project? (objectives, implementation strategies, exit strategy)	How do the government and your municipality participate in this project? Will they continue to work for you once the project has terminated
Was the project managed efficiently and effectively? (Governance, supervision, execution, and partnership arrangements) Was the Budget sufficient? Are there any deficiencies in the budget? Was it difficult to find confounding?	What are the biggest strengths of this project? What are the biggest weaknesses of this project?
Was the project's monitoring and evaluation system effective? Were adaptive management procedures applied? Did the Mid Term Evaluation help? What were the 2 greatest strengths of this project? What were the 2 greatest weaknesses of this project?	Would you make any changes in the project? What changes would you make?
What are the 2 most important lessons learned in this project?	Will you continue with the conservation and best practices once the project terminates?

4. As was mentioned, a ToC exercise will be conducted during the field visits wherever possible. This exercise will follow instructions provided in the ToR.



5. The Consultant visited 6 project intervention sites. For information and reports on the sites visited see Annex 4.
6. The evaluation time-line as approved by UNEP is presented below.

Table 6: Project time line

Activity	Date 2014	Contact
Start of contract (Signing)	3 March	UNEP/Nairobi
Submission of first draft Inception report to EO	11 March	UNEP/Nairobi
Submission of second draft Inception report to EO	10 April	UNEP/Nairobi
Travel in Colombia	16-21 March	RARE/partner institutions
Travel in Ecuador	2-11April	RARE/partner institutions

Travel to Guadalajara México	18-22 May	RARE
Submission of Zero draft and slide program to EO	31 May	UNEP/Nairobi EO
EO comments on Zero Draft	6 June	UNEP/Nairobi EO
Evaluation report re-submitted by consultant	12 June	UNEP/Nairobi EO
Corrected evaluation report circulated to stakeholders for comment	15 June	UNEP/Nairobi EO
Consolidated comments of stakeholders sent to consultants	20 June	UNEP/Nairobi EO
Submission of Final draft evaluation report by consultant	26 June	UNEP/Nairobi EO

Annex 6: Costed monitoring and evaluation plan

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
Objective: Strengthen effective protection of habitats populated by species that are globally critically endangered and endangered within the terrestrial protected area networks of the Tropical Andean countries of Peru, Bolivia, Ecuador, and Colombia	- Accelerated take-up of Pride-catalyzed reciprocal agreements (ARA) for habitat protection of previously unprotected forests in all project countries by the end of the project - Improved AZE site habitat conservation through application of Rare's Theory of Change (ToC) by the end of the project	- Zero (0) reciprocal agreements undertaken globally by Rare Pride campaigns - To date no study comparing rates of ARA uptake between sites with and without Pride	- Comparing site measures where reciprocal agreements (ARA) are implemented with and without Pride, and comparing control (no intervention) sites with ARA-Pride sites - Documented reciprocal agreements (i.e. stakeholder agreements, land agreements etc.) - Scientifically validated data to attribute causal effect of the Theory of Change - Assessments and decisions to optimize ToC	Pride campaigns have initiated at up to 12 sites; options for reciprocal agreements (ARA) have been documented at Pride and control sites. Baseline for rates of habitat loss has been measured by end of PY1 at up to 12 sites.	Take-up of Pride-catalyzed reciprocal agreements is demonstrated to occur sooner at sites with a Pride campaign than at sites without. Extent of habitat loss is less at sites with a Pride campaign than at sites without.	Up to 12 project sites; Up to 150,000 people at each site; ARA-Pride project sites (up to 12) compared to non-project ARA sites (up to 12); Study methodology will be ready end of PY1 Data for deforestati	Up to 12 project sites in 4 Andean countries	Reciprocal agreement extensionist; Campaign managers Birdlife for monitoring of habitat improvement Consultant groups for comparative study and for determining deforestation rates	Mid point and final	ARA technical advisor, $60,000; Biological indicators of threat reduction, 120,000 Comparison+KAP study, 100,000; Remote sensing 35,000

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
						on rates pre- and post-project (remote sensing data)				
Outcome 1.1: Community-based constituency's capacity built to achieve beneficial conservation results	By project completion, at up to 12 project sites, measurable behavioral changes (>10%) and increased public awareness (>25%) in favor of conservation. - Follow up campaigns at % of sites (target: 9) initiated in year 3 with minimal support from Rare and with strong support from >1 community leader or local organization.	- Selection of project sites with potential for ARA and Pride campaigns - Current levels of attitude of local constituency are unknown - Unknown level of public awareness of AZE species/sites, or of water-forest link	- Pre- and post-Rare community survey data as compared to control sites in final campaign report - Comprehensive campaign plans for each site available on RarePlanet.org - Project-site related campaign creative briefs and operational plans posted on RarePlanet.org - Follow up campaign proposals and implementation plans with allocated funding - Written manifestations of support or interest from local actors for follow up campaigns	Behavior change surveys have been designed and stakeholder characterizations are available for up to 12 sites.	>10% behavior change and >25% knowledge and attitude change have been measured at up to 12 sites. Follow up campaigns at up to 9 sites are initiated with minimal support from Rare and with strong support from >1 community leader or local organization.	Pre and post campaign surveys with 95% confidence level and interval of 3 at each project site *(see Appendix 16 – revised monitoring protocol)*	Target audience at each project site; 4 Andean countries	Campaign managers collect the data; Rare Pride Program Managers review and document	Pre (PY1) and Post (PY3) campaign	Each survey is estimated to cost 1,500 USD and is included in campaign costs in Outcome 1
Outcome 1.2:	- By the end of	- Validated	- Documentation of	Up to 12	Up to 12	Sampling	12	Rare Pride	Proje	Costs

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
Improved management capacity at AZE sites	the project, up to 12 conservation agreements (ARAs) are in effect (signed) at project sites -Adoption of AZE as a conservation strategy for protected areas at the local level by the end of the project - By project year 3, community representatives who complete the training program obtain a validated Masters degree and a % propose follow up campaigns (target: 9) that are programmed for implementation by their organization.	conservation management and communications training program for community leaders available through University of Texas (El Paso) and Rare - No reciprocal agreements in place at AZE sites	final reciprocal agreements (signed and authenticated) - Documentation showing local adoption of AZE as a conservation strategy (municipal decrees, management plans, etc.). - Master's Degree(s) awarded to each campaign manager - Passing grades submitted to University of Texas (El Paso) - Frequency of contact with reciprocal agreement technical expert during the project, and expert's site visit reports documenting progress on reciprocal agreement strategy - Rare mentoring trip reports - Final campaign reports on RarePlanet.org - Benefit for conservation provided by each agreement	community representatives have completed University Phase 2 of the training course At least 9 campaign managers are implementing Pride campaigns	community representatives obtain MA degrees Up to 12 functioning (signed) reciprocal agreements are documented; up to 12 Pride campaigns have been completed and follow-up plans prepared; up to 12 campaign managers have received advice from a reciprocal agreement expert Up to 9 follow up campaigns have been programmed for implementation by local partner organizations	/verifications will coincide with timing of Rare mentoring visits; reciprocal agreements expert visits; and academic exams and milestones.	project sites in 4 Andean countries; 12 community representatives	Program Managers	ct completion	included in Component 1 (100%)

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
			recorded for 12 sites through the GEF SO-2 Tracking Tool.							
Outcome 1.3: Improved protected status in 10 out of 12 AZE sites and mainstreaming of protection incentives.	-Net habitat loss avoided (X hectares calculated from rates of habitat loss) relative to baseline (pre-project rates of habitat change and local control sites) in ten (10) out of twelve (12) sites by the end of the project - Numbers of hectares signed up under reciprocal agreements (ARA) by the end of the project - Number of new landholders per year at each site enrolled in reciprocal agreements (ARA) by the end of the project - Official recognition of	- Alliance for Zero Extinction (AZE) has pinpointed epicenters of imminent extinction in the Andes - A definition of *habitat* needs to be adopted in relation to AZE sites to allow measures of area and rates of habitat change. - Deforestation is the main cause of habitat loss in or around AZE sites - 11 of 12 AZE sites are within a protected area buffer zones - Zero hectares signed up to reciprocal agreements at candidate sites, at project start	- Monitoring report from rapid assessment along transects - Reciprocal agreement contract uptake data (e.g. enrollments per year) - Pre- and post-campaign survey data as compared to control sites - Land manager agreements on new protected status - Monitoring reports for ARA compliance in enrolled areas. - Maps showing AZE sites and protected areas - Management plans for either government or private lands (including protected areas) include AZE site planning or ARA administration (draft and final versions)	Habitat monitoring protocol applied for collecting baseline data, at up to 12 AZE sites Water quality of ARA Pride sites measured. Tally of enrolled areas and landholders are carried out for midterm data collection At least two (2) public or private entities are in the process of incorporating either local AZE site amongst buffer areas conservation priorities or ARA schemes as a	Habitat loss is lowered and/or stopped in 10 sites with ARA Pride campaigns Post intervention water quality (parameters: turbidity and foecal coliforms) improved in 10 ARA Pride sites. At least 8,000 hectares signed up under ARA plus close to 119,000 hectares benefitted by more effective protection, across 4 project countries A total of 50 new landholders per year enrolled under ARA schemes (i.e.	Local residents: up to 150,000 per site Surface areas for AZE sites and ARA land: data available after Oct 2010 Rates of habitat loss measured at least twice by remote sensing: prior to campaign start and at project end; if possible: additional	Up to 12 Pride sites + control sites, in 4 Andean countries; local institutions involved in project work	Rare Regional Director; campaign managers	Baseline: research phase (PY1); Midterm (mid PY2) and after campaigns (first half PY3)	$35,000 USD for satellite imagery; $120,000 for biological monitoring program

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
	AZE site conservation planning and inclusion of local AZE sites amongst buffer area conservation priorities - ARA schemes adopted by governmental or private land managers as a conservation tool.			conservation tool, within land management plans.	signed and due to be signed) At least two (2) public or private land management plans incorporate on the one hand local AZE site(s) amongst buffer areas conservation priorities, and on the other ARA schemes as a conservation tool	measurement at mid-term *(see Appendix 16 – revised monitoring protocol)* Tally of enrolled landowners at each site Accessing and reviewing land management documents of local entities across all sites				
Outcome 1.4: Reciprocal agreements	- Number of participating communities	- Options identified and available for community-based	- Documentation of agreements to implement incentive	- 10 of 12 ARA negotiation plans are on time based	- Up to 12 sites have signed up for ARA	Up to 12 project sites;	Up to 12 project sites in 4	Reciprocal agreement	Benchmarks to	$60,000

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
(ARA) are established and being tested, with the objective of providing economic assistance contingent on verified conservation behavior in each AZE community	implementing reciprocal agreements (ARA) by the end of the project (target: 12) - Inclusion of incentive schemes (e.g. ARA) for conservation of endangered species sites (eg. AZE) within broader ecosystem service policy institutions (e.g. Min of Environment or regional/provincial governments) by the end of the project. - Number of municipalities (target: 12) contributing and level of commitment to ARA funding by project end.	reciprocal agreements (ARA) - Unsustainable practices and evidence of ecosystem service depletion - No reciprocal agreements currently in place in candidate sites; all sites have high potential for ARA. - Candidate communities for ARA at each site include upstream and downstream commoners	schemes - Monitoring reports for ARA compliance in enrolled areas - Official documentation of inclusion of ARA in national or regional/provincial government plans, strategies or initiatives - Minutes from Advisory Committee meetings - Formal communications to and from government authorities - Economic assistance provided by each agreement estimated for 12 sites through the GEF SO-2 Tracking Tool.	on site campaign plans	agreements between upstream and downstream users - The promotion of incentive schemes (such as ARA) as tools for the conservation of habitat for endangered species (such as AZE sites) is adopted as a management goal by at least 2 regional/ provincial or national government institutions. - Up to 12 local institutions, including municipalities, are contributing funding -or have programmed funding- for project ARA schemes.	inception, mid-term, completion; accessing and reviewing municipal, regional / provincial and national documents	Andean countries; national, regional /provincial and local institutions	specialist; Regional Director; Recruitment manager. Strong role for Advisory Council	be set at inception and measured at midterm (mid PY2) and at project completion (end PY3)	
Outcome 2.1: Measurable	- Registration and downloads of the	- No network of AZE sites currently	- Number of new tools created and shared on	- Online toolbox (1) created and	- Online toolbox contains at least	Number and	Web informati	Regional Director;	Midterm	Included in Outcome 2

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
expansion in network of support for AZE sites	online toolbox for reciprocal agreements, including curricula, monitoring protocols and best practices (targets: at least 6 new tools by PY2 and 12 (total) new tools by PY3). - Number of members who join RarePlanet AZE group; and number of hits on RarePlanet.org AZE group. - Number of new members in RarePlanet AZE group and AZE network that are based in non-project countries - Additional funding channeled to project and non-project AZE sites - Initiation of designs for new reciprocal	exists - Funding for AZE sites is low and unsteady, if existent, and has not been quantified for project sites, regionally or globally. - Alliance for Zero Extinction has no support mechanisms (to facilitate the exchange of information, management tools or lessons learnt) for groups working to reduce threats at AZE sites. - RarePlanet has 0 members and 0 hits for AZE group at January 2010. - Nationality/ locality of members of RarePlanet AZE group and AZE network to be reviewed pre-COP-10 CBD (Oct 2010)	RarePlanet.org - RarePlanet.org user data compiled by Rare - Media coverage of project and non-project AZE sites - New conservation actions catalyzed at project sites, showing either expansion in surface or number of actions or innovation. - Institutional correspondence concerning project and non-project AZE sites	updated at least once, containing at least 6 new tools (curricula, monitoring protocols, and best practices) intended to facilitate replication - Monthly downloads of the online toolbox show an upward trend. - Number of members who join RarePlanet AZE group shows an upward trend. - Number of monthly hits on RarePlanet AZE group shows an upward trend.	12 new tools intended to facilitate replication - In at least 2 project country: either 1 new agreement is initiated at another AZE site(s) or 1 existing agreement is expanded - In each project country: at least 1 project site or 1 non-project AZE site benefit from additional funding - Number of members who join RarePlanet AZE group has increased by 10 % with respect to mid-term. - Number of average monthly hits on RarePlanet AZE group has increased by 10 % with respect to mid-term.	location of other AZE sites, inception, mid-term, completion; monthly review of webmaster data from RarePlanet and AZE network	on; project and non-project institutional web site information	Recruitment manager. Strong role for Advisory Council	(mid PY2) and at project completion (end PY3)	

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
	agreements at other AZE sites in Latin America by the project's end				- Non-project countries have a 1:2 ratio of AZE members with regards to members from project countries					
Outcome 2.2: Measurable uptake of best practices in social marketing of incentives that strengthen terrestrial protected area networks	Uptake of reciprocal agreements is more effective at sites with Pride campaigns than at control sites without demonstrated by the end of the project - By the end of the project, research results identify the refinements needed in Rare's Theory of Change that links: a) changes in knowledge, attitude and social interaction with; b) an incentive scheme, with; c)	No systematic qualitative comparison has been undertaken to confirm effects of Rare Pride campaigns in treatment areas versus control sites. No scientific papers on the impact of Pride in ARA uptake currently exist, nor has Rare applied TOC refinements based on lessons learnt with Pride. Controls are to be selected from non-project sites that have ARA experience and	- Report on Pride campaign areas compared to control (non-project) sites, using qualitative interviews to assess impact - Report on Pride's TOC that uses multi-variance statistical techniques - Drafts of scientific paper and submission letter - Rare Executive Board decisions and meeting minutes - Updated curricula and training materials - External Evaluations (mid-term/terminal)	Indicators (measurements) to be used to show that ARA uptake is "more effective" with Pride have been defined. *Indicator options will depend on data availability and quality, and include: uptake is sooner, uptake is more deeply rooted (larger constituency or level of political support) or less costly to build same level of constituency/ support* Comparative	The effectiveness of Pride campaigns in facilitating the adoption of reciprocal agreements is to be published as a scientific paper. Rare Executive Board adopts a decision to refine the Pride campaign methodology, based on research results. Curricula and training materials for future cohorts are updated after PY2 to incorporate Rare´s refined	*(See revised research methodology: Appendix 16)* Up to 12 ARA-Pride sites vs. up to 12 non-project ARA-only sites	*(See revised research methodology: Appendix 16)* 4 Andean countries	Consultant group for comparative study; RARE social marketing scientific advisor for TOC refinement study; Regional Director; RARE Executive Board	Baseline data PY1. Data collected PY2 and PY3. Decisions taken at end of project (PY3)	Included in Component 2 , $100,000. Also partially costed through external evaluations (mid-term $10,000; terminal $20,000)

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
	behavior change, leading to conservation results - Refinements to Theory of Change are applied to Pride campaign methodology by the end of the project	sufficient data quality and availability		study is underway and methodology for TOC refinement study is available.	Theory of Change based on improved linkages between a) b) and c).					
Outcome 2.3: Pride campaigns achieve positive results on biological indicators for globally endangered and critically endangered species restricted to one site	- Improved status of indicator species or proxy indicators by the end of the project - Improved habitat conservation status by the end of the project	- Baseline data will be collected at ARA-Pride sites prior to March/April 2011 (campaign start dates)	- Reports from fixed transect biological monitoring and remote sensing (2x during the project) - Satellite imagery (pre campaign remote sensing findings)	Habitat and species monitoring protocol applied for collecting baseline data, at up to 12 AZE sites Water quality (parameters: turbidity and fecal coliforms) of ARA Price sites measured.	Habitat loss is lowered and/or stopped in 10 sites with ARA Pride campaigns Improved habitat conservation status shows positive correlation with AZE species sighting in at least 3 ARA Pride sites Post intervention water quality (parameters: turbidity and fecal coliforms) improved in 10	Fixed transects at treatment and control sites (see Appendix 16) Desk top study comparing Pride campaign sites with control sites	12 project sites, in 4 Andean countries	Regional Director	Pre and post-campaigns (see work plan in Appendix 5&6), or inception mid-term and end of proje	Included in component 2, Remote Sensing $35,000 and monitoring protocol, $100,000

Objective / Outcome	Outcome / objective level indicator	Baseline Conditions	Means of Verification	Mid point Target as relevant	End of Project Target	Monitoring / sampling (frequency / size)	Location / Group	Responsibility for verification	Time frame	Budget (Object of expenditure & cost)
					ARA Pride sites.				ct.	
Outcome 3. Effective project management results in the Project completed in a timely and cost-effective manner	-The project at mid-term has, at minimum, a rating of satisfactory, and at project completion, at minimum, satisfactory.	Reporting formats will be made available by UNEP. External evaluations will be coordinated by UNEP	- Project Implementation Reviews (PIRs) and other project reports - Annual reviews, External Evaluations (mid-term/terminal)	-All reports submitted to UNEP on time as per Appendix 8 - PIR for PY1 with a minimum rating of satisfactory	-All reports submitted to UNEP on time as per Appendix 8 - PIR for PY2 with a minimum rating of satisfactory - Terminal evaluation determines that recommendations from mid-term review/evaluation were followed satisfactorily	Semi annual reports		Rare Regional Director; UNEP Task Manager		Reporting $8,000; External evaluations (mid-term $10,000; terminal $20,000) Also within project management costs (GEF and co-financing)

Annex 7: GEF-RARE sources of co-financing

Cash contribution leveraged by Rare	
Bobolink Foundation	$999,741.04
Wilson Trust	$200,588.57
TNC Partnership	$228,002.69
Hernandez Foundation	$88,158.82
Morrison Family Foundation	$246,479.25
Individual donors	$12,485.44
Club Penguin	$232,250.00
Unrestricted contributions	$88,764.57
Total Cash contribution leveraged by Rare	$2,096,470.38
In-Kind contribution leveraged by Rare	
Payments for local travel and Campaign Manager salaries	
Aves y Conservation	$46,580.00
Caritas Jaen - Quanda Watershed	$51,116.25
ETAPA - Yanuncay Watershed	$72,724.50
Farallones de Cali PNN - Anchichaya Watershed Columbia	$45,533.00
Corpoguavio - Siecha Watershed Columbia	$69,841.50
Instituto del Bien San Alberto Watershed Peru	$41,655.00
Natura Bolivia Comarapa Alto Amboro Bolivia	$52,696.75
Natura Columbia Serrania de los Yariguies	$44,740.00
Naturaleza y Cultura Internacional San Andres Watershed Ecuador	$67,090.00
Proaves Roncesvalles, Columbia	$58,340.00
Tilacancha Watershed Peru	$41,280.00
Fundacion Ecologica Arcoiris	$80,130.00
Total In-Kind contribution leveraged by Rare	$671,727.00
Total Co-financing	
Cash contribution leveraged by Rare	$2,096,470.38
In-Kind contribution leveraged by Rare	$671,727.00
Total Co-financing	$2,768,197.38

ANNEX 8: Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 2:
Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.
Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.
Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.
Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.
Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	Communities of Conservation: Safeguarding the World's Most Threatened Species	
GEF Project ID	3790	
Agency Project ID	393	
Implementing Agency	UNEP	
Project Type	FSP	
Country	Bolivia, Colombia, Ecuador & Peru	
Region	LCR	

Date of submission of the tracking tool	February 27, 2013	
Name of reviewers completing tracking tool and completion date	August 22, 2013	Rafael Calderon, Director, Latin America, RARE
Planned project duration	3	years
Actual project duration	3	years, 8 months. Added a no cost extension to allow for remote sensing and other monitoring elements to continue.
Lead Project Executing Agency (ies)		RARE
Date of Council/CEO Approval	October 10, 2008	
GEF Grant (US$)	$ 1.775.000,00	
Cofinancing expected (US$)	$ 1.825.000,00	
Please identify production sectors and/or ecosystem services directly targeted by project:		
Agriculture	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Fisheries		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Forestry		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Tourism		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project

Mining		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Oil		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Transportation		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Other (Environment / Conservation Policy)	1	

II. Project Landscape/Seascape Coverage

1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation or sustainable use of its components? An example is provided in the table below.

	Foreseen at project start (to be completed at CEO approval or endorsement)	
Landscape/seascape[1] area directly[2] covered by the project (ha)	8.000	
Landscape/seascape area indirectly[3] covered by the project (ha)	119.000	

Explanation for indirect coverage numbers:	Influence towards land use change practices associated with the project.	Most of the areas of intervention of the project are directly abutting or closely associated with existing protected areas (National Parks mostly). As those lands abutting or influencing the buffer zone of these protected areas change towards more friendly to the environment and water regulating ecosystem vegetation is allowed to recover, it reduces the pressure over the lands within the protected areas. Added to this, the fact that most if not all national parks have low budgets and personnel to enforce the boundaries of these protected areas, this reduction in pressure significantly increases the viability of those protected areas.
Actual at mid-term[4]		
Landscape/seascape[1] area directly[2] covered by the project (ha)	3.530,30	The area where the project had direct intervention in 4 countries (Colombia = 2,314; Ecuador = 521; Peru= 33; Bolivia = 662.3)
Landscape/seascape area indirectly[3] covered by the project (ha)	22.946,95	The project lands intervened by the project abut directly or are very near the borders of existing protected areas that have trouble managing the locals from using these protected lands for productive activities (cattle ranching mostly). As the lands are better managed, this pressure gets reduced in a far more numerous area than the direct impact area of intervention.

Explanation for indirect coverage numbers:		Please indicate reasons
Actual at project closure		
Landscape/seascape[1] area directly[2] covered by the project (ha)	16.450	Area where the project has been able to sign ARA agreements with private and local landowners agreeing to change land use practices and/or dedicating land for protection of the target habitats/ecosystems.
Landscape/seascape area indirectly[3] covered by the project (ha)	106.929	The project lands intervened by the project abut directly or are very near the borders of existing protected areas that have trouble managing the locals from using these protected lands for productive activities (cattle ranching mostly). As the lands are better managed, this pressure gets reduced in a far more numerous area than the direct impact area of intervention.
Explanation for indirect coverage numbers:	(see above)	Please indicate reasons

[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in hectares is not applicable or feasible.

[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain management in a pilot area of 1,000 hectares that is part of a much larger floodplain of 10,000 hectares.

[3] Using the example in footnote 2 above, the same project may, for example, "indirectly" cover or influence the remaining 9,000 hectares of the floodplain through promoting learning exchanges and training at the project site as part of an awareness raising and capacity building strategy for the rest of the floodplain. Please explain the basis for extrapolation of indirect coverage when completing this part of the table.

[4] Mid term numbers were modified from last Tracking Tool delivery due to confusion in the reporting process and understanding of the numbers that needed to be present in this table.

2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category, and their extent in hectares		
Name of Protected Areas	AZE Name	Extent in hectares of PA
1 Suberwatershed Yanuncay River (Ecuador)	Laguna La Toreadora	Around 60% of the targeted watershed (24.803has) belongs to the protected area ABVP Yanuncay Irquis, 10% (4.041has) to ABVP Yunguilla 15% (6.090has), to the National Park Cajas
2 Pachitea Watershed, Yanachaga Chemillen National Park, Perú	Coordillera Yanachaga	Target watershed borders the south end of the National Park Yanachaga-Chemillén, currently under consideration for Biosphere Reserve decree
3 San Andrés Watershed, Zamora Chinchipe, Ecuador	Reserva Tapichalaca	Target site makes part of Biosphere Reserve Podocarpus-El Condor. The upstream lands of the watershed belongs to the Bosque Protector Colambo Yacuri recognized as an IBA (EC086) by Birdlife and inserted as part of the Binational Watershed Chinchipe-Mayo
4 Anchicaya Watershed, Farallones del Cali Colombia	Farallones del Cali	Anchicaya watershed is currently under territorial planning process. Partially makes part of Farallones del Cali National Park and Reserva Forestal del Pacífico
5 Tilacancha Watershed, Chachapoyas Perú	Pomacochas	Two communities have recently declared a private conservation area still awaiting for national recognition.

6 Siecha Watershed, Cundinamarca Colombia	PNN Chingaza	Upper land of Siecha watershed makes part of 4 different protected areas Nationally recognized • PNN Chingaza and • Reserva Forestal Protectora (RFP) Páramo Grande, Regionally recognized: • RFP Santa María de las Lagunas • RFP Cerros pionono y las Águilas (downstream)
7 Quanda Watershed, Cajamarca Perú	Coordillera del Cóndor	Sn Jose de Lourdes Cloud forest is adjacent to the Coordillera del Condor, serving as a protector barrier against land clearing, expansion and as a corridor bridge to another important protected Area -Santuario Natural Tabaconas Namballe
8 Watershed Las Cruces, Santander Colombia	Reserva Natural Reinita Cerúlea	Site makes part of the buffer zone of the national Park Serranía de los Yariguíes
9 Comarapa, Alto Amboró, Bolivia	Alto Amboro	Watershed Comarapa starts in Amboro National Park, recognized among the top 10 places of highest biodiversity in the world
10 Cantón Espíndola, Ecuador	Abra de Zamora	The site goes along 2 different protected areas: Reserva de Biosfera Cóndor Podocarpus and Bosque Protector Colambo Yacuri.
11 Watershed Rivers Alambi, Pichan y Cinto, Pichincha Ecuador	Estribaciones Occidentales del Pichincha	The site makes part (partially) of 3 IBA´s been identified by birdlife: IBA EC043 Mindo y Estribaciones Occidentales del Volcán Pichincha , las IBAs EC041 Los Bancos – Milpe y EC 042 Maquipucuna

12 Roncesvalles, Tolima Colombia	Reservas comunitarias Roncesvalles	This site is a privately managed protected under the direct management and oversight of Fundacion Proaves who has bought much of the land in this area for the protection of the yellow eared parrot, AZE species.

3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes? If so, please complete the table below. Example is provided.		
e.g. Foreseen at Project Start	*e.g. Water provision*	*Please Indicate Environmental Service*
	e.g. 40,000 hectares	*Extent in hectares*
	e.g. $ 10 per hectare per year	*Payments generated (US$)/ha/yr if known at time of CEO endorsement*
Foreseen at project start (to be completed at CEO approval or endorsement)		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US$)/ha/yr
Actual at mid-term		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US$)/ha/yr
Actual at mid-term (Subwatershed Yanuncay River (ETAPA)	watershed protection	Please Indicate Environmental Service
	506,00	Extent in hectares (includes direct under ARA and indirect)
	22,40	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at mid-term (subwatershed San Alberto, esperanza (IBC)	watershed protection	Please Indicate Environmental Service
	33,00	Extent in hectares (includes direct under ARA and indirect)
	12,40	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at mid-term (Subwatershed San Andres (NCI)	watershed protection	Please Indicate Environmental Service

	15,00	Extent in hectares (includes direct under ARA and indirect)
	19,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at mid-term (Comprampra, Alto, Amboro Natura Bolivia)	watershed protection	Please Indicate Environmental Service
	662,30	Extent in hectares (includes direct under ARA and indirect)
	1,70	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Mid-term (San Vicente Chucuri, Fundacion Natura Colombia)	watershed protection	Please Indicate Environmental Service
	50,00	Extent in hectares (includes direct under ARA and indirect)
	15,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Mid-Term (Farallones de Cali, Parques Nacionales de Colombia)	watershed protection	Please Indicate Environmental Service
		Extent in hectares (includes direct under ARA and indirect)
	13,50	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Mid-term (San Jose de Lourdes, Caritas Jaen)	watershed protection	Please Indicate Environmental Service
		Extent in hectares (includes direct under ARA and indirect)
	15,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Mid-Term (Reservas Communitarias Roncesvalles ProAves)	watershed protection	Please Indicate Environmental Service
	2.131,00	Extent in hectares (includes direct under ARA and indirect)

	0,50	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Project Close		Please Indicate Environmental Service
		Extent in hectares
		Payments generated (US$)/ha/yr
Actual at Project Close (Subwatershed Yanuncay River (ETAPA)	watershed protection	Please Indicate Environmental Service
	1.341,00	Extent in hectares (includes direct under ARA and indirect)
	22,40	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Project Close (subwatershed San Alberto, esperanza (IBC)	watershed protection	Please Indicate Environmental Service
	33,00	Extent in hectares (includes direct under ARA and indirect)
	12,40	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Project Close (Subwatershed San Andres (NCI)	watershed protection	Please Indicate Environmental Service
	2.319,00	Extent in hectares (includes direct under ARA and indirect)
	19,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Project Close (Comprampra, Alto, Amboro Natura Bolivia)	watershed protection	Please Indicate Environmental Service
	1.814,00	Extent in hectares (includes direct under ARA and indirect)
	1,70	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Project Close (San Vicente Chucuri, Fundacion Natura	watershed protection	Please Indicate Environmental Service

Colombia)	721,00	Extent in hectares (includes direct under ARA and indirect)
	15,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Project Close (Farallones de Cali, Parques Nacionales de Colombia)	watershed protection	Please Indicate Environmental Service
	2.403,00	Extent in hectares (includes direct under ARA and indirect)
	13,50	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual Project Close (San Jose de Lourdes, Caritas Jaen)	watershed protection	Please Indicate Environmental Service
	754,00	Extent in hectares (includes direct under ARA and indirect)
	15,00	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)
Actual at Project Close (Reservas Communitarias Roncesvalles ProAves)	watershed protection	Please Indicate Environmental Service
	4.431,00	Extent in hectares (includes direct under ARA and indirect)
	0,50	Payments generated (US$)/ha/yr (in kind contributions in the form of inputs, social benefits or technical assistance)

Part III. Management Practices Applied

4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries that integrate biodiversity considerations and the area of coverage of these management practices. Please also note if a certification system is being applied and identify the certification system being used. Note: this could range from farmers applying organic agricultural practices, forest management agencies managing forests per Forest Stewardship Council (FSC) guidelines or other forest certification schemes, artisanal fisherfolk practicing sustainable fisheries management, or industries satisfying other similar agreed international standards, etc.

e.g. Foreseen at Project Start	*E.g., Sustainable management of pine forests*	*Please indicate specific management practices that integrate BD*
	FSC	*Name of certification system being used (insert NA if no certification system is being applied)*
	120,000 hectares	*Area of coverage*
Foreseen at project start (to be completed at CEO approval or endorsement)	Reciprocal Agreements for Water (ARA)	Please indicate specific management practices that integrate BD
	N/A	Name of certification system being used (insert NA if no certification system is being applied)
	127,000	Area of coverage
Actual at mid-term	Reciprocal Agreements for Water (ARA)	Please indicate specific management practices that integrate BD
	N/A	Name of certification system being used (insert NA if no certification system is being applied)
	22,946.95	Area of coverage
Actual at project closure	Reciprocal Agreements for Water (ARA)	Please indicate specific management practices that integrate BD
	N/A	Name of certification system being used (insert NA if no certification system is being applied)
	123,379.73	Area of coverage

Part IV. Market Transformation

5. For those projects that have identified market transformation as a project objective, please describe the project's ability to integrate biodiversity considerations into the mainstream economy by measuring the market changes to which the project contributed. The sectors and subsectors and measures of impact in the table below are illustrative examples, only. Please complete per the objectives and specifics of the project.

Foreseen at project start		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	*E.g., Sustainable agriculture (Fruit production: apples)*	*E.g., US$ of sales of certified apple products / year*
	E.g., Sustainable forestry (timber processing)	*E.g., cubic meters of sustainably produced wood processed per year*
Name of the market that the project seeks to affect (sector and sub-sector)	N/A	Unit of measure of market impact
Actual at mid-term		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	*E.g., Sustainable agriculture (Fruit production: apples)*	*E.g., US$ of sales of certified apple products / year*
	E.g., Sustainable forestry (timber processing)	*E.g., cubic meters of sustainably produced wood processed per year*
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact
	N/A	
Actual at project closure		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	*E.g., Sustainable agriculture (Fruit production: apples)*	*E.g., US$ of sales of certified apple products / year*
	E.g., Sustainable forestry (timber processing)	*E.g., cubic meters of sustainably produced wood processed per year*
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact

Part V. Policy and Regulatory frameworks

6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please complete these tables for each sector that is a primary or a secondary focus of the project. Please answer (1 for YES or 0 for NO) to each statement under the sectors that are a focus of the project.

Biodiversity considerations are mentioned in sector policy		
Agriculture	1	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
Biodiversity considerations are mentioned in sector policy through specific legislation		
Agriculture	1	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
Regulations are in place to implement the legislation		
Agriculture	1	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
The regulations are under implementation		
Agriculture	1	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0

The implementation of regulations is enforced		
Agriculture	1	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0
Enforcement of regulations is monitored		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)		Yes = 1, No = 0

Annex 9. Discussions Notes on Project Outputs with RARE at Headquarters

Participants:

- Charles Jordan (Evaluator)
- Rafael Calderon (Rare)
- Dulce Espelosin (Rare)
- Alan Hesse (Rare)

Agenda .

- What were the project's outputs
- What was not done and why
- Review the TOC of the project

Notes on meeting 12 May, 2014

- Completed training course: 9 individuals obtained MS, 3 attended but were not eligible from the beginning (not had the requirements).
- 12 original partners. 1 was negotiated out at the beginning (Aves y Conservacion) because it didn't meet requirements; 10 campaigns completed their process. Arco Iris stopped work right at the end due to internal institutional problems; During the 3rd year of the project 3 fell off due to the fellows leaving their organizations (Corpoguavio, Arco Iris, Apeco);
- ARA contracts were between 250-260 distributed through the cohort/project;
- Pride was used to promote other conservation schemes within municipalities beyond ARA such as ordenanzas for municipal protected areas; Pride is a method that can be used for other threats and in fact Rare promotes this while transferring of the technology; The addition of conservation hectares in the project included other schemes due to serendipity as the project was putting pride in place at the intervention sites;
- Indirect protection/impact was not possible to see on the ground; the project didn't develop a strategy to validate this during the project implementation; it is a strategy to validate in the future; this is based on the assumption that protected areas are in fact protected; the reality found by this project is that this is not true. The estimation of reduction in pressure is calculated from this fact;
- Robert resigned on the 3rd year of the project and Rare did replace this but not within the time of the project; it is not easy to find people with this expertise;
- IBC and the fellow from Corpoguavio have continued to work in their areas (slowly) and we have continued conversations with them to further the relationship with them to continue work in these intervention areas; This is especially true of the Corpoguavio fellow; the negotiation is with the municipality and the fellow;
- Rare is going to send updated table with ARA contracts and hectares that has been updated to 2014;
- Surveys at 11 sites (pre and post); Fellows although complained that the process and surveys were very time consuming and waste of time, they ended up using the information during the interventions that they didn't even give credit to it. This changed "their" attitude when asked about it;
- Claudia in San Vicente Chucuri didn't mention that landowners even after loosing land due to floods, they wanted to continue with the process to do something about it for the future; each best practice has to be adapted to each site and it needs continuous support from extension; although this is a fact, it receives very little in the way of support from extension services over time;

- The example of Yanuncay/Etapa of bringing the extension service to support the land use component; this is the way to go if your organizations doesn't have the capacity;
- Other orgs that have adapted/adopted ARA+Pride and know about it:
  - Fonapa
  - Foragua
  - Botijas municipality
  - 2 more in Colombia (Heidy Valle)
  - Fondo Patrimonio Natural (Colombia)
  - Fondo para la Acción Ambiente y Niñez (Colombia)
  - Parques Naturales (Colombia)
  - Radio San Vicente (Colombia)
  - Corporación Autónoma de Antiochia (Colombia)
  - Distrito Riego Uso Coello (Colombia)
- With the exception of Corpoguavio, Arco Iris and Aves y Conservacion all partner institutions have continued with Pride campaigns;
- Organizations that have continued to support:
  - NCI
  - IBC
  - ETAPA
  - Helder Aguirre (Caritas)
  - Javier Mancera (Coporguavio original fellow)
  - Jaime Millan (Parques Nacionales)
  - Fundacion Natura Colombia
- These organizations have developed projects to support ARA and Pride and/or have gotten resources to support further conservation work in their orgs where Pride for ARA is going to be applied to support this work:
  - ETAPA
  - APECO
  - Proaves
  - NCI
  - Natura Bolivia
  -
- With the exception of 4 species identified (2 birds & 2 amphibians) all other AZE species were not observed/recorded during the project monitoring; However 4 other AZE species were recorded but they were not the original project identified species;
- Landowners said that the project did affect the fauna locally and they are happy to see the native fauna be present and that hunting was reduced; the landowners expressed that the habitat now has improved the situation and that they don't allow hunting on their lands which hadn't been protected before;
- Water monitoring protocol contains measurements of coliform count, temperature and turbidity and this continues to be used by all project in the ARA program at Rare and the orgs that participated in the project also use this same protocol;
- Voluntary contributions from downstream users were done in:
  - Roncesvalles
  - San Vicente de Chucuri
  - San Ignacio & San Jose de Lourdes
  - Farallones de Cali;
  - Guasca
  - ETAPA (contributors didn't know that they were contributing to watershed management and the campaign served to show them this and created social acceptance for this contribution);
  - Zumba (contribution through the water bill)
- Guasca, Yanuncay and others the evaluator found that extension practices were not followed up well and that the intervention was poor and with no follow-up; however the evaluation indicates that reforestation is not something that Rare should focus on

that the fact that Rare is focusing on natural regeneration is better, as long as the land is left on its own to recover;

- Component 2: Effectiveness Analysis:
    - Curricula materials and process have been refined based on the experience of this project; the refinements are both on the technical process as well as the time investments during training; the curriculum during the project (2010-2013) the curriculum had 17 weeks of training, the training now is reduced to 13 weeks and more time in the field mentoring; another example is the inclusion of other topics for "learning" including refinements of the quantitative research (surveys) and including more qualitative research (focus groups, guided interviews, etc.);
    - The above elements of change into the training process had to be approved and vetted by the board of directors and the rest of Rare. This has generated changes that have been introduced to other regions of Rare where Pride is being implemented (Indonesia, Micronesia, Philippines, etc.);
    - A partner in the project was Parques Nacionales de Colombia (Parque Nacional Farallones);
    - The AZE objective problems were cited as a red flag since the beginning. The objective in this sense was not well developed and the budget for it was not realistic; this was presented as an issue since the beginning;
    - Advisory council
        - Has served to keep general government of what is happening on the ground;
        - Has also served to make authorities cognizant what can be achieved without generating more legal documents;
        - Has generated more knowledge and appreciation of the work on the ground and how it may or may not connect to policy being generated at the higher levels of government, this actually happened in Colombia with the Ministry of Environment;
        - Has generated more exposure to the whole Pride + ARA further into other departments of these organizations;
    - Theory of Change presented by consultant is good, but lack demand as a driving force.

Annex 10. Brief summary of consultant

CHARLES B. KENNY JORDAN

RESULTS BASED CV UPDATED MAY 2014

1.0 PROFILE

Kenny Jordan can help improve the effectiveness, efficiency and sustainability of your rural community development, natural resource management and climate change programs. He achieves this goal by assisting decision makers in the application of modern project planning, partnership, management, monitoring and evaluation strategies and tools, enriched with lessons learned in his 30 year international development career. Kenny Jordan has worked in Africa, South East Asia and Central America. He is best known for his leadership in the fight to conserve biodiversity and improve livelihoods of poor farmers in the Tropical Andes. As designer, manager and evaluator of large international development projects, he has pioneered the development of political, social, technical and economic mechanisms that promote the sustainable management of critical ecosystems and watersheds in this part of the world.

2.0 RESULTS GENERATED AS A PRIVATE CONSULTANT (LAST 10 YEARS)

- Conducted 5 major mid and terminal evaluations dealing with rural development, natural resource management, watershed management, conservation of biodiversity and climate change financed by GEF/UNDP/UNEP/FAO/SDC and other international donors.
- Formulated 5 major international development projects. Seeking to improve livelihoods of poor farm families through capacity building and the sustainable management of natural resources considering climate change, financing for these projects was negotiated with international donors and governments.
- Founded and the Sustainable Development Services (SDS). SDS is private consultancy company dedicated to promoting the sustainable management of natural resources in the Andes.
- Founded the Forest and Environmental Cooperative of Manabí, Ecuador (CORFAM). To date, CORFAM has assisted 18,000 poor farm families establish some 100,000 hectares of fast growing forest plantations and agroforestry systems.

3.0 RESULTS GENERATED AS A FAO EMPLOYEE BEFORE TAKING EARLY RETIREMENT IN 2002

- Designed and directed 5 multimillion dollar international development projects dealing with forestry, agroforestry, watershed management and conservation of biodiversity, benefiting some 2,700 rural communities in 6 Andean countries.
- Designed and directed 2 large capacity building programs. Operating in 5 Andean nations, these programs prepared some 65 local development institutions (public and private) for the implementation of participatory community forestry and agroforestry programs.
- Trained roughly 250 decision makers in strategic planning, monitoring and evaluation and social methodologies and technical practices of Community Forestry Programs. Co-authored and presented in the Region a university reference book on Community Forestry in the Andes entitled “Pioneering Change”.

- Designed and trained teachers for the implementation of Master Course in Community Forestry. This one year/one time course was given by the Latin America Faculty of Social Science, Quito, Ecuador.
- Created an Andean network of well-trained national development professionals. Highly productive and well positioned, these professionals continue to date to produce innovative and creative solutions for development problems in the Region.

4.0 PERSONA DATA

Name: Charles B. Kenny Jordan
Quito, Ecuador
Home Phone: 593-2-2-465-287
Cell Phone: 593-999-248-410

Email: cjordan@sdssa.com

5.0 EDUCACIÓN

University of Southern Illinois: Master Degree in Forestry and Management of Natural Resources.

University of Southern Illinois: BS Forestry, Minor in Wildlife Management.

Recent specialization training: Strategic planning, theory of change, result-based management, adaptive management, smart indicators, monitoring and evaluation systems and other modern project management tools.

6.0 PROFESSIONAL WORK EXPERIENCE STARTING FROM THE PRESENT

2007- Present Independent Consultant

September 2013 to present: Contracted by the Swiss Government (COSUDE-PERU), prepared tender documents and evaluated tender proposals for a US$ 6 million project dedicated to the conservation and sustainable management of highland forests and mitigation of climate change in the Tropical Andes. Covering 7 Andean nations, this project seeks to conserve carbon stocks, water and biodiversity found is these forests.

August-September 2013: Contracted by the Swiss Government (COSUDE-PERU, produced strategic development plan to strengthen the "Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN). This plan was based on a detailed diligence study of this organization conducted by the consultant.

December 2012- June 2013: Contracted by CONDESAN, participated in the formulation of a US$ 16 million GEF/UNEP research project dedicated to the conservation and sustainable management of highland ecosystems in Peru and Ecuador. Participated in the negotiation of complementary financing for this project from national ministries, USAID, WB and other donor organizations.

December 2011-May 2012: Lead the terminal evaluation of a 10 year GEF/UNEP project covering the north and central Andes aimed at the conservation of high grasslands or Páramos. Developed and disseminated recommendations on how to improve the management of GEF projects in the Region.

Sept 2011-June 2012: Evaluated Ecuador's national irrigation program. Policy recommendations were developed; however, this consultancy was cut short due to changes in management of participating public institutions.

December 2010- June 2011: Evaluated Ecuador's watershed management programs. Produced integrated watershed management plans for 4 national provinces.

2009-2010: Planned and directed a large ecotourism project on the coast of Ecuador. In 2012 this program received 10,000 visits.

June -August 2009: Formulated a regional project aimed at improving national watershed management programs in Morocco, Mauritania and Ecuador. This project was financed by the Government of Spain.

2008: Evaluated IDB/Ecuador's forestry program, producing recommendations on how to improve forestry investments in Ecuador.

2008 – 2009: Founded the Forest and Environmental Cooperative of Manabí, Ecuador (CORFAM). In CORFAM poor farmers receive technical assistance for the establishment of fast growth forest plantations and agroforestry systems.

June. July 2007: Lead the formulation of USAID/Bolivia´s National Environmental Development Plan (2007-2011). This plan focuses on the mitigation of natural disasters, conservation of biodiversity, investments in small forestry enterprises and the conservation of tropical forests.

2006-2007: Directed the final evaluation of IDB/Ecuador's Coastal Resource Management Plan (2001-2005). Formulated a new 5 year development plan focusing on fisheries, mitigation of natural disasters and integrated watershed management.

2001-2007 President and Founder
Sustainable Development Services, SDS
Quito, Ecuador
SDS's mission is to promote sustainable management of natural resources in the Andes. Sold SDS in 2008. Key results generated while with SDS include

- Formulated and implemented SDS's strategic management plan.
- Recruited and trained SDS's professionals and administrative staff.
- Negotiated and directed approximately US$ 1 million of contracts, annually.
- Lead consultancies dealing technical subjects such as forest management, biodiversity conservation, carbon stocks, and integrated watershed management.

FAO Chief Technical Advisor (D-1) Natural resource management Ecuador
Key results: Thirty five (35) local organizations (Provincial Governments, NGOs, municipalities and rural community organizations) strengthened for the application of community forestry and natural resources management programs. Seven hundred (700) rural communities developed and executed community forestry and natural resource management plans.

Jan.-Oct. 98 FAO Representative, (D-1) Quito, Ecuador
Key results: Designed and Implemented a US$12 million aid development program covering subjects such as humanitarian emergencies, rice and corn production, climate change, disaster risk reduction, fisheries and the elimination of invasive species in Galapagos.

1993-1997 FAO Chief Technical Advisor (D1) Community Forestry Development in Ecuador
Key results: Designed and implemented a public forestry extension service. Five hundred (500) indigenous communities organized and trained in the establishment and management forest plantations, agroforestry and small forest businesses.

1989-1993 FAO Chief Technical Advisor (D-1)
Regional Program for the Development of Community Forestry programs in Ecuador, Colombia, Perú, Bolivia, Argentina, Chile

Key results: Thirty (30) national and local institutions organized and trained to promote community forestry programs. Eight hundred (800) rural Andean communities designed and implemented community forestry development plans.

1982-1989 FAO Chief Technical Advisor (P-5, D-1)
Community Forestry Development in Peru
Lima, Peru
Key results: Seven hundred (700) rural communities designed and implemented forest nurseries, forest plantations and agroforestry activities in the Peruvian Highlands. .

1979-1982 FAO Education, Forestry Extension and Rural Development Officer Rome, Italy (P-4)
Key results: Designed and promoted forestry extension and forestry education programs in the Philippines, Indonesia, Thailand, and South Korea.

FAO Forestry Development Officer South Korea (P-4)
Key results: Designed and implemented training programs in prevention and combat of forest fires at the National Forestry Training Center
located in Suwon South Korea.

FAO Forestry Development Officer Chile (P-3)

Key results: Founded and co-directed the National Training Center for Forest Workers located in Concepcion, Chile.

HONORS
2001- Decorated by the Ecuadorian Ministry of Environment with the "Orden de Merito de Gestion ambiental" 1999- Honored by Ecuador's Network of Universities for assisting in the development of study programs related to forestry.

1989- Decorated by the Government of Peru with the "Orden de Mérito Agrícola"

8.0 LANGUAGES

- English native; Spanish fluent; Italian and Portuguese working knowledge

9.0 PERSONAL REFERENCES

FULL NAME	FULL ADDRESS	BUSINESS OR OCCUPATION
Carla DeGregorio	Evaluation Office NOF, Block 2, 3rd Floor, South Wing UNEP, P.O. Box 30552 GPO 00100, Nairobi, Kenya Tel: 254-20-7623740 Fax: 254-20-7623158 Carla.DeGregorio@unep.org	Evaluation Officer
Eduardo Mansur	FAO Forestry Department Viale delle Terme di Caracalla 00153 Rome, Italy Tel: +390657055978 Fax +390657055137 Eduardo.Mansur@fao.org	Director of the Department of Forest Management
Phil Cannon, PHD	USDA Forest Service 1323 Club Drive Vallejo, CA 94592 Tel: 707-562-8913; Fax 707-562-9054 pcannon@fs.fed.us	Regional Forest Pathologist (R5)
Maria Quintero	Sustainable Development Services (SDS) Jardines de Batan Edificio Murano Quito, Ecuador Tel: 593-2-2279-118 mquintero@sdssa.com	Executive Director, SDS
Francisco Cuesta	CONDESAN Quito, Ecuador 593 2 246 9072 / 246 9073 francisco.cuesta@condesan.org	Director of Research

UNEP Evaluation Office Quality assessment of the Final Draft of the Evaluation of the 'Communities for Conservation: Safeguarding the World's Most Threatened Species (Andes Region)"GFL: 2328-2713-4

All UNEP evaluation reports are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants. The quality of the draft evaluation report is assessed and rated against the following criteria:

Substantive report quality criteria	UNEP EO Comments	Draft Report Rating	Final Report Rating
A. Strategic relevance: Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention?	Draft report: Yes Final report: Yes	5	5
B. Achievement of outputs: Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?	Draft report: Yes, but with some gaps that the consultant was asked to work on. Final report: Yes, with all gaps addressed.	5	5
C. Presentation Theory of Change: Is the Theory of Change of the intervention clearly presented? Are causal pathways logical and complete (including drivers, assumptions and key actors)?	Draft report: Yes, but with some gaps that the consultant was asked to address Final report: Yes	5	5
D. Effectiveness - Attainment of project objectives and results: Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?	Draft report: Yes, to a large extent Final report: Yes	5	5
E. Sustainability and replication: Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?	Draft report: Yes, to a large extent. Final report: Yes	5	5
F. Efficiency: Does the report present a well-reasoned, complete and evidence-based assessment of efficiency?	Draft report: Yes Final report: Yes	5	5
G. Factors affecting project performance: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&E system and its use for project management?	Draft report: Yes Final report: Yes	5	5
H. Quality and utility of the recommendations: Are recommendations based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?)'. Can they be implemented?	Draft report: Yes, but the consultant was asked to address gaps of those that were not implementable. Final report: Yes	5	6

I. Quality and utility of the lessons: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?	Draft report: Yes, but some lessons were presented as recommendations. Final report: Yes, the above was addressed.	5	6
Other report quality criteria			
J. Structure and clarity of the report: Does the report structure follow EO guidelines? Are all requested Annexes included?	Draft report: Yes Final report: Yes	**6**	**6**
K. Evaluation methods and information sources: Are evaluation methods and information sources clearly described? Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?	Draft report: Yes Final report: Yes	**5**	**5**
L. Quality of writing: Was the report well written? (clear English language and grammar)	Draft report: Yes Final report: Yes	6	6
M. Report formatting: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Yes Final report: Yes	6	6
OVERALL REPORT QUALITY RATING		**5.3**	**5.4**

A number rating between 1 and 6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1.

The quality assessment of the final draft evaluation is rated as **Satisfactory (5.4).**

Checklist of compliance with UNEP EO's normal operating procedures for the evaluation process

	Compliance Issues	Yes	No
1	Were the TORs shared with the implementing and executing agencies for comment prior to finalization?	X	
2	Was the budget for the evaluation agreed and approved by the UNEP Evaluation Office?	X	
3	Was the final selection of the preferred evaluator or evaluators made by the UNEP Evaluation Office?	X	
4	Were possible conflicts of interest of the selected evaluator(s) appraised? (Evaluators should not have participated substantively during project preparation and/or implementation and should have no conflict of interest with any proposed follow-up phases.	N/A	
5	Was an inception report delivered before commencing any travel in connection with the evaluation?	X	
6	Were formal written comments on the inception report prepared by the UNEP Evaluation Office and shared with the consultant?	X	
7	If a terminal evaluation; was it initiated within the period six months before or after project completion? If a mid-term evaluation; was the mid-term evaluation initiated within a six month period prior to the project/programme's mid-point?	X	
8	Was an inception report sent directly to EO by the evaluator?	X	
9	Did UNEP Evaluation Office disseminate (or authorize dissemination of) the draft report to key stakeholders to solicit formal comments?	X	
10	Did UNEP Evaluation Office complete an assessment of the quality of the draft evaluation report?	X	
11	Were all collated stakeholder comments and the UNEP Evaluation Office guidance to the evaluator shared with all evaluation stakeholders?	X	
12	Was an implementation plan for the evaluation recommendations prepared?	X	