

Terminal Evaluation

Project “Conservation and Sustainable Use of Biodiversity in Dry Ecosystems to Guarantee the Flow of Ecosystem Services and to Mitigate the Processes of Deforestation and Desertification”

Deliverable 4

Final Report Evaluation

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Project Title	Conservation and sustainable use of biodiversity in dry ecosystems to guarantee the flow of ecosystem services and to mitigate the processes of deforestation and desertification		
GEF project ID:	PIMS 4720	PIF approval date:	30/ November /2011
GEF agency Project ID:	4772	CEO Authorization date:	21/November/2013
Agency (s) GEF:	UNDP	ProDoc sinature date:	13/February/2014
Country (s)	Colombia	Expected Completion date:	Julio 2020
Region	Latin America	Project Amount (USD):	35,722,818.93
Other executing partner (s)	MADS, CORPOCESAR, CORPOGUAJIRA, CARDIQUE, CORTOLIMA, CVC, CAM INSTITUTO DE INVESTIGACIÓN DE RECURSOS BIOLÓGICOS ALEXANDER von Humboldt, PATRIMONIO NATURAL, PAISAJES RURALES	Co-financing amount (USD)	8,787,819
Evaluation team	Jose Galindo International Evaluator Adriana Rodriguez National Evaluator		

i) EXECUTIVE SUMMARY

Project Description

The project sought to promote the sustainable use and biodiversity (BD) conservation in dry forests to guarantee the flow of ecosystem services and mitigate deforestation and desertification processes in the Caribbean region and the Inter-Andean Magdalena River Valley (IAVMR) of Colombia. For this, a multifocal strategy was proposed, that includes:

- a) strengthening the implementation of the regulatory framework and land use planning, strengthening the capability and the implementation of tools for land use planning to incorporate BD conservation, sustainable forest management (SFM) and sustainable land management (SLM) in the processes of land planning at the local level;
- b) the declaration of 12 local and regional protected areas (PAs) and/or conservation agreements including the development of their management plans for the protection of up to 18,000 hectares (ha) of forest and other tropical dry ecosystems in six municipalities in the Caribbean region and the IAVMR.
- c) the development of SLM activities on private lands in six prioritized watersheds through the implementation of landscape management tools. In total, the project will contribute to the conservation and sustainable use of up to 27,936.23 ha of bs-T.

Evaluation Rating Table

Project performance rating		
Criteria	Score	Comments
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	MS	
M&E design at project start up	MS	
M&E Plan Implementation	MS	
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	S	
Implementing Agency Execution	S	
Execution Agency Execution	S	
Outcomes Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	S	
Relevance: relevant (R) or not relevant (NR)	R	
Effectiveness	S	
Efficiency	S	

Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U)		
Overall likelihood of risks to Sustainability	ML	
Financial resources	MU	
Socio-economic	ML	
Institutional framework and governance	ML	
Environmental	ML	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	S	
Environmental Stress Reduction	S	
Progress towards stress/status change	S	
Overall Project Results	S	

Evaluation Rating Table

Parameter	EF rating	Achievement Description
Progress in achieving Component	Objective: Satisfactory	The project has met all the indicators, even exceeding the identified goals by the end of the implementation period. The project had significant changes in relation to its original formulation, leaving a narrow margin of time to work on social product aspects and being productive with the community.
	Component 1: Satisfactory	The expected indicators are met, although it is still pending to verify in quantitative and qualitative terms whether the planning tools and the capacities built, effectively contribute to the objective of reducing deforestation and desertification trends.
	Component 2: Satisfactory	The goal of expanding the area under conservation in prioritized landscapes has been met. Community participation in monitoring, control and surveillance should be strengthened, as well as in the capacity of institutions to ensure their mandate.
Execution and adaptive management	Satisfactory	The project team has shown high technical quality and commitment to the stakeholders in the territory. The execution showed flexibility and capacity for adaptive management.
Relevance	Relevant	The project is relevant from a national and global perspective, serving an ecosystem in a critical state of conservation, in line with national policies and priorities.
Sustainability	Moderately Likely	At the institutional level, binding tools such as environmental determinants, the Complementary Conservation Strategy (CCS) and other conservation tools have been generated. There are no clear commitments for monitoring and sustainability by the key actors in the activities carried out in the field.
Impact	Significant	All the impact indicators of the project are met, clearly, an impact has been generated that goes beyond the results framework and has allowed visibility and political priority to the dry forest.

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

Conclusions Summary

1. The project has achieved its most important objectives. In some cases, according to the information received, they have exceeded the goal established for the end of the project.
2. The project leaves some important legacies, particularly in aspects that are outside its results framework and that, consequently, have not been measured; however, there are countless testimonies that account for the impact of the project, such as the case of social structure.
3. Reports on the progress of the indicators show that the goals established at the quantitative level have been met. However, from the qualitative point of view, a critical reflection that properly guides the exit strategy is needed.
4. The "Monitoring, evaluation and budget plan" proposed in the ProDoc lacks monitoring instruments, in accordance with the Logical Framework Methodology (LFM) and the Results Framework, components of the Results Based Management (RBM) process, which made difficult the link between outcomes, outputs and indicators. A broad vision of the project that allowed to identify and record the required changes were lost, based on the dynamics that occurred in the process. This issue will be clearly explained below.
5. In most of the municipalities where the project was developed, the beneficiaries expressed their agreement with the socialization processes carried out and with the methodologies used for the selection of the species used for restoration; however, the beneficiaries of municipality of Aipe consider that their opinion was not taken into account to determine the species used for restoration and that

they did not know the requirements and needs of the planted species, which, together with the drought conditions that occurred at the time of sewing contributed to give a high mortality of the same. Although necessary reseeding were made, the beneficiaries expressed to the EF their dissatisfaction with the process.

Recommendations Summary

6. It is important to keep pace with the design of the exit strategy, although two workshops have been developed, it is recommendable to conduct the last one promptly, in order to finalize the strategy within the scheduled timeframe. In this last workshop, concrete commitments the monitoring and sustainability of the investments made must be defined in the first place, and subsequently, other non-core topics could be included.
7. A stronger bonding of MADS in regard with project direction and coordination is highly recommended. Although the executing Agency is the United Nations Development Programme (UNDP), the financial resources provided by the National Government, and beyond approval of budgets and/or annual operating plans (AOP) (*Plan Operativo Anual –P, in Spanish*), the MADS should actively participate in their elaboration.
8. It is important to establish partnerships with the local and regional academic sector, so that the biodiversity monitoring network generated by the Alexander von Humboldt Biological Resources Research Institute (*IAvH by acronym in Spanish*) can continue the project actions and make a local monitoring of the dry forest restoration processes, and use this information decision making.
9. It is necessary to engage the municipal authorities through the actions foreseen in their municipal planning instruments, so that efforts are joined and resources are collected, both for the execution and for the design of sustainability mechanisms and replicability of the successful experiences.
10. The main subject of the prior consultation to be developed with the indigenous communities in La Guajira remains as a pending activity to be conducted by CORPOGUAJIRA. Although UNDP supports the execution of these events, it is the Corporation the responsible entity for completing the process, as the environmental authority in charge of declaring regional protected areas in its jurisdiction.

Lessons Learned Summary

11. For future projects, if it is sought to expand the area under conservation, the design must consider both, the times that can be very long in the case of indigenous groups, and the budgets required for the prior consultation processes.
12. In the face of changes in the country's policies that can affect directly the project objectives, it is recommendable to make a stop along the way, and rethink and adjust the objectives and outcomes to the new conditions.
13. Some of the Regional Autonomous Corporations (Corporaciones Autónomas Regionales-CARs, in Spanish) linked to the project (Regional Autonomous Corporation of the Valle del Cauca-CVC by its initials in Spanish, and Autonomous Regional Corporation of the Upper Magdalena-CAM by its initials in Spanish) mentioned that they were invited to be part of the project but had no participation in the design of the same. This, together with the absence of a specific commitment established in the ProDoc to implement concrete actions during the project execution, meant that there was not an appropriate appropriation of the project on their part and that their connection to it was only accompaniment.
14. The constitution of the Technical Committee for developing and implementing these types of projects is a fundamental space for discussion and presentation of output and outcomes. Its constitution, together with the establishment of clear mechanisms of communication and socialization of information, allows Committee members to know the progress achieved by each of them and to have an information repository that allows easy consultation of reports and documents.
15. When looking for partners, it is recommendable to consider that local institutions (especially CARs and municipalities) do not always generate credibility and trust within the communities. This aspect is common in the territory and with different institutions. Although UNDP's mission is precisely to overcome these barriers, in practice this could pose a risk if explicit and clear commitments are not generated.

ii) ACRONYMS

AP	Protected Areas
BD	Biodiversity
bs-T	Tropical dry forest (by its acronym in Spanish)
CAM	Regional Autonomvous Corporation of Alto Magdalena (by its acronym in Spanish)
CAR	Regional Autonomous Corporations (by its acronym in Spanish)
CARDIQUE	Regional Autonomous Corporation of the Canal del Dique (by its acronym in Spanish)
CBD	Convention on Biological Diversity
CCS	Complementary Conservation Strategy
CORPOGUAJIRA	Regional Autonomous Corporation of La Guajira (by its acronym in Spanish)
CORPOICA	Colombian Agricultural Research Corporation (by its acronym in Spanish)
CSNR	Civil Society Natural Reserves
CVC	Regional Autonomous Corporation of Valle del Cauca (by its acronym in Spanish)
DIM	Direct Implementation
DRMI	Regional Integrated Management District (by its acronym in Spanish)
DSA	Daily Subsistence Allowance
EICDGB	Integral Strategy for Deforestation Control and Forest Management (by its acronym in Spanish)
GEF	Global Environment Facility
GIS	Geographic Information System
GoC	Government of Colombia
IAvH	Alexander von Humboldt Biological Resources Research Institute (by its acronym in Spanish)
IAVMR	Inter-Andean Magdalena River Valley (by its acronym in Spanish)
IDEAM	Institute of Hydrology, Meteorology, and Environmental Studies of Colombia
LFA	Logical Framework Approach
LFM	Logical Framework Methodology
LMC	Local Monitoring Committee
LMT	Landscape Management Tools

M&SDST	Monitoring and Follow up of Soil and Land Degradation (by its acronym in Spanish)
MADS	Ministry of Environment and Sustainable Development (by its acronym in Spanish)
MTR	Mid-Term Review
NAP	National Action Plan to Combat Desertification and Drought
NGO	Non-Governmental Organization
PA	Protected Area
PMU	Project Management Unit
POT	Land Management Plans (by its acronym in Spanish)
ProDoc	Project Document
RBM	Results Based Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SFM	Sustainable Forest Management
SIAC	Environmental Information System of Colombia (by its acronym in Spanish)
SIB	Biodiversity Information System (by its acronym in Spanish)
SLM	Sustainable Land Management
TE	Terminal Evaluation
ToR	Terms of Reference
UNDAF	the United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VIRC	Inter-Andean Magdalena Cauca Valley (by its acronym in Spanish)

1 INTRODUCTION

1.1 Purpose of the Evaluation

The Terminal Evaluation (TE) is aimed at assessing the total implementation period of the Project “Conservation and Sustainable Use of Biodiversity in Dry Ecosystems to Guarantee the Flow of Ecosystem Services and to Mitigate the Processes of Deforestation and Desertification”. It includes revisiting the project outputs through participatory approaches, measuring to what extent the objective/outcomes/outputs/activities have been achieved against the results and resources framework, and identifying factors that have hindered or facilitated the success of the Project. The lessons learned section is aimed at capturing key lessons to assess what capacity building approaches/measures were effective. This part is therefore forward-looking and is aimed at promoting Project learning lessons so that the legacies of the Project will be replicated and sustained beyond the Project lifetime.

The specific objectives of the evaluation were:

- a) Examine the effectiveness and effectiveness with which the project achieved the expected results.
- b) Evaluate the relevance and sustainability of benefits as contributions to outcomes in the medium and long term.
- c) Present a comprehensive and systematic description of performance at the end of the Project cycle.
- d) Document the impacts, lessons learned, best practices and products generated in the project design, execution and management, which may be of interest for replication in other country projects and in other parts of the world.
- e) Provide specific recommendations to make the necessary adjustments in the closing of the Project and during the remaining time, in order to improve the results and the positive impacts.

1.2 Scope and Evaluation Methodology

The evaluation was led by José Galindo (international evaluator) and Adriana Rodríguez (national evaluator). It was undertaken during the months of August and November 2019. The methodology used for this document is aimed at achieving the objectives defined for the terms of reference (ToR) (Annex 1). During the process there was an active relationship and interaction between the evaluation team, UNDP Colombia, the Project Team, Ministry of Environment and Sustainable Development (MADS) and other interested parties, in order to expedite the evaluation process and enable timely feedback of the findings.

In general, the evaluation was oriented by the guidelines defined in the UNDP Guide for Assessments and its stated objectives. The methods and methodological instruments that were developed and used in the evaluation process were:

- Evaluation matrix
- Documentary analysis
- In-depth interviews with key informants and meetings-workshop
- Direct observation / visits to the implementation sites

At all times, the consultancy used a participatory and inclusive approach, based on data derived from programmatic, financial and monitoring documents, and a reasonable level of direct participation of interested parties through interviews, meetings and workshops, and review of the documents generated in this evaluation. To ensure the credibility and validity of the findings, judgments, and conclusions that will be presented, the consultants used triangulation techniques, which consist of crossing the information obtained.

Initially, on August 16, 2019, a first Skype meeting was held between representatives of UNDP, Project team and the evaluation team. The objective was the presentation of the evaluators, as well as the definition of delivery times and coordination mechanisms between the evaluation team and the designated counterparts. At the meeting, communication channels, direct supervision of the consultancy and coordination of information delivery, product delivery and mission organization were defined.

1.2.1 Setting of Documents and Inception Report

The following documents, as provided by UNDP and the Project, were reviewed:

- Project Document (ProDoc)
- Project Identification Form (PIF)
- Project Implementation Review (PIR)
- Annual Progress Reports
- Quarterly Report on Progress and Project Achievements
- Combined Delivery Reports (CDR)
- Summary of the METT Sheet
- Audit Report
- Minutes of the Meeting of the Project Board
- Project intervention maps.
- Contract Products of Components 1 and 2.
- Document of adjustment to the Logical Framework of the Project.
- Inception Workshop Report.
- Documents related to the monitoring of the Project, and other documents detailed in Annex 3.

Based on the review, a detailed description of the Project was carried out covering the problem identified, the established objectives, outcomes, outputs and their respective activities. Subsequently, an evaluation framework was established that combines the guidance questions for the five key criteria and categories of Project performance evaluation (formulation and design, execution, results, monitoring and evaluation).

1.2.2 Mission to Project Execution Sites: Information Gathering, Interviews and Field Visits

The evaluation mission allowed the evaluation team to have a comprehensive view of the Project context. In addition, through the field visit, the evaluators were able to validate the activities carried out so far. In addition, they made direct contact with the most representative actors in the Project implementation and received first-hand testimonies about the advances and barriers encountered.

The mission period began on September 18 and ended on October 16. Three methods of information gathering were applied. i) semi-structured interviews; ii) visits to the Project execution sites; and, iii) work with focus groups.

Semi-structured interviews: More than 45 interviews were conducted with authorities, implementing partners, Project Management Unit (PMU), beneficiaries and others (Annex 3). Each interview had an estimated duration of an hour. Participants were always informed of their confidentiality at the beginning of each meeting. The interviews were guided by evaluation questions (Annex 5), with flexibility so that the interviewees can provide information that seems relevant.

Visits to the Project Implementation Sites: The evaluation team visited the sites where the project is implemented to show demonstration activities and others that are being carried out by the Project, this enabled complement or expand the collection of information. Visits to the implementation sites in the Municipality of Dibulla and Natagaima were carried out by the two evaluators together. While visits to the Municipalities of Aipe, Dagua and San Juan Nepomuceno, were made only by the national evaluator.

Focus groups: It was carried out with organizations that have been linked to the Project. This technique was also used with the Project team.

Non-formal conversation spaces: It was necessary to complement the information collected through the techniques mentioned above. Non-formal communication spaces were practiced during field trips, as well as phone calls and chats.

1.2.3 Presentation of Preliminary Findings

The information collected and analyzed until September 27, was presented to the PMU, representatives of UNDP Colombia and MADS, through a Power Point presentation. At the end of the exercise, feedback was obtained, which facilitated the formulation and justification of conclusions and lessons learned, which in turn will feed the definition of recommendations for future projects. Once all field missions were completed, a second meeting for presentation of findings was held on October 28, 2019.

1.2.4 Draft Final Report

The information gathered from different sources was organized and coded by topic. To ensure the credibility and validity of the findings, judgments, lessons learned and conclusions presented. The evaluators used triangulation techniques, which consist of crossing the information obtained. Each component and phase of the Project was evaluated according to the categories established by the evaluation guide: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory and Highly Unsatisfactory (Annex 9).

Based on the results obtained, the evaluation team made recommendations of a technical and practical nature, with the intention of reflecting an objective understanding of the achievements of the Project. The TE was applied to the design and implementation of the Project for the four categories of progress:

- **Project Strategy:** Formulation of the Project including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, participation of design actors, replicability, among others.
- **Progress in the achievement of results:** focus on implementation, participation of stakeholders, quality of execution by each institution involved and, in general, financial planning, monitoring and evaluation during implementation.
- **Execution of the Project and Adaptive Management:** identification of the challenges and proposal of the additional measures to promote a more efficient and effective execution. The aspects evaluated were: management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at the Project level, stakeholder involvement, information and communication.
- **Sustainability:** In general, sustainability is understood as the probability that the benefits of the Project will last in time after its completion. Consequently, the Mid-Term Sustainability Assessment examines the likely risks that the Project faces so that the results will continue when the project ends.

1.3 Evaluation report outline

The structure of this report follows the outline proposed by the Terminal Evaluation Guidelines:

- i. **Opening page**
- ii. **Executive Summary**
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. **Acronyms and Abbreviations**
1. **Introduction**
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. **Project description and development context**
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. **Findings**
- 3.1 **Project Design / Formulation**
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 **Project Implementation**
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance
 - Monitoring and evaluation: design at entry and implementation
 - UNDP and Implementing Partner implementation / execution coordination, and operational issues
- 3.3 **Project Results**
 - Overall results (attainment of objectives)
 - Relevance
 - Effectiveness & Efficiency
 - Country ownership
 - Mainstreaming
 - Sustainability
 - Impact
4. **Conclusions, Recommendations & Lessons**

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project start and duration

The Project responds to national priorities expressed in different plans and policies at national and regional and local levels, since dry forest ecosystems are considered a high conservation priority for the country.

In January 2012 the Project Identification Form (PIF) was approved, and in February 2014 the Project starts. Along these lines, the Project had its first inception workshop held on March 19, 2014. It was attended by 13 people, and aimed to present the Project ProDoc and the Steering Committee. The design of the Project contemplated that the closure be carried out in July 2020.

2.2 Problems that the project sought to address

The Project was conceived as an opportunity to reduce the loss of biodiversity, deforestation and degradation of the Tropical Dry Forest (bsT) in the Caribbean region and the Inter-Andean Magdalena River Valley in Colombia. The Project specifically addresses two barriers:

Barrier 1: Limited implementation of national environmental policies and weak land use planning framework

Although Colombia has important national environmental policies, it was evident during the design of the Project that they had not been implemented at the regional level. This is the case of the National Action Plan to Combat Desertification and Drought (NAP), which promotes measures that prevent or mitigate soil degradation, with priority in the dry areas of the Caribbean, Andes, and Orinoco. This policy had not been incorporated into territorial planning approaches that determined rural and urban development throughout the country, nor in water management plans. The conclusion was clear, the instruments analyzed had failed to give priority to the principles of BD conservation, sustainable land use and management approaches and the new concepts and approaches to Deforestation and Forest Degradation (REDD +). This caused an increase in the rate of deforestation and degradation of the country's ecosystems and especially in the areas of bs-T where extensive livestock and agriculture had seriously affected the delicate balance of the ecosystem and contributed to soil degradation and desertification

Barrier 2: Absence of alternatives that provide sustainable use options for the local population

The project design considered that Colombia already had initiatives such as REDD +, SLM and different BD conservation strategies, including forms of production such as agroforestry and silvopastoral systems, which represented additional income to the population and that at the same time they generated environmental benefits. The ProDoc stated that there was not enough dissemination, or access mechanisms to the aforementioned alternatives so that local institutions and the producers and / or users of the BS-T and the BD could implement these sustainable initiatives. Therefore, extensive cattle ranching, inadequate agricultural practices along with the poverty conditions of the population, were promoting deforestation and degradation of the remnants of BS-T in the Caribbean region and IAVMR, seriously affecting the delicate balance of this ecosystem and contributing to soil degradation and desertification.

In this sense, the ProDoc states that the creation of PAs has resulted in restrictions on access and use of the territory to the authorities and the population difficult to achieve conservation goals. For municipalities, PAs imply fiscal restrictions related to land use and public investment that limit land planning and investments for municipal and population development. On the other hand, for the users of bs-T and producers, the creation of PAs has implied restrictions on use, loss of economic opportunities and limited or no participation in decision-making processes for the planning and management of PAs that were traditionally established. over territories.

2.3 Immediate and development objectives of the Project

The objective of the Project is to reduce the current trend of dry forest deforestation and desertification processes and ensure the flow of multiple global ecosystem services through biodiversity conservation, sustainable land management, and carbon storage. Based on the results framework, the indicators to achieve this objective are:

- Coverage (ha) of dry forest and other dry ecosystems in PAs and/or conservation agreements.
- Number of key species by biological groups (birds, plants, and ants) in permanent monitoring plots in the prioritized sites.
- Number of identified carbon units for the carbon market at the end of the project

To achieve each indicator, the Project worked on two major components: 1) Strengthened implementation of the regulatory and land use planning framework facilitates the reduction of dry ecosystem deforestation and desertification processes; and, 2) Delivery of multiple global environmental benefits through the declaration of PAs and/or conservation agreements, REDD+ practices, and SLM activities that strengthen the conservation and sustainable use of dry forests.

2.4 Baseline Indicators Established

Indicator	Baseline																																				
Coverage (ha) of dry forest and other dry ecosystems in PAs and/or conservation agreements	1,370,496 ha																																				
Number of key species by biological groups (birds, plants, and ants) in permanent monitoring plots in the prioritized sites	Caribbean Region: o Birds: 6 o Plans: 8 (trees) o Ant: 2 Inter-Andean Magdalena Cauca Valley Region: o Birds:3 o Plans: 5 (trees) o Ant: 2																																				
Number of identified carbon units for the carbon market at the end of the project	93,700 tCO ₂ -e																																				
Number of local plans that incorporate BD conservation, SLM, and SFM strategies	– POTs: 0 – PDMs: 0																																				
Number of professionals and technical staff from the CARs, MADS, IDEAM, and land use agencies designing and implementing SLM, REDD+, and BD conservation strategies	– IDEAM: 5 – MADS: 3 – CARs: 37 – Municipalities: 6 – Departmental governments: 13																																				
Change in the institutional capacity of the CARs according to the UNDP's Capacity Development Scorecard: a. Capacities for engagement b. Capacities to generate, access and use information and knowledge c. Capacities for policy and legislation development d. Capacities for management and implementation e. Capacities to monitor and evaluate	<table><tr><td></td><td>Corpoguajira</td><td>Corpocesar</td><td>Cortolima</td><td>CAM</td><td>CVC</td></tr><tr><td>a</td><td>2.0</td><td>1.0</td><td>2.6</td><td>2.3</td><td>2.0</td></tr><tr><td>b</td><td>1.8</td><td>1.2</td><td>1.6</td><td>1.6</td><td>1.2</td></tr><tr><td>c</td><td>2.6</td><td>1.3</td><td>2.0</td><td>2.6</td><td>2.0</td></tr><tr><td>d</td><td>1.5</td><td>0</td><td>2.0</td><td>2.0</td><td>2.0</td></tr><tr><td>e</td><td>3.0</td><td>0</td><td>0.5</td><td>2.5</td><td>2.5</td></tr></table>		Corpoguajira	Corpocesar	Cortolima	CAM	CVC	a	2.0	1.0	2.6	2.3	2.0	b	1.8	1.2	1.6	1.6	1.2	c	2.6	1.3	2.0	2.6	2.0	d	1.5	0	2.0	2.0	2.0	e	3.0	0	0.5	2.5	2.5
	Corpoguajira	Corpocesar	Cortolima	CAM	CVC																																
a	2.0	1.0	2.6	2.3	2.0																																
b	1.8	1.2	1.6	1.6	1.2																																
c	2.6	1.3	2.0	2.6	2.0																																
d	1.5	0	2.0	2.0	2.0																																
e	3.0	0	0.5	2.5	2.5																																
Number of PAs and/or conservation agreements that include dry ecosystems nation wide	– PAs: 25 – Conservation agreements: 0																																				
Change in the management effectiveness of three (3) PAs with dry ecosystems as measured by the METT scorecard	– IMD Atuncela: 49.02% – Los Besotes Wildlife Sanctuary: 38.24% – PFR Los Ceibotes: 35.29%																																				
Change in the financial capacity for the management of PAs with dry ecosystems according to that established through the total average score in the Financial Sustainability Scorecard (tracking tool)	– Legal, regulatory and institutional frameworks 26.32% – Business planning and tools for cost effective management: 36% – Tools for revenue generation by PAs: 25% – Total: 28.44%																																				
Area (ha) of dry forest under REDD+ activities at the end of the project	Indicator Deleted																																				
Reduction of emissions (tCO ₂ -e) (areal biomass) through avoided deforestation at the end of the project	0																																				
Reduction of emissions (tCO ₂ -e) (below ground biomass) through avoided deforestation at the end of the project.	0																																				
Avoided deforestation (ha) at the end of the project	0																																				
Flow contributed (m3/s) by the hydrological response unit (HRU) in each prioritized watershed	– Cañas River:12 m3/s. (Dry season)																																				

	<ul style="list-style-type: none"> - Garupal River: 0.53 m³/s (Dry season) - Arroyo Grande: No data available - Aipe River: 3.1 m³/s (Dry season) - Yaví Stream: 2.42 m³/s (Dry season) - Dagua River: 12.9 m³/s (high part, dry season)
Sediments (Total Suspended Solids - TSS) contributed by the HRU in each prioritized watershed.	<ul style="list-style-type: none"> - Cañas River: 222 t/ha/year - Garupal River: No data available* - Arroyo Grande: No data available* - Aipe River: 10.5 t/ha/year - Yaví River: 100 t/ha/year - Dagua River: 200 t/ha/year
Area (ha) of dry ecosystems restored	0
Number of families that participate in the sustainable use and conservation of the dry forest	0 (New Indicator)
Number of strengthened value chains of biodiversity and strengthened environmentally sustainable production initiatives	0 (New Indicator)

2.5 Main Stakeholders

The main stakeholders with the national level relevance are MADS, Institute of Hydrology, Meteorology, and Environmental Studies of Colombia (*IDEAM by its acronym in Spanish*) and IAvH. At the regional level, six CARs represent the most relevant group of stakeholders in the project (CORPOCESAR, CORPOGUAJIRA, CARDIQUE, CORTOLIMA, CAM, CVS). At the local level, six municipalities are identified, 3 from the Caribbean Region (Valledupar, Dibulla and San Juan de Nepomuceno) and 3 from the IAVMR (Natagaima, Aipe and Dagua), and multiple community organizations that are key stakeholders in the implementation of concrete Project actions and their direct beneficiaries. Similarly, the private sector and multiple Non-Governmental Organization (NGOs) play a central role in the sustainability of the project, the conservation of the BD, the reduction of deforestation and the prevention and reduction of soil degradation

2.6 Expected Results

The expected results of the project are related to the Components that comprise it, these are:

Component 1: Strengthened implementation of the regulatory and land use planning framework facilitates the reduction of dry ecosystem deforestation and desertification processes.

- a) 1,388,496 hectares (ha) of dry forest in protected areas and/or conservation agreements nationwide.

- b) Twelve (12) local plans that incorporate BD conservation, SLM, and SFM strategies.
- c) 145 professionals and technical staff from the CARs, MADS, the IDEAM, and land use agencies designing and implementing SLM, REDD+, and BD conservation strategies.
- d) Increase by 20% in the institutional capacity of six (6) CARs according to the UNDP's Capacity Development Scorecard

Component 2: Delivery of multiple global environmental benefits through the declaration of PAs and/or conservation agreements, REDD+ practices, and SLM activities that strengthen the conservation and sustainable use of dry ecosystems.

- a) Stable number of key species by biological groups (birds, plants, and ants) in permanent monitoring plots in the prioritized sites: Caribbean region (Birds: 6; Plants: 8 [trees]; Ants: 2); Inter- Andean Valley of the Magdalena River (Birds: 3; Plants: 5 [trees]; Ants: 2).
- b) Up to 37 PAs or 12 conservation agreements that include dry ecosystems nationwide.
- c) Improvement in the management effectiveness of three (3) PAs with dry ecosystems by 10% as measured by the METT scorecard: a) Atuncela Integrated Management District: from 49.02% to 59.02%; b) Los Besotes Wildlife Sanctuary: from 38.24% to 48.24%; and c) Los Ceibotes Protective Forest Reserve: from 35.29% to 45.29%.
- d) Improvement in the financial capacity for the management of PAs with dry ecosystems by 10% according to that established through the total average score in the Financial Sustainability Scorecard (tracking tool): a) Legal, regulatory and institutional frameworks: from 26.32% to 36.32%; b) Business planning and tools for cost-effective management: from 36% to 46%; c) Tools for revenue generation by PAs: from 25% to 35%; d) Total: from 28.44% to 38.44%. (Note: baseline and target will be confirmed during the first year of project implementation)
- e) 21,447.4 ha of dry forest under REDD+ activities at the end of the project.
- f) 93,700 identified carbon units (tCO₂-e) for the carbon market at the end of the project.
- g) Reduction of emissions from deforestation (areal biomass) at the end of the project: a) Garupal River watershed; 50,587 tCO₂-e; b) Dagua River watershed: 43,113 tCO₂-e.

- h) Reduction of emissions from deforestation (below ground biomass) at the end of the project: a) Garupal River watershed; X tCO₂- e; b) Dagua River watershed: X tCO₂-e (target will be defined during the first year of project execution).
- i) Avoided deforestation at the end of the project: a) Garupal River watershed: 522.65 ha; b) Dagua River watershed: 445.42 ha.
- j) Stable flow contributed by the HRU in each prioritized watershed: a) Cañas River: 12 m³/s (dry season); b) Garupal River: 0.53 m³/s (dry season); c) Arroyo Grande: No data available (will be estimated during the first year of project implementation); d) Aipe River: 3.1 m³/s (dry season); e) Yaví River: 2.42 m³/s (dry season); f) Dagua River: 12.9 m³/s (upper section, dry season).
- k) Reduction by 20% of sediments (Total Suspended Solids - TSS) contributed by the HRU in each prioritized watershed: a) Cañas River: from 222 to 88.8 t/ha/year; b) Garupal River: No data available; c) Arroyo Grande: No data available*; d) Aipe River: from 10.5 to 4.2 t/ha/year; e) Yaví River: from 100 to 40 t/ha/year; f) Dagua River: from 200 to 80 t/ha/year (* Will be estimated during the first year of project implementation).
- l) 1,000 ha of dry ecosystems restored.

3 FINDINGS OF THE EVALUATION

This chapter presents the main evaluation findings based on the review of the information received from the interviews, meetings, workshop and the results of the mission. The analysis refers in general terms to the project, understood as the focal point of MADS, the UNDP as an implementing agency, and the different spaces constituted for its governance.

3.1 Project Design / Formulation

The original design of the project shows a traditional approach towards conservation, without sufficiently considering aspects related to the social and productive development of the intervention zones. It shows low visibility in linking with social aspects, sustainable livelihoods and financial sustainability. It is possible that the design has considered that these key aspects of the intervention would eventually be addressed through activities related to REDD+. This assumption, which in the end was not fulfilled, ended up being a major weakness of the Project design, considering the levels of poverty and the limited social structure existing in the intervention areas. The design was reviewed based on the findings of the Mid-Term Evaluation (MTR), and new elements were incorporated

into the project that gave a more integral character to the intervention with greater involvement with the community. However, the implementation time was too short to ensure the necessary conditions for these initiatives to be sustainable.

The design of the project responds to the goals and priorities that the country had at a certain time. However, with the change of authorities, the priorities changed, which generated difficulties when fulfilling the proposed activities and therefore achieving the established indicators. For this reason, outputs 2.3, 2.4, 2.5 and indicator 2.2 were eliminated. This is evidenced in the main objective of the project aimed at reducing deforestation; indeed, with the change of authorities, the country's priorities changed from REDD+ commitments. Likewise, the Peace Agreement could not be originally identified during the design; however, its link to the project's object became a central element of the intervention, which also mobilized support from other UNDP and WFP initiatives.

3.1.1 Analysis of Logical Framework Approach (LFA) /Results Framework (Project Logic /Strategy; Indicators)

The design of the project turned out to be ambitious, very idealistic, and difficult activities to implement were proposed. It is also evident that there was a lack of coherence and clarity among the outcomes, outputs and indicators during the design. There are cases in which the outcomes do not have indicators, as well as cases in which the outputs are not the most appropriate for the outcomes. Likewise, it is evident that there was no prioritization for the selection of indicators, there are too many and they do not respond to the scope and timing of the intervention. A clear example is the measurement of water flows, which needed more time for analysis or otherwise should correspond to a different project due to its complexity. Finally, there was a lack of key indicators related to the social issues that show the changes in the populations due to the project's actions. Other indicators, such as those related to capability, respond to the donor's view and methodological tools of donor's self-evaluation, so they do not necessarily measure the contribution and gaps left by the Project.

The post REDD+ results framework review is scattered and does not show a clear line of intervention. The project's PIR / IRP 2018 states that this was because the Government decided to redirect the REDD+ intervention strategy, so the project was adapted and focused on promoting and developing participatory conservation and sustainable use strategies, thus signing agreements on forest conservation and recovery, and also developing productive and environmentally sustainable initiatives and land use.

In relation to the work carried out by the project with productive chains, is theoretically highlighted the identification, prioritization and strengthening of 10 products that subsequently were articulated into value chains with inclusive markets. However, it is important to emphasize that through the work done with the communities, Totumo and tourism were identified as initiatives with high potential, and for this reason a process of creation, training and strengthening entrepreneurship subjects was started.

It is also observed that other project activities gave way to forming productive activities, and this is the case of the nursery. These were the result of the dry forest restoration processes; however, the women of Dibulla saw an opportunity to have additional income. The project trained and supported them in the knowledge of seeds and their reproduction also provided them with infrastructure for the nursery.

The responsible parties respond to activities and products that contribute to the objectives of the project, however, in the field for the beneficiaries it is not evident how the actions of the different partners are integrated into the objective and outcomes. Therefore,—despite the fact that each partner is in charge of a certain responsibility, the intervention is seen as dispersed as there are three partners working in six sites, with the risk that the project can be seen as six different projects. For example, assessments collected in the field awarded the project to UNDP or to the Humboldt Institute, and sometimes it was identified as the Paisajes Rurales project.

It is evident that there were proposed some ProDoc activities which throughout the execution turned out to be ambitious. For example, it was proposed to carry out the formulation of the Territorial Planning (Plan de Ordenamiento Territorial –POT by its acronym in Spanish) even though this activity is done every 12 years. The activity was proposed because during the design of the ProDoc some POTs were about to end their period of validity. However, in practice, in certain cases the project did not coincide with the design times of the POT. In other cases, according to the project, the formulation was overshadowed by the low capacity and political will of the Municipalities.

3.1.2 Assumptions and Risks

Among the assumptions and risks of the Project design, there are two that were not adequately weighted, and relate to the response capacity of key stakeholders. On the one hand, the scarce social structure of the participating communities, which is expressed in low associativity, lack of relationships of trust, and lack of specific experience in the implementation of projects and initiatives. This assumption alone

should have triggered a more balanced intervention from the beginning, in order to build the capacity of response of these communities.

On the other hand, the CARs also showed weaknesses in terms of their technical follow-up capacity, personnel availability and time to accompany the project management. Increased efforts aimed at strengthening the capacities of the CARs in the issues related to the project, as proposed in the ProDoc, would have ensured that the intervention left an institutional stakeholder who could assume the responsibility of continuing with the work done. CARs identified themselves as partners, but without concrete actions and responsibilities during the Project implementation (e.g. being responsible for training in specific subjects of their competence), translating it becomes a weakness since they are participants in the decision-making process, or as beneficiaries, but without any clear co-responsibility in terms of management or goals that commit them to the execution of the project.

3.1.3 Lessons from Other Relevant Projects (e.g., same focal area) Incorporated Into Project Design

The UNDP Country Office of Colombia has a wide portfolio of projects, including those financed by the GEF, gaining experience and specializing in working with the donor. Thus, the projects designed by UNDP are built on the lessons learned and good practices acquired over the years.

In addition, the project covered lessons learned from other initiatives such as those of SIRAP – Caribe, regarding the work of declaration and management of PAs, including issues of ecological rehabilitation and practices of sustainable use of the dry forest ecosystem. It also considered the lessons learned from the Tití project, which is focused on the preservation of the white-headed Tití (*Saguinus Oedipus*), but also carried out other actions of interest for the ecological rehabilitation of the dry forests where this species lives (UNDP, 2014).

Other lessons learned included in the project, came from the GEF project on institutional and policy strengthening to increase the biodiversity conservation on private properties (PP) in Colombia, in relation to the establishment of conservation agreements with private property owners. On the other hand, the learnings related to the implementation of silvopastoral systems that contribute to the conservation of BD in livestock production landscapes, which the project included came from the GEF Sustainable Colombian Livestock project (UNDP, 2014).

3.1.4 Planned stakeholder participation

The project is highly relevant, responding to national priorities and objectives aligned with the mandate of the National Development Plan, and serves to an ecosystem in a critical state of conservation such as dry forest. This is a pioneering project, given that it is the first intervention of the GEF in the dry forest of Colombia which fills a gap in an ecosystem that has not been served by cooperation projects.

The design of the project had adequate levels of appropriation and participation of authorities and technicians at the central level. However, some respondents mentioned that despite being a key partner in its implementation, the CAR did not actively participate in the design. Despite this, during the design phase, regional workshops with the CARs are registered, the results of which showed the need for institutional strengthening. The CARs participate in the Project's Steering Committee, but the ProDoc does not include other specific commitments or responsibilities of the CARs regarding the project.

3.1.5 Replication approach

The approximation model used by the project in relation to the creation of new conservation areas is replicable in the different municipalities and CARs. This is because the initial selection of places covered geographical, political and biodiversity differences. Thus, the places chosen cover landscapes that range from the Caribbean to the mountains, as well as CARs and municipalities that have a different level of consolidation. This will facilitate replication in the future, taking as reference some of the experiences executed by the project, and applying them to CARs or municipalities that have similar conditions.

Another replicable point of the project is the incidence of issues in strengthening of the capacities of the municipalities through the improvement of land use planning tools. The project has demonstrated that it is possible to include environmental conditions of BD, SFM and SLM in local plans.

Finally, the most relevant point that is repeatable is the geographic information systems (GIS) matter, in relation to the organization and standardization of geographic information, Arc-GIS licenses and the installation team. The GIS component has proved to be key in the planning processes at the local level of the six municipalities participating in the project and is relevant to be considered in the other municipalities of the country.

3.1.6 UNDP comparative advantage

The comparative advantage of UNDP for the GEF lies in its global network of country offices, its experience in formulating integral development policies, institutional strengthening and participation of the non-governmental sector and communities, as specified in the comparative advantage document of the GEF agencies.

Currently, UNDP supports Sustainable Forest Management and REDD+ activities in more than 25 countries around the world. Within the framework of UN-REDD, the UNDP is currently working in 5 Latin American countries (Bolivia, Panama, Ecuador, Paraguay and Mexico) on Sustainable Forest Management projects and the preparation for REDD+ with a total investment of more than \$30 million dollars.

The project is aligned with the action framework for the development of the United Nations Development Assistance Framework (UNDAF) for Colombia 2008 - 2012. More specifically, the project is consistent with the Direct Result 2 of the UNDAF, which has a relevant Country Program result: "The consolidated national capacity to promote environmental sustainability, disaster risk management and sustainable planning", with a related product "Public institutions and organizations strengthen their capacity to formulate and implement environmental management programs and initiatives that guarantee the provision and maintenance of environmental goods and services (with emphasis on the conservation, restoration and sustainable use of strategic ecosystems). " The UNDP in Colombia works to ensure the integration of energy, environmental and natural resources considerations into poverty reduction and sustainable development strategies. It also pays attention to all cross-cutting aspects such as environmental governance, climate change, gender, and the links between sustainable environmental management and poverty reduction. It advocates for the inclusion of the local approach in development strategies (UNDP, 2014).

3.1.7 Linkages between the project and other interventions within the sector

The project is directly linked to the National Program for the Monitoring and Follow up of Soil and Land Degradation (M&SDST), specifically the project is linked to the program through the strengthening of capacities of state organizations in matters of soil and land degradation; as well as the operation of a GIS at the regional level, which allows the capture, query and data management and spatial information for visualization, management and classification of information separately for each of the municipalities participating in the project. The GIS is linked to the SIAC, SIB and SIGOT.

Likewise, the project is linked to the actions with the *Patrimonio Natural* Fund and the Environment Program of Colombia (PROMAC) which, have been developing processes to improve the management of BD area, including PAs, and strengthening of the capacity of the national government, community organizations and civil society to manage, plan and protect natural resources.

Finally, the project is articulated with the GEF project, Sustainable Management and Biodiversity Conservation of the Magdalena river basin, executed by TNC with the support of the Inter-American Development Bank (IDB). Its connection is through the BD conservation activities and the rehabilitation of ecosystems to support and maintain ecosystem services, and the strengthening of local capacity.

3.1.8 Management Arrangements

The Project was executed under the Direct Implementation (DIM) modality at the request of the Government of Colombia (GoC) and in accordance with UNDP standards and norms. UNDP identified responsible parties for the development these are of several project activities: *Corporación Paisajes Rurales*, Alexander Von Humboldt Institute, and *Patrimonio Natural* Fund, who have extensive experience in Project issues.

As the Implementing Agency of the Global Environment Facility (GEF) for this Project, UNDP provides the management services of the Project cycle as defined by the GEF Council. Additionally, a Technical Committee was created, which proposed meeting every three months to review the progress of the Project and ensure its correct implementation. UNDP assigned a program officer to support the Project Steering Committee in monitoring and monitoring objectively and independently.

The local actors had an additional mechanism to influence the Project through a Local Monitoring Committee (LMC), consisting of assigned members and whose composition, responsibilities and functions are determined directly by the local actors. The LMC was scheduled to meet periodically to assess the progress of the Project and communicate the interests and concerns to the Project Coordinator. It was proposed that the LMC could be represented on the Project Steering Committee.

The implementation is in charge of the Project Management Unit (PMU), led by the Project Coordinator, and also has an administrative assistant, a SIG professional, a professional in policy and planning-monitoring, a professional in value chains, two liaison professionals (Caribbean and Andean).

3.2 Project Implementation

3.2.1 Adaptive Management

High technical quality is evident in the intervention, both in the project team and in the implementation partners. It emphasizes the commitment, willingness and ability to generate trust in partners and beneficiaries. Overall, the formula applied for the conformation of the team was successful, since it combines experienced technical profiles to meet the different areas of the project, ability to mobilize partners and beneficiaries towards the fulfilment of the objectives, commitment to capacity building and experience in the execution with stakeholders in the territory.

The project showed a high capacity for adaptive management, flexibility to meet emerging demands and adapt the intervention to opportunities and challenges in the territory. This finding is based on field observations, which allowed us to identify that, in many cases, management responses in decision making proved to be relevant and timely. Likewise, a key factor was the time and energy that the project invested in working on collateral and emerging issues that was essential to moving towards the achievement of results.

As an example of the project's adaptive management, it is mentioned that during the design no clear socio-economic intervention linking the local communities to the objectives of the project was contemplated. Adjustments were made along the way allowing these issues to be addressed. The result translates into high levels of consciousness, appropriation, education and environmental awareness. Another example is that, although the design did not propose the raise of the socioeconomic baseline of the communities to guide the intervention and measure the impacts generated, in the execution the socioeconomic baselines were developed in 61 properties with Landscape Management Tools (LMT), in order to identify the actions to be developed in these properties. In addition, giving that the original design did not present a socioeconomic baseline, during implementation a socioeconomic baseline was developed for six organizations (three in Bolivar and three in Guajira) involved in productive activities.

The project had a good capacity to leverage support from other institutions and add other parties to the intervention in the territory, which in the future can ensure continuity and sustainability once the project has been completed. This is the case of the PMA, SENA, Chamber of Commerce, Sustainable Biocommerce, Green Businesses, Colombian Handicrafts, etc. However, it is very possible that, at the end of the project, the co-

financing commitments have not been achieved, given the volume of resources originally committed through the REDD+ mechanism.

The project showed high levels of sensitivity to connect with beneficiaries, generate trusting relationships and support capacity building and empowerment. Likewise, it emphasizes the application of the gender approach, both in the conformation of the team project and in the identification and involvement of beneficiaries. The TE allowed to collect testimonies from women who feel benefited by the project, they look at the team's personnel as models and value their work. In this same sense, the ability of the team to work with indigenous communities at the field level is emphasized.

The intervention of the partners was bounded and clearly defined, no overlaps or conflict management were verified, except in the case of execution times, which happen normally in projects and respond to a settlement process of each party in the territory. In some cases, the identity and presence of the partners in territory could cause confusion, a certain dispersion could be perceived about how the interventions of the different partners are executed and perceived by the beneficiaries, with the risk that they are seen as isolated projects with low clarity regarding their contribution to the achievement of the common objective.

According to the perception of the beneficiaries regarding the accompaniment, commitment and involvement of certain key stakeholders in the territory such as CORPOGUAJIRA and the City Council of Dibulla, it was relatively low; This reading is due to the low presence in the territory, which does not mean lack of commitment to the project's actions. CORPOGUAJIRA has committed to the declaration of a Regional District of Integrated Management for the conservation of the dry forest in Dibulla for which it is moving forward in the process of prior consultation of the same territory. It is also important to consider that sometimes the capacities of the stakeholders are not enough to be constantly present, or that their support has been through co-financing contributions for the execution of certain project activities. In the case of MADS, its participation has taken place at the national level, emphasizing as a result of the project the consolidation of the National Program for the Integrated Management of Dry Forest.

The project promoted formal training and institutional strengthening spaces for key entities, based on the needs agreed with the MADS on matters such as: a) Territorial Environmental Management; b) Integral Risk Management; c) Adaptation to Climate Change and Planning for the Integral Management of Water Resources; d) Geographic Information Systems; e) Fire control brigades. Although there is evidence that such training was given, in some cases the beneficiaries were contractors of the CARs and

not necessarily site personnel, so, at the time of the interviews for this TE, several stakeholders do not remember having been trained or coached until November 2019, and the interviews revealed that the CAR personnel did not have the information generated by the project. However, in December, through a decision of the Steering Committee, the information was delivered to the respective focal points of each Corporation. In general, these types of activities help to make visible the work that the project has done.

The project shows innovative features due to the inclusion and works with the CARs in relation to the GIS matter. Working together allowed the identification of the barriers they face, and the best solutions to address them. Likewise, the project included relevant topics such as agrobiodiversity, which allowed the rescue of various species that can be used for feeding, as well as for income generation and as inputs for developing secondary products, thus creating a benefit for the participants of the project.

3.2.2 Partnership Arrangements

Since its formulation, the project identified MADS, IDEAM and IAvH as its strategic partners at the national level

This project is a DIM, which implies that UNDP is both an executing and implementing entity of the project. For the implementation of the project, cooperation agreements were signed with IAvH, *Paisajes Rurales* Corporation and the *Patrimonio Natural* Fund. The agreements assigned to these organizations the development of the outputs, for which each one has the required skills and experience. Thus, the IAvH was responsible for designing and implementing biodiversity monitoring in the project areas. The agreement took effect from August 13, 2015, to October 30, 2018, with an extension that included the elaboration and implementation of the participatory monitoring program of the biodiversity state of dry forest and other dry ecosystems in three areas of the project, and to support the formulation of the Integral Conservation Strategy of dry forest and to the addition of corresponding resources.

Paisajes Rurales Corporation developed the landscape management tools for conservation purposes and signed an agreement effective from March 13, 2015, to November 30, 2018, with an extension oriented to replicate the methodology of Phase of the post-conflict environmental zoning and to develop the management plans of the regional protected areas, conservation agreements and/or complementary forest conservation strategies managed by the project.

Patrimonio Natural signed an agreement that covered the period from August 25, 2014, to June 30, 2016. It was responsible for advancing all the studies required for the definition of conservation areas that best suit the project areas.

At the regional level, the six Regional Autonomous Corporations (CARs) of the geographical departments where it intervenes. Each one of them designated a technical officer, or counterpart, person who was responsible for following up the project's actions. No specific responsibilities are verified, although in certain cases, they contributed some resources as counterparts.

At the local level, six municipal mayors and multiple community organizations from the private sector and NGOs are constituted as key stakeholders in the implementation of concrete project actions and its direct beneficiaries (UNDP, 2014). Table 1 presents the list of institutions that participated in the project explaining their role.

Table 1 Project co-executing institutions

Institution	Role in the Project	Responsibility
Ministry of Environment and Sustainable Development - MADS	It is the technical focal point of the Global Environment Facility (GEF). MADS is mainly in charge of developing the national policy related to the environmental subject. A competent entity to establish guidelines, policies and regulations related to the conservation of the BD, reduction of deforestation of the dry forest, the Integral Management of the water resource, as well as the fight against desertification and drought.	Member of the Steering Committee. Monitoring of the project to guarantee contributions to the country's goals and international commitments.
IDEAM	It is the institute responsible for carrying out studies and research on natural resources, especially those related to forest resources and soil conservation.	The linkage to the project is technical to the extent that they review the outputs related to REDD+
Biological Resources Research Institute Alexander Von Humboldt	Design the information management and biodiversity monitoring systems so that they are available through the SIB and contribute to the monitoring and inventory of the biodiversity of the tropical dry forest. In addition, the Institute is co-financer of the project	BD species monitoring, activity related to the fulfilment of the project's objective.
Paisajes Rurales Corporation	NGO with experience in the design and development of conservation projects, management and restoration of rural landscapes (natural and transformed) with a focus on landscape ecology and sustainable development	Under component 2, they are responsible for the implementation of landscape management tools.
Patrimonio Natural Fund	It is a Foundation responsible for the conservation of natural and protected	Responsible for developing under component 2 the

Institution	Role in the Project	Responsibility
	areas. It is responsible for the elaboration of technical documents on protected areas and/or conservation agreements, both public and private	declaration of public and private protected areas and/or conservation agreements.
Regional Autonomous Corporations (CAR) CORPOCESAR, CAM, CORPOGUAJIRA, CARDIQUE, CORTOLIMA y CVC	Public entities are responsible for the regional application of national policy instruments. They act as direct partners of the project for training in REDD+, SLM and BD conservation, they have the authority to declare regional protected areas. They are co-financiers of the project.	Members of the Steering Committee participate as a technical counterpart in components 1 and 2.
Municipal Authorities of Dibulla, San Juan Nepomuceno, San Jacinto y Valledupar (The Caribbean Region). Dagua, Aipe y Natagaima (Andean region)	Direct beneficiaries of the project in terms of training in REDD+, SLM and BD conservation, must also incorporate these subjects into planning instruments, they can declare local protected areas.	Component 1 and 2
United Nations Development Program - UNDP	Project implementing agency, responsible for direct execution. Responsible for technically directing the project and supervising the actions in the field.	Coordination of the project, Member of the Directive Committee, Responsible for implementing actions of component one of the projects, supervising the parties responsible for activities of component two and doing follow-up and monitoring of the project.

In addition to the specific activities that were under the responsibility of the aforementioned partners, the project coordination achieved the participation of other public and private institutions, which through strategic alliances contributed in the creation of capacities, in organizational and food safety subject. Table 2 presents a list of institutions/organizations with which the project has strategic alliances, as well as the contribution given.

Table 2 Participation strategies of institutions / organizations

Name of the Organization / Institution	Participation Strategy	Municipalities of intervention
Cámara de Comercio \$6,000,000 en efectivo \$10,000,000 apoyo técnico	Training course- Diploma in ecotourism and English course. Advice in the Centre of business attention in the topics: - Responsibilities, obligations and penalties - Business Innovation	Dibulla

Name of the Organization / Institution	Participation Strategy	Municipalities of intervention
SENA (\$134,400,000 in professionals who taught training courses)	Training courses	Dibulla, San Juan Nepomuceno, Natagaima Aipe
Artesanías de Colombia (\$20,000,000 in professionals who taught training courses)	"Rescue of the artisanal communities of Tolima" improvement of the finishes and quality of handicrafts in Totumo.	Natagaima
Corporación Biocomercio Sostenible (Grant of microcapital worth \$ 437,363,323)	Grant with the project Territorial Alliances for Peace and Development (2)	Natagaima Aipe
Negocios Verdes (MADS) (\$10,000,000 en profesionales)	Verification and registration in green businesses	Natagaima Aipe
Bomberos (\$21,000,000 strengthening)	Formulation of a participatory plan for forest fire prevention Coordination and articulation of actions against the intervention of communities in the event of a forest fire event. Training in prevention and management of forest fires.	Dibulla Valledupar San Juan Nepomuceno Natagaima Aipe
Corponariño \$ 298,000,000 pesos	Cooperation Agreement between UNDP and Corponariño for the conservation and recovery of ecosystem services in the dry areas of the municipalities of Cumbitara, La Llanada and Los Andes Sotomayor (Nariño).	Cumbitara, La Llanada Los Andes Sotomayor
Cormagdalena \$1,100,000,000 pesos	Cooperation Agreement between UNDP and Cormagdalena for the sustainable use and conservation of biodiversity and ecosystem services associated with dry forest, in four municipalities prioritised by Cormagdalena.	San Juan Nepomuceno Aipe Natagaima Prado
Universidad de Cartagena Universidad popular de Sucre, Universidad del Magdalena, Universidad Distrital, Universidad Santo Tomás, Universidad de Pamplona, Universidad Santiago de Cali, Universidad Industrial de Santander, Universidad de Nariño, Universidad de la Amazonía. Programa Manos a la PAZ del PNUD \$56,000	University internships with the environmental and business subject within the framework of the UNDP Hands-on-Peace Program (2016-2017).	Juan Nepomuceno Natagaima Dagua Aipe Dibulla
Ministry of Commerce, Industry and Tourism	ASOBOSPA business advice	Aipe

Name of the Organization / Institution	Participation Strategy	Municipalities of intervention
(\$ 48,000,000 Technical Advice)	Incorporation of innovation in biodiversity products in the dry forests of Montes de Maria	San Juan Nepomuceno San Jacinto
Secretary of Culture and Tourism of the Government of Huila (\$ 10,000 community strengthening)	Articulation of AIPE tourism activities with departmental and national actions	Aipe
BIOFIN (\$ 22,000,000 technical support)	Support in the financial strategies of the action plans of the dry forest CCS (Yaví and San Juan Nepomuceno) and the CSNR Aipe	Natagaima Aipe San Juan Nepomuceno
Strategy BanCO₂ \$104,995,000	Payment for Community Environmental Services. With resources UNDP Office for environmental footprint compensation for its operation in Colombia (Additional resources managed by CVC)	Natagaima Dibulla San Juan Nepomuceno Valledupar Dagua
A ciencia cierta (\$120,000,000)	Small Donation Program (SDP) and awareness that seeks to identify and strengthen ongoing community experiences that promote the conservation of strategic ecosystems through processes of social appropriation of science technology and innovation which must have the potential to be adapted, replicated and scaled up.	San Jacinto y Valledupar -
World Food Program - WFP (\$ 95,000,000 food support)	Support with food packages for a certain time to the beneficiaries of the project.	Dibulla
UNDP Small Donations Program (\$ 141,900,000)	Support projects that conserve and restore nature while improving human well-being and livelihood, for biodiversity conservation, climate change mitigation, protection and prevention of land degradation and desertification.	Dagua
Agrosavia (\$ 11,500,000 community strengthening)	Strengthening of associations in the technical management of yams and native vegetables.	San Jacinto San Juan Nepomuceno

3.2.3 Feedback from M&E Activities Used for Adaptive Management

In general terms, the project fully complies with the normal milestones of evaluation and monitoring of a GEF project; however, the M&E tools presented are considered insufficient to order and plan the intervention, considering the heavy instrumental commitment inherited from the project's results framework.

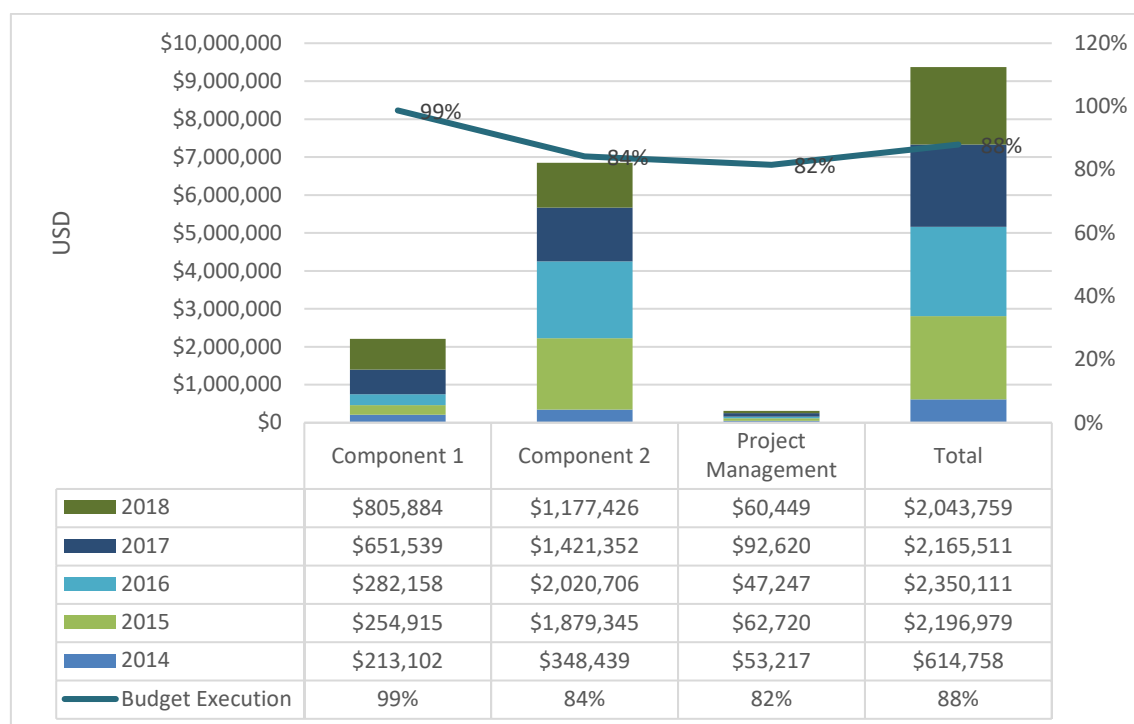
Adjustments were made to the project's monitoring tools. For example, there is an Excel document called "results framework in indicators", which includes information on means of verification, OAP activities linked to each indicator, and the activities defined in the ATLAS system that correspond to it.

Likewise, adjustments were made to the indicators, because during the mid-term evaluation it was recommended to review and adjust the outputs and indicators related to the REDD+ strategy and reorient them to estimate the project's contribution to the national objective of reducing deforestation. Also, during the -MTR it was recommended to include social impact indicators and ensure their financing, which was presented and approved, but do not have a methodological record.

3.2.4 Project Finance

The original project budget proposed in ProDoc amounts to USD 8.78 million for the 6 years of implementation, the resources come from the GEF. As of December 2018, around USD 7.71 million had been executed, equivalent to 88% of the total resources available. As shown in Figure 1, most of the resources have been allocated to Component 2, to date about USD 5.16 million have been executed, that is, 84% of the total available for this Component. However, it is Component 1 that shows the best performance, it has executed 2.2 million equivalents to 99% of the planned.

Figure 1 Budgetary Execution by Component



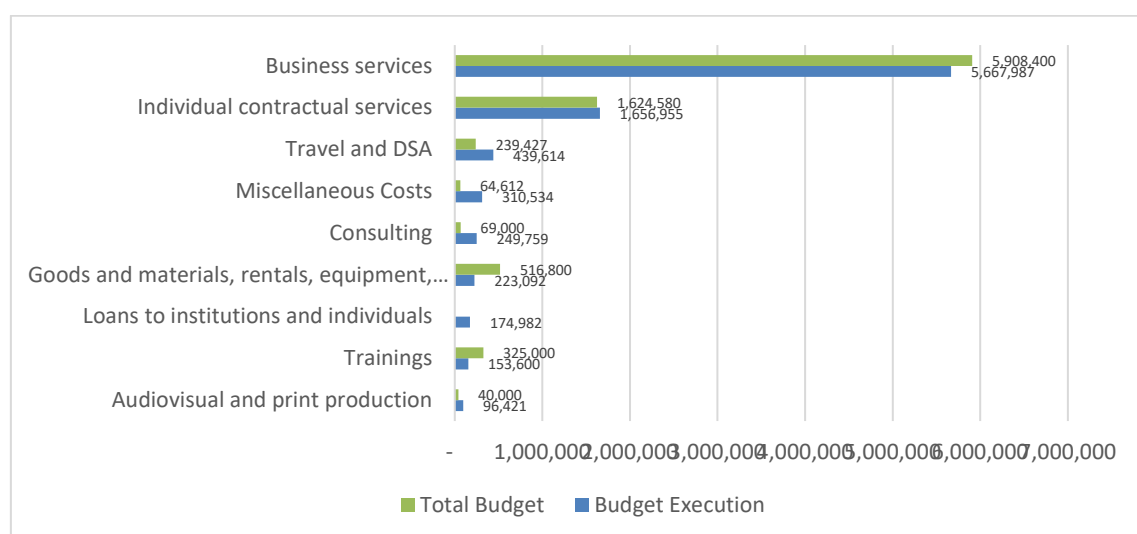
Source: UNDP Expenditure Report, 2014 – 2018

The execution performance until the end of 2018 allows to assume that the Project will be able to execute all the resources allocated. The years 2014 and 2015 report the lowest execution (USD 627 thousand and 515 thousand respectively), in contrast in 2016 the highest execution is recorded, with Component 2 executing USD 2 million. This rise is due to the implementation of activities included as landscape restoration and biological groups. In the following years this trend continued. It is highlighted that in 2018 an important investment of 91 thousand dollars was made for the development of local and regional capacities.

Based on the recommendations of the mid-term evaluation, the first external financial audit was carried out in June 2018, for the period from June 1, 2014 to December 31, 2017. The results showed that up to that date the expenses of the Project were USD 7,362,974 and the assets were USD 16,739. The values are similar to those presented in the Combined Delivery Reports.

In relation to budget execution by type of expenditure, Figure 2 shows that, within a few months of the closing of the Project, there are still few execution gaps in different categories of expenditure, and in certain cases the execution has been higher than planned. So far, the category of expenditure corresponding to “contractual services to companies” has executed USD 5.39 million of the planned USD 5.9 million. In most cases this expense is related to the execution of activities related to landscape restoration and biological groups. The second highest expense corresponds to individual contractual services, this item along with trips, Daily Subsistence Allowance (DSA) and consultancies have exceeded the planned values.

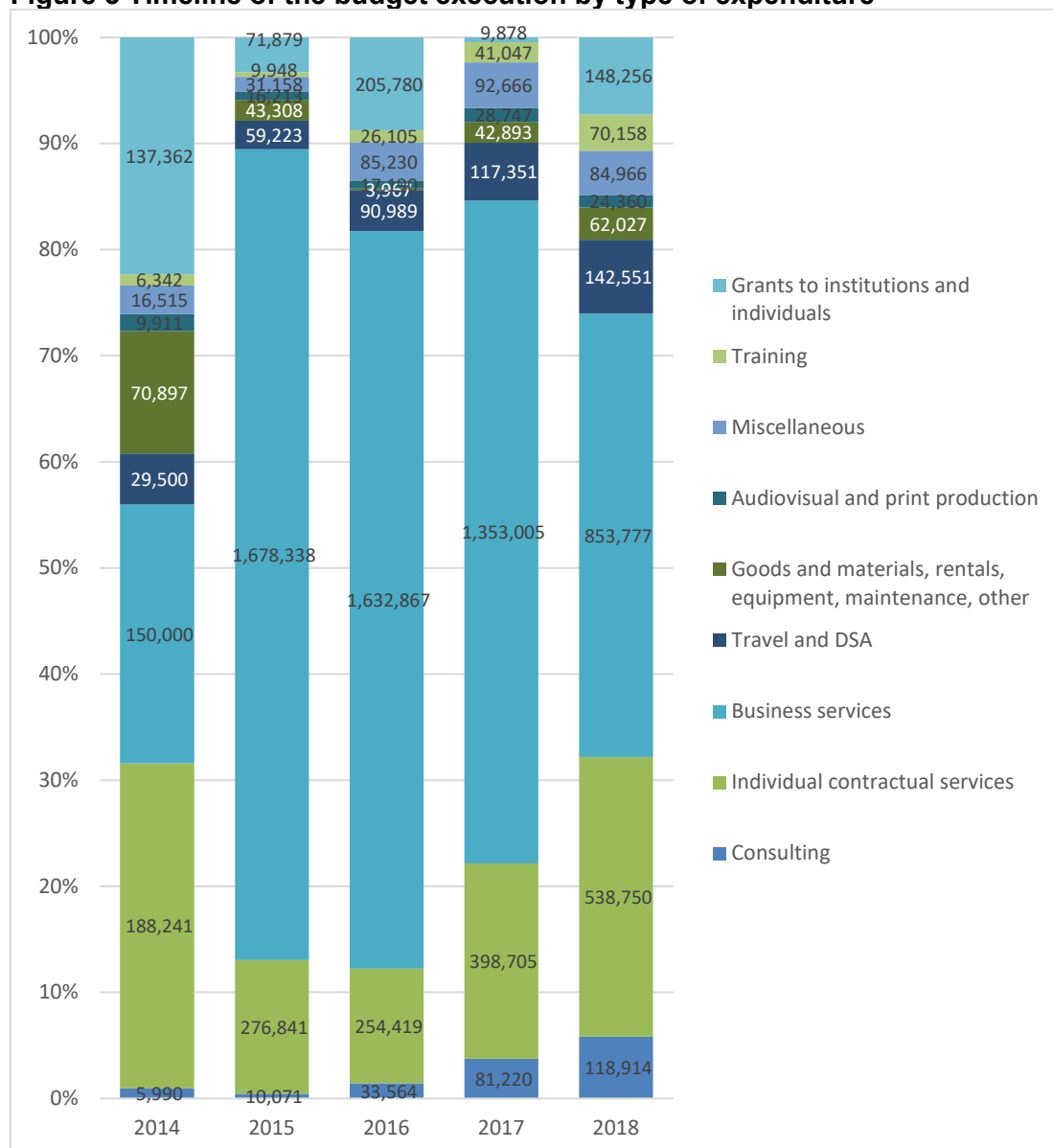
Figure 2 Budget implementation by type of expenditure



Source: UNDP Expenditure Report, 2014 – 2018

In relation to the annual execution by type of expenditure, and excluding 2014, it is concluded that most of the items were disbursed for contractual services of companies and individuals. However, it is striking that, during 2014, 2016 and 2018, GRANTS to institutions and individuals were representative, according to the Project team, these correspond to micro capital grants. Regarding the homogeneity of execution, in the last two years such as the acquisition of goods and equipment, travel and audiovisual and print production have been constant. The detail is shown in Figure 3.

Figure 3 Timeline of the budget execution by type of expenditure



Source: UNDP Expenditure Report, 2014 – 2018

According to the Prodoc, a co-financing of USD 26,934,999 was estimated, both in species and in monetary resources. In contrast to the report provided by the Project team, a total of USD 22,186,759 of cofinancing resources has been determined, without

showing whether they were contributions in cash or in kind. Project management is valued in terms of the ability to leverage resources from other sources, an example of this is that initially contributions from 9 actors were expected, in practice 17 institutions are counted.

3.2.5 Monitoring and Evaluation: Design at Entry and Implementation

<i>M&E design at the beginning of the project</i>	<i>Moderately Satisfactory</i>
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According to the project coordination team, the Monitoring and Evaluation Plan (M&E) is developed in the ProDoc, indicating that it will be carried out according to the procedures established by UNDP and the GEF. The ProDoc states that the M&E will be in charge of the project team and the UNDP Country Office with the support of the Regional Coordination Unit (UCR) of UNDP / GEF in Panama City, Panama.

The project carried out the monitoring activities established in numeral 6 of the ProDoc “M&E workplan and budget”, aimed at the fulfillment of GEF requirements. Based on this, the M&E plan would be finalized and presented in the Project Inception Report, following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities (GEF, 2012). This plan should include report of the inception phase, evaluations reports of project implementation quarterly and annual evaluation reports, PIR, MTR and TE. On the other hand, it is mentioned that the measurement of the impact indicators related to global benefits will be carried out in accordance with the programming defined through specific studies that are part of the project activities and through the monitoring tools which should be updated twice during the life of the project. (UNDP, 2014)

The TE team considers that in addition to these actions, a good basis for detailing and adjusting the M&E plan of the project is to take into account the UNDP document “Handbook on Planning, Monitoring and Evaluation of Development Results” which establishes an entire methodology for carrying out monitoring and evaluation processes. Firstly, it proposes the definition of a monitoring policy, the operational context, and the roles and responsibilities during the process, which allows preparing the follow-up actions to be implemented (UNDP, 2009). Then, it establishes that the M&E framework must be updated, and contemplates the importance of creating at least a basic M&E matrix that collects the minimum elements to facilitate the monitoring process for each of the components, outcomes and outputs of the project, such as indicators, M&E events with data collection methods, times and frequency, resources and risk. These instruments can be further developed, for example with the construction of

the methodological records of the indicators and the design of validation tools. Additionally, the chapter 4 of the mentioned document provides guidance on how to implement follow-up activities. These tools facilitate both, development of the process a presentation of changes and adjustments made throughout the project execution.

In this regard, the TE has not been able to verify the existence of a document that details how, in addition to what was established in the ProDoc, the M&E of the results framework was made, with the minimum characteristics established in the Handbook on Planning, Monitoring and Evaluating, for Development Results.

The project team has carried out the monitoring based on the ProDoc table "Project monitoring and evaluation plan and budget" hat indicates the responsible activities, cost and time limit for its implementation; the response timeframes, measurement methodologies are not clearly defined and the means of verification of these actions are not established; the project coordination provided to the TE another excel table named Results Framework in Indicators" including information on means of verification, POA activities linked to each indicator, and corresponding activities defined in the ATLAS system.

The TE team also received the excel matrix "Monitoring and Evaluation Plan. Project: Sustainable Use and Conservation of Biodiversity in Dry Ecosystems" which states that the project activities are in line with those created in the ATLAS system, but are not directly related with the results framework. Some activities are oriented towards contractual commitments such as: Activity 4. Declaration to Protected Areas; Activity 5. Restoration through landscape management tools; Activity 6. Monitoring biological groups. Other activities respond to project outputs: Activity 1. Strengthening the implementation of the Regulatory framework, and Activity 2. Conservation agreements. The Activity 3 (Project management) corresponds to administrative procedures.

When reviewing the activities of the operational plan (*POA by its acronym in Spanish*), they do not relate to the above-mentioned activities aligned with the ATLAS, and its presentation in the POA document does not allow to establish to which project output and/or outcome they correspond. What is observed in this document is a list of activities that sometimes coincide with a project's component, others with an indicator, and others with a goal.

Given the decision made by MADS to exclude dry forest as a priority ecosystem from the REDD + strategy, outputs 1.4, 2.3, 2.4 and 2.5, its indicators, goals and assigned

financial resources had to be reviewed and adjusted, in order to specify how the project contributes to the national target of reducing soil degradation and deforestation.

The reports submitted by the project (quarterly, monthly and PIR reports) clearly show that the monitoring is done based on the project components and on the measurement of the indicators that must be reported in the PIR. These reports do not systematically record the changes that occurred with respect to the initial planning or what were the adjustments made at the product level and their relationship with the activities, indicators and objectives. Although the project carried out monitoring actions and the adjustments to the results framework were approved by the GEF in the corresponding documents, the FET considers that the absence of a methodological instrument to guide M&E activities leads to a lack of a clear reading of the changes that occurred in products and activities, changes in budget allocations or how compliance with the contributions of co-financing agreed in the ProDoc.

<i>Overall quality of monitoring and evaluation</i>	<i>Moderately satisfactory</i>
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This project is a DIM, which implies that UNDP is both the executing and implementing entity of the project. Therefore, it must produce reports that guarantee articulation with other UNDP initiatives and with other projects associated with issues of peace and environment. The monitoring of the project at the central level is the responsibility of the project coordinator and the professionals and technicians in the field and administrative assistant are responsible for providing assistance and follow-up at the national and local levels of the project's actions, including working with local communities.

In general terms, the project fully complies with the normal evaluation and monitoring milestones of a GEF project (inception, MTR, PIR, etc.), it is even mentioned that the generated PIRs are considered as report models for the region. However, the M&E tools presented are considered insufficient to order and plan the intervention, considering the heavy instrumental commitment inherited from the results framework of the project. However, the presented M&E tools are insufficient to give a proper follow-up to the Project's results framework.

<i>Execution of the M&E Plan</i>	<i>Moderately satisfactory</i>
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Regarding the different milestones and monitoring and evaluation tools established in the ProDoc, there is a record of an initial meeting where the periodicity and types of reports to be prepared were established, as well as the persons responsible.

The Project began with an inception workshop held at the time established in the Pro-doc, this workshop lasted 5 hours. The GEF presented its form of operational procedures, as well as the reports that must be submitted. On behalf of the Project coordination, the institutional arrangements, the logical framework, and the Pro-Doc.

Throughout the project execution, periodic annual meetings were held with the Steering Committee, integrated by representatives from UNDP, MADS, and CARs. There were 8 meetings, the last one held on November 28, 2018. The meetings served to know about the progress of the previous year, the budget execution, and to approve the operational plan for the following year. In addition, some alliances with other institutions such as ASOCARS, Banco2, Cormagdalena, and Corponariño, were presented for consideration and approval. Alliances were established through cooperation agreements that strengthen and replicate project actions.

Other milestones of the Project are the execution of the MTR and the development of the adjustment plan, as well as the approval of the project's extension and the activities that were carried out in this period. Some grants and their additions were approved.

In regard with the operation of the Technical Committee, the Pro-doc states a meeting to be held every three months. Five meetings between 2017 and 2019 are reported, with the participation of the project partners (Corpogujaira, Corpocesar, Cortolima, CAM, Cardique, CVC, PNUD, IAvH, MADS, *Patrimonio Natural* and *Paisajes Rurales*), and with irregular attendance by corporations. Regarding the Local Monitoring Committees, proposed in the Pro-doc, there is no evidence of their constitution and operation.

The Project has quarterly reports, annual reports and PIR. These PIR reports have been recognized as the best ones completed by a project in the Latin American region. All reports detail the activities carried out and present their comments. Additionally, the MTR was carried out during the period from June to September 2017, and most of its recommendations were abided by the Project, including the performance of a Financial Audit (which is not included in the Monitoring Plan).

The project applied the three GEF monitoring tools, Tracking Tools for Biodiversity projects, for Focal Area of Land Degradation and for SFM / REDD+ projects; these tools were applied to two regional PA's Atuncela and Rio Grande.

In response to the Monitoring and Evaluation Plan, 21 quarterly reports have been prepared for the period between 2014 and 2019, where the progress achieved for the planned activities and their indicators were established. In addition, there are five PIR reports from 2015 to 2019, documents that collect the progress of the project based on

the components and specific indicators in the logical framework, but are not directly related to the project outputs.

During the implementation of the project, changes were made to the indicators and their goals, at the time when MADS decided that dry forest is not anymore a priority for the REDD + strategy, and it was proposed to link the project with the Comprehensive Strategy for Control of Deforestation and Forest Management (EICDGB). The EMT recommended to review and adjust the products and indicators related to this topic, guiding it to estimate the contribution of the project to the national objective of reducing deforestation.

In the same way, MTR recommended including social impact indicators and ensuring their financing. It is reported the inclusion of two indicators in the PIR reports generated and their approval in CD through the approval of the annual OAPs by the UNDP or the GEF. However, these indicators are not documented since there is a lack of methodological files of indicators that allow knowing the procedures for measurement, as well as the interpretation of the information gathered, in order to make the necessary adjustments in the implementation of the project. Furthermore, there is not a means of verification to justify and explain this adjustment.

3.2.6 UNDP and Implementing Partner implementation / Execution Coordination, and Operational Issues

The coordination of the project was carried out from the UNDP, with a team of eight professionals with the following responsibilities: a project coordinator, who directs all activities, follow up and monitoring the project.

In component 1: a) A professional specialized in policies and planning in charge of capacity building in regional and local planning instruments, as well as support for monitoring and evaluation. b) A professional specialized in Geographic Information Systems, responsible for strengthening the capabilities of the CARS in GIS.

In component 2: a) Two specialized professionals working as liaison professionals, one for the Caribbean region and another for the Andean region, responsible for strengthening local communities in the conservation and sustainable use of dry forest, and accompaniment and follow-up in the field of actions implemented by the Responsible Partners (IAVH, *Patrimonio Natural, Paisajes Rurales*). b) A professional specialized in value chains, responsible for identifying and supporting the chains of products of biodiversity, agrobiodiversity and environmentally sustainable production, promoted to generate income for the beneficiaries of the Project. c) Two field technicians, one in

Dibulla and the other in San Juan Nepomuceno, in charge of accompanying and facilitating activities with communities. d) An administrative assistant responsible for the finances of the Project, its follow-up and monitoring.

The *Patrimonio Natural* team was formed by a national coordination in charge of two field teams, one for the Andean region and the other for the Caribbean region. They were focused on the process of characterization and classification of forests and conservation values, with a view to develop a proposal for protected areas or conservation agreements, attending to the analysis of different current and potential aspects, as well as to the joint, participatory and consensual work with stakeholders in the territory.

At the Humboldt Institute, the work team is composed by a national coordination and technical professionals including botanists/forest engineers, biologists and experts in the identification and characterization of plants, birds, mammals and ants. Three technical advisers for activities of design and implementation of biodiversity monitoring systems.

For the component of community monitoring of biodiversity, a group integrated by biologists and social professionals' experts in community work, a professional in Geographic Information Systems, and University interns.

The *Paisajes Rurales* Corporation team is conformed by a national coordinator, an administrative & financial coordinator, two field technicians, one for the Andean region and the other for the Caribbean region, supported by professional consultants, local facilitators, GIS and ecosystem services monitoring specialists, professionals in agronomy, social aspects, communications, local promoters and an expert in landscape management and restoration tools. In addition, it had consultants for biological characterizations, including biologists, entomologists and ornithologists, supported by auxiliaries and field technicians.

In addition, alliances have been established with other public and private institutions, as well as with other UNDP projects and UN Agencies that have strengthened actions initiated, mainly aimed at developing capacities to implement productive activities. Table 3 presents a list of organizations/institutions that were associated with the project.

Table 3 Alliances with other institutions

Name of the Organization / Institution	Actions performed with the organization
Chamber of Commerce	Training course- Diploma in ecotourism and English course. The advice in the Business Service Centre on the topics: <ul style="list-style-type: none"> • Responsibilities, obligations and penalties • Business Innovation

Name of the Organization / Institution	Actions performed with the organization
SENA	<ul style="list-style-type: none"> • Training courses: Tourist informants, Integral farm, cocoa processing and production, tomato processing, fish handling, English. • Integral Farm training, cachaco management, Totumo silage and Totumo nutritional blocks, clean production, development of sustainable projects based on artisanal process techniques, community organization, food handling • Exhibit Participation • Online training to apply for the Entrepreneurship Fund • Diagnosis of productive units carried out by SENA and delivered to base organizations • Training of 28 regional offices in the identification of biodiversity products for sustainable use, with three regional workshops (La Guajira, Valle del Cauca and Huila)
Handicrafts Colombia	of "Rescue of the Tolima's artisan communities" improvement of the finishes and quality of handicrafts in Totumo.
Sustainable Biocommerce Corporation	<p>Implementation of technical and organizational strengthening activities of the community initiatives in: Beekeeping and Community Tourism, Totumo, Natagaima</p> <p>Training program for SENA trainers</p> <p>The following activities were carried out for the Beekeeping, Community Tourism and Totumo initiatives:</p> <ul style="list-style-type: none"> • Workshop Identification of initiatives for sustainable management of natural resources • Workshops • Organizational strengthening • Commercial contact • Institutional management • Delivery of apiary assembly kit • Delivery of tool kit to work the Totumo • Support in the construction of a stand/workshop for the elaboration of Totumo crafts • Participatory design of the community tourism product called "Explorer of secrets in the tropical dry forest", which links six (6) business units
Ministry of Environment and Sustainable Development	<p>MADS carried out the verification and registration of Asoarte in green businesses and elaborated its Improvement Plan.</p> <p>Within the framework of the improvement plan, MADS conducted training in:</p> <ul style="list-style-type: none"> • Preparation of soap with burned oil. • Recycling, collection and sale of solid waste activities. • Design and construction of artisanal water harvest. • Update on the SINA's Post-Conflict strengthening strategy • Virtual courses for the strengthening of the SINA in: Territorial environmental management, Risk management and climate change, comprehensive water resource management • Incorporation of climate variability and change in Development Programs with Territorial Approach (DPTA)
Fire Relief Organizations, Civil Defense, Red Cross and Cesar Governorate	<ul style="list-style-type: none"> • Formulation of a participatory plan for the prevention of forest fires • Coordination and articulation of actions against the intervention of communities in the event of a forest fire event. • Training in forest fire prevention and management
UNDP's Hands-on-Peace Program with	<ul style="list-style-type: none"> • Community strengthening

Name of the Organization / Institution	Actions performed with the organization
<p>the following allies: Universidad de Cartagena Universidad Popular de Sucre, Universidad del Magdalena, Universidad Distrital, Universidad Santo Tomás, Universidad de Pamplona, Santiago de Cali, Universidad Industrial de Santander, Universidad de Nariño, Universidad de la Amazonía.</p>	<ul style="list-style-type: none"> • Awareness activities and training for students in urban and rural areas. • Support to the community radio station (grid organization and improvement). • Characterization of village aqueducts. • Technical advice to communities. • Support in environmental campaigns. • Identification and marking of trees in the urban area of Dagua. • Study of the urban tree in Natagaima. • Recycling and cleaning campaigns of the Yaví, la Española and Bambucá streams. • Analysis and integral vision. Diagnosis of the ODS and recognized lines of Baseline identification, ODS reading. • Consistency analysis between ODS targets - minimum environmental indicators and planning instruments at the departmental and municipal level • Corporate image design. Network management. Support in environmental training.
<p>Ministry of Commerce, Industry and Tourism</p>	<p>Business plan and training in:</p> <ul style="list-style-type: none"> • Business strengthening and productive links. • Entrepreneurship, business formalization and employment generation. • Information on the access to the credit lines for the productive sector and portfolio of guarantees for access to credit of mypimes. • Market information and commercial opportunities • Adoption in innovation processes • Advice on the presentation of projects on tourism topic • Methodological transfer for the incorporation of innovation in agricultural products (15 initial initiatives from which yams and beans were selected)
<p>Secretary of Culture and Tourism of the Government of Huila</p>	<ul style="list-style-type: none"> • Diploma in Tourist Guide (certificate of the diploma is for the signature of Mayor Aipe) • Inclusion of the municipality of Aipe as a tourist destination and Asobospa as a tour operator (website of the Huila government)
<p>UNDP BIOFIN Program</p>	<p>Review and analyse of the information of the CCS's action plans and Integral Management of the Dry Forest program, review of technical information</p> <p>Missing delivery of documents with financial strategies</p>
<p>Strategy BanCO₂</p>	<p>Implementation of the payment for community environmental services in project areas through a monthly payment to each family for \$ 300,000 for 12 months with UNDP resources to offset their carbon footprint in Colombia. The families allocated the resources for the improvement of housing and small productive projects.</p> <p>In the case of Dagua, the CVC managed additional resources destined to strengthening production through agroforestry crops; no payment was made to families.</p> <p>In the case of Natagaima, Cortolima managed additional resources for PSA to the families of/in the Pocharco shelter.</p>
<p>Colciencias Programa “A ciencia cierta”</p>	<ul style="list-style-type: none"> • Social innovation in the agroecological recovery of native species of the dry forests of Montes de María through precision agriculture, articulating to differentiated markets of niches. • Strengthening of community forest brigades for fire prevention and conservation of the dry forest includes equipment for the brigades.

Name of the Organization / Institution	Actions performed with the organization
United Nations World Food Program	The food was supplied by the PMA and the technical team of the dry ecosystems project was responsible for the development of activities and accompaniment. The knowledge transferred by the training was implemented in the premises. The food rations were delivered once validated the implementation of good practices in the premises around environmental and productive matter.
UNDP Small Donations Program	An alliance was made with the small donations program to strengthen the communities of Dagua, San Jacinto and Valledupar in the following manner: Dagua: <ul style="list-style-type: none"> • Property Characterization • Isolation and repopulation of the riverbank of la Española ravine with live fences. • Implementation of demonstrative home garden. • Implementation of drinking fountains that allow to economize and regulate the use of water for livestock. • Planting of native-citrus fruit trees • Implementation of a protein bank to improve the feeding of livestock species. • Biodigester Construction • Construction of community irrigation system. • Design protocol for the management of community nurseries. • Conservation and restoration actions in the Santa Rosa micro basin, as an intervention strategy for biodiversity, ecosystem services and sustainable production - HMP • Design and implementation of stables for livestock reconversion San Jacinto: <ul style="list-style-type: none"> • Strengthening of the ASOBRASILAR Association in the "Social innovation in the agro-ecological recovery of native species of the dry forests of Montes de María through precision agriculture articulating differentiated markets of niches" Valledupar: <ul style="list-style-type: none"> • Strengthening community forest brigades for fire prevention and conservation of the dry forest, includes equipment for the brigades.
Agrosavia	<ul style="list-style-type: none"> • Training in handling vegetables and yams • Tour to the center of Turipana to see the management of species in the region in experimental pilot plots • Tour to La Selva center in Antioquia to learn the bean germplasm bank and bean management training

3.3 Project Results

3.3.1 Overall results

General quality of the Project results	Satisfactory
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Project results are presented based on the Logical Framework its components, outcomes, outputs, indicators and goals.

Project Objective: To reduce the current trend of deforestation and desertification processes of dry forests and ensure the flow of global ecosystem services through the conservation of the BD, the SLM and carbon fixation.	Objective Achievement
	Satisfactory

The impact indicators defined to corroborate the fulfilment of the objective are:

Table 4. Rating of the impact indicator 1

Indicator 1. Coverage (ha) of dry forest and other dry ecosystems in PAs and/or conservation agreements.			EF Rating
			Achieved
	Baseline	Goal	TE status
Value	1,370,496 ha	1,388,496 ha 18,000 new ha	33,408 ha
Date	2014	ND	20-12-2019

Regarding the coverage of dry forests in PAs or conservation agreements, the Project reports having defined and characterized 33,408 ha for the conservation of dry forests and other ecosystems through Civil society Natural Reserves (CSNR), Complementary Conservation Strategies (CCS), Conservation Corridors and Protected Areas (PA). The evaluators have been able to verify the declaration of the following conservation figures:

- The CCS of the Dry Forest Corridor of 8,128 ha, included in the environmental determinants for the territorial ordering of CARDIQUE, adopted by resolution.
- The CCS of the San Juan Nepomuceno and San Jacinto Dry Forest Corridor with an area of 4,993 ha. (Resolution 0782 of May 2019 - CARDIQUE).
- The Yavi CCS with 4,441 ha with its corresponding resolution.
- The Dagua River Conservation Corridor with 7,880 ha. The CVC reports that it does not require an administrative act. It is in the environmental determinants. In the CVC the process for an area with damping function of the IMD el Chilcal by 1,381 ha is being advanced as buffer to reduce the impact to this regional PA. This area is considered an environmental determinant in territorial planning, included in the Dagua dry forest conservation corridor.
- As CSNR in the Municipality of Aipe 1,563 ha corresponding to 12 reserves are registered, and Dibulla 403.2 ha corresponding to 2 reserves are registered, for a total of 14 CSNR.
- Dibulla has a conservation agreement between CORPOGUAJIRA and the communities for the protection of (2,072.8 ha) which are the same that are being processed for DMI. Additionally, CORPOGUAJIRA is advancing the prior and informed Free Consent process for the declaration of the Dibulla Integrated Management District, a process that must be carried out with indigenous communities, where UNDP supports but cannot guarantee its result.
- In CORPOCESAR, the CCS of the Garupal river was adopted (8,867 ha), through resolution 1398 of December 10, 2019.
- In National Parks, the registration of a CSNR of 53.4 ha in the Garupal basin, Valledupar is pending.

Regarding the goal established in the ProDoc and reported in the different monitoring instruments (18,000 ha under protection figures), the Project has fulfilled the indicator and exceeded the goal established with PA and / or CA. The MTR found certain difficulties in achieving the declarations of protected areas and the Project responded by seeking the adoption of CCS between the Regional Autonomous Corporations and the communities, a valuable mechanism that has favored the achievement of the indicator.

Table 5. Rating of the impact indicator 2

Indicator 2. Number of key species by biological groups (birds, plants, and ants) in permanent monitoring plots in the prioritized sites			EF Rating
			Achieved
Value	Baseline	Goal	TE Status
	Caribbean Region: Birds: 6 Plants: 8 (trees) Ants: 2 IAVMR: Birds: 3 Plants: 5 (trees) Ant: 2	Caribbean Region: Birds: 6 Plants: 8 (trees) Ants: 2 IAVMR: Birds: 3 Plants: 5 (trees) Ants: 2 52 monitoring platforms	Caribbean Region: Birds: 226 Plants: 373 (trees) Ants: 124 Mammals 23 IAVMR Birds: 217 Plants: 244 Ants: 154 Mammals: 16 As indicator species 6 were selected. 50 monitoring platforms and 27 of them with community monitoring.
Date	2014	2014	October, 2019

The monitoring data provides the following results for the biological groups analyzed:

- Caribbean Region: 226 Birds, 373 Plants, 124 Ants and 23 Mammals.
- IAVM: 217 birds, 244 plants, 154 ants and 16 mammals

The MTR considered that the number of species by biological groups is not the most relevant indicator to report on the ecological functioning of the dry forest, and in particular when the project plans to build a monitoring system that requires indicators directed to the ecological functioning of dry forests. It was recommended to generate an indicator for this purpose.

The terminal evaluation finds that 8 indicator species were selected, distributed as follows: for San Juan Nepomuceno and San Jacinto were selected two plants: *Ceiba bruja* (*Ceiba pentandra*) y *ceiba leche* (*Hura crepitans*). As animals, the *tití cabeciblanco* (*Saguinus oedipus*) was selected. While in Aipe the selected plant species are *Caracolí* (*Anacardium excelsum*) and the *Igua* (*Pseudosamanea guachapele*), and as mammals

the Deer. In Dibulla it was decided to monitor the *Trementino* in plants and the *Green Macaw* in birds.

Additionally, a monitoring proposal was elaborated in order to respond to the current state and to the pressure of biodiversity in the areas where the Project is implemented. The proposal has three levels: at basin, landscape, and farm scale. At the basin level seven variables are included and at the landscape and farm level there are eight. All of them include their indicators, frequency of measurement, method and actors.

Regarding community monitoring plots, 27 were defined in which 257 individuals of the selected species will continue to be monitored. The other plots will continue to collect information through the IAvH monitoring network. The information gathered is part of the Biodiversity Information System (SIB) and the Colombian Environmental Information System (SIAC) coordinated by IAvH and MADS and their ICT office, respectively.

Table 6. Rating of the impact indicator 3

Indicator 3. Number of identified carbon units for the carbon market at the end of the project Modified Definitive indicator: Carbon units not released maintained (as a global benefit) at the end of the Project.			EF Rating
			Achieved
	Baseline	Goal	TE Status
Value	2,883,094.41 tCO ₂ at 8,936.36 ha	2,838,588.27 tCO ₂ at 8,798.38 ha	4,247,588.49 tCO ₂ at 4,229.15 ha + 8,798.38 ha of the BL (13,027.53 ha)
Date	2014	2019	October, 2019

The indicator of identified carbon units with commercialization capacity in the carbon market at the end of the project, was modified by carbon units not released (as a global benefit) at the end of the project. This change in its definition does not mean a change in its measurement, but eliminates the possibility of generating income for the families linked to the project through the carbon market.

The values of both the baseline and the target of the indicator changed in 2015 and 2016 there were 6,966.27 TCO₂ on 3,545 ha, with a target of 93,700 TCO₂ not released. It is clarified that IDEAM recalculated this data using more detailed cartography, and since 2017 the reported base line values are 2,883,094.41 tCO₂ in 8,936.36 ha. The established goal is 2,838,588.27 tCO₂ in 8,798.38 ha.

In 2019, the TE team finds that the measurements of the carbon units not emitted at the end of the Project are 4,247,588.49 tCO₂, this due to the regeneration (gain) of 4,229.15

ha of dry forest, which added to the 8,936.36 ha of the baseline give a total of 13,165.36 ha that remained under this coverage during the analysis period, meaning that the proposed goal has been achieved and exceeded.

The MTR justified the change in the indicator due to MADS decision of not to prioritize bs-T in REDD + mechanisms and to link the Project to the Comprehensive Strategy for Control of Deforestation and Forest Management (EICDGB). The TE team agrees with the MTR in that this decision justifies the revision and adjustment of this indicator, so that it responds to the commitments agreed in the mentioned strategy.

The objective of the project is to reduce the current trend of deforestation and desertification processes. However, there is not an indicator that analyzes the historical trend of deforestation and how it decreased during the project intervention time. The stated objective also includes ensuring the flow of ecosystem services through the conservation of the BD, the MSS and the carbon fixation; the BD indicator and the carbon fixation indicator were established, but in relation to the MSS practices, no indicator was defined.

Component 1

Component 1: The strengthening of planning instruments facilitates the reduction of deforestation and desertification processes in dry ecosystems.	Component Achievement
	Satisfactory

The component consists of several outputs whose analysis is presented below.

Output 1.1.1 Six (6) land use zoning plans (POTs) effectively contribute to the reduction of dry forest deforestation and degradation	Output Achievement
	Achieved

Table 7. Evaluation of indicator 1.1 - Component 1

Indicator 1.1 Number of local plans that incorporate BD, SFM and SLM conservation strategies.			TE rating
			Achieved
Value	Baseline	Goal	TE Status
	0	12	14 planning instruments were developed that correspond to: 6 Regional action plans of Autonomous Corporations. 3 municipal development plans (Valledupar, Dibulla and Natagaima). 1 Territorial Planning (Valledupar). 4 resolutions that integrate dry forest management and environmental determinants of land use (CARDIQUE, CORTOLIMA, CORPOGUAJIRA and CORPOCESAR). The National Program for the Integral Management of the Tropical Dry Forest of Colombia is in process
Date	2014	2014	October, 2019

The Terminal Evaluation considers that the result in number of instruments has been reached. It is worth mentioning that the IAvH worked on the formulation of the National

Program for the Integrated Management of the Tropical Dry Forest of Colombia, but during the time of the TE the final document was not received. The launch of this document was carried out on December 3, 2019, within the framework of the First National Forum for the Integrated Management of Dry Forest, event in which a national agreement was signed for the conservation of this ecosystem.

Output 1.2. Capacity-building program directed to at least 80 regional and technical government officials and 20 social and grassroots organizations in BD conservation, SLM, and REDD+, and their articulation with local planning tools with a focus in gender and with cultural relevance	Output Achievement
	Achieved

The TE realizes that the activities carried out contributed to increasing the knowledge of the Dry Forest and allowed the families linked to the project to become aware of their responsibility with caring for the environment. This is one of the most important achievements of the Project.

Table 8 Rating of indicators 1.2 - Component 1

Indicator 1.2 Number of professionals and technicians of the CAR, MADS, IDEAM and territorial entities designing and implementing strategies for SLM, REDD+ and BD conservation.			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	IDEAM: 5 MADS: 3 CARs: 37 Alcaldías: 6 Gobernaciones: 13	2015, 2016 IDEAM: 10 MADS: 10 CARs: 87 Alcaldías: 18 Gobernaciones: 20	The resources management capabilities of 703 officials (PIR - 2019) distributed in different entities such as IDEAM, MADS, CARs and Municipal Mayorships were strengthened
Date	2014	2014	October, 2019

Table 9 Rating of indicators 1.3 - Component 1

Indicator 1.3 Change in the institutional capacity of CARs according to the UNDP Capacity Assessment (Development)			TE Rating
a. Capacity for participation b. Capacity for the generation, access and use of information and knowledge c. Ability to develop strategies, policies and legislation d. Capacity for the generation, access and use of information and knowledge a. Capacities for monitoring and evaluation.			Achieved
Value	Baseline	Goal	TE Status
	Corpogujaira / Corpocesar / Cortolima / CAM / CVC /Cardique	Corpogujaira / Corpocesar / Cortolima / CAM / CVC /Cardique	In 2019 prior to this evaluation, the capacity assessment yielded the following results: a) 2.67/2.67/3.0/2.67/2.33 /3.0 b) 2.6/2.2/3.0/2.4/2.8/2.0 c) 3.0/3.0/2.0/3.0/2.0/2.0 d) 2.0/3.0/2.0/3.0/2.5/2.5 e) 3.0/3.0/3.0/3.0/2.5/2.5
	a. 1.33 / 1.0 / 2.33/ 0.67 / 2.0 / 1.33 b. 0.8 /0.8 / 1.6 / 1.8 / 2.2/ 1.8	a. 1.98 / 1.6 / 2.93 / 1.27 / 2.6 /1.93 b. 1.4 / 1.4 / 2.2 / 2.4 / 2.8 /2.4 c. 2.27 / 2.27 / 3.27 / 1.93 / 2.93 / 2.27	

	c. 1.67 / 1.67 / 2.67 / 133 / 2.33 / 1.67 d. 0 / 2.0 / 2.0 / 0 / 2.5 / 2.5 e. 1.0 / 1.0 / 2.5 / 0 / 0 / 0	d. 0.6 / 2.6 / 2.6 / 0.6 / 3.1 / 3.1 e. 1.6 / 1.6 / 3.1 / 0.6 / 0.6 / 0.6 Increase in 20% or 0.6 points PIR 2016	The Project managed to increase the capacities of the Corporations by 1.2 points corresponding to 39
Date	2012	2014	October, 2019

In 2015, an information survey was carried out to assess the capacities of the CARs; results evidenced the need to strengthen the following areas: i) Capacity for generation, access, and use of information and knowledge; and, ii) Capacity for monitoring and evaluation. With these elements, mechanisms were designed to train CAR officers in GIS topics. Four virtual courses were conducted in coordination with MADS: Territorial Environmental Management; Comprehensive risk management; Adaptation to Climate Change; and Planning for the Integrated Management of Water Resources.

According to the PIR report (2019), these courses counted with the participation of 703 officers from different entities such as IDEAM, MADS, CARs and Municipal Mayors. Participants received attendance certificates. Subsequently, training materials were delivered to MADS and incorporated to its institutional training platform.

Results obtained in the last measurement show the following increases: a) (1.2) which reflects an increase of 43%; b) (1.0) reflecting a 33% increase; c) (0.61) which reflects an increase of 20%; d) (1.0) reflecting an increase of 33%, and e) (2.8) reflecting an increase of 69%.

It is considered that the indicator was met, but it is clarified that the priority areas of strengthening were only two of the five that were evaluated given the low rating found in areas d. and e.

In relation to the training themes aimed at community-based organizations and groups, through alliances with different institutions such as SENA, Chamber of Commerce, Ministry of Commerce, Industry and Tourism, Secretary of Culture and Tourism of the Government of Huila and Agrosavia, several courses and training workshops were held on topics such as:

- Tourism information
- Integral Farm
- Processing and production of cocoa
- Tomato transformation
- Fish handling
- English
- Integral Farm

- Cachaco management
- Silage of totumo and nutritional blocks of totumo
- Clean production
- Development of sustainable projects based on artisanal process techniques
- Community organization
- Food handling
- Business strengthening and productive chains
- Entrepreneurship
- Business formalization
- Employment generation
- Access to credit lines for the productive sector and portfolio of guarantees for access to the credit of the mypimes
- Markets and business opportunities
- Adoption in innovation processes

The selection of topics and target groups were defined based on the needs that were identified in conjunction with the communities, and sought to strengthen the capacities for the implementation of productive activities promoted by the project.

Output 1.3 Regional geographic information systems (GIS) guide the local level planning processes (POT and municipal development plan [PDM]) in BD conservation, SLM, and SFM, and are integrated into the national systems.	Output Achievement Achieved
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This output lacks indicators. However, the project developed an entire training strategy on GIS topics that was implemented in all CARs and complemented the product 1.2, related to the training program.

Initially, a workshop was held aimed at learning about the management and general state of spatial information in each entity, as well as the availability of equipment and programs, so that their strengths and weaknesses are identified. This activity had the support of the Agustín Codazzi Geographical Institute - IGAC and had the participation of 104 persons.

Subsequently, 65 accompaniment sessions to CARs were held and a protocol for organization and standardization of spatial information was defined. This protocol has been assumed by some of the CARs as mandatory procedures at different levels, to guarantee the availability and quality of the spatial information. The Project delivered to the CARs an Arc-Gis license and equipment. Additionally, a training session was held for officials from the CAR and other institutions, such as mayors and governors, with a participation of 95 people.

Another important achievement of this process is that the 6 CARs counts with personnel trained in the management of GIS. This guarantees fulfilment of the established protocols and the quality and availability of the information.

Regarding the management of the information related to the biodiversity monitoring system, SLM and SFM, the project decided to feed the existing systems at the national levels such as the SIB, and SIAC under the responsibility of MADS and its ICT office. The project did not bet on creating regional systems, which, once the project was finished, had been left in disuse.

SIAC is currently being updated, and pilot procedures are being developed for the migration of regional information generated by CARs at the national SIAC scales. For this purpose, pilot proposals are being carried out where the GIS of CORPOGUAJIRA is linked.

Output 1.4 Measurement, Reporting, and Verification (MRV) protocols for monitoring deforestation in dry forests are applied, and articulated with municipal and regional territorial planning instruments (e.g., POT, POMCA, MDP, POF, etc.) to assess REDD+ benefits.	Output Achievement
	Achieved

The TE reports that this document was prepared and recognizes its usefulness for monitoring and measuring the emissions avoided by the conservation of the dry forest, as an ecosystem service and as a contribution to global benefits; although its usefulness in the framework of the MRV processes for REDD+ is limited to an academic exercise without practical application.

Component 2

Provision of multiple global environmental benefits through the declaration of PA and/or conservation agreements, REDD+ practices and sustainable land management activities that strengthen the conservation and sustainable use of dry forest	Component Achievement
	Satisfactory

The analysis for each of the outputs established for this component is presented below.

Output 2.1 Up to 12 PAs and/or conservation agreements established or designated at the local and regional levels, in the Caribbean region and the Inter- Andean Valley of the Magdalena River (IAVMR) to ensure the flow of multiple global ecosystem services.	Output Achievement
	Reached

Table 10 Evaluation of indicator 2.1 - Component 2

Indicator 2.1 Number of PAs and/or conservation agreements that include dry ecosystems nation wide			TE Rating
			Achieved
Value	Baseline	Goal	TE Status

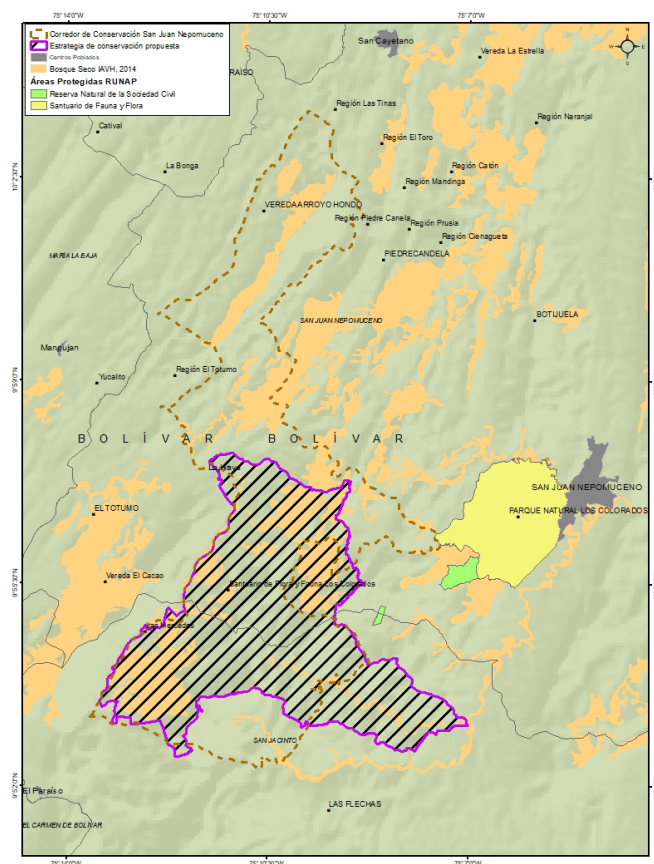
	25	37 in 2014 12 new PAs / Conservation Agreements	15 PA, 3 CCS y 12 CSNR
Date	2014	2017	October, 2019

For the achievement of this indicator, the signing of conservation agreements at farm level and with grassroots organizations is recognized, as well as the constitution of regional protected areas through the figure of CSNR and the delimitation of conservation corridors. To date, 3 CCS and 14 CSNR have been adopted that also meet the goal of hectares under these figures established in indicator 1. Figure 4 shows in purple the area corresponding to the CCS located in San Juan Nepomuceno and San Jacinto.

Output 2.2 – Participatory monitoring, surveillance, and enforcement mechanisms in place for 12 PAs and/or conservation agreements and supported by management plans and financial resources derived from government funds (i.e., CARs) and other sources.	Output Achievement
	Partially Achieved

The output defined in the ProDoc refers to 12 PAs and/or conservation agreements established in the development of the project that has management plans and financial resources provided by the CARs and other sources. The monitoring plan does not document the creation of an indicator aimed at measuring compliance in the preparation of these documents, but based on indicator 2.1, its creation and the preparation of the corresponding management plans are verified.

Figure 4 Conservation strategy proposed in San Juan Nepomuceno and San Jacinto



Output 2.3 Technical, financial, social, and institutional information to assess the feasibility of developing REDD+ projects in 21,447.4 ha of dry forest (3,629.6 ha in the Caribbean region and 17,817.8 ha in the IAVMR) and contributes to regional sustainability through maintenance of ecosystem services.	Output Achievement
	Output eliminated

Table 11 Rating of indicators 2.2 - Component 2

Indicator 2.2 Area (ha) of dry forest under REDD+ activities at the end of the project This indicator was eliminated as requested by the Medium-Term Review and the Ministry of Environment			TE rating
			Indicator Deleted
Value	Baseline	Goal	TE Status
	0	21,447.4 ha	
Date	2015	2017	2019

Given the MADS decision not to prioritize the dry forest for the REDD+ strategy and link this project with the “Comprehensive strategy for deforestation control and forest management,” this indicator was removed after the MTR process; the PIR 2018, reports the elimination of both the indicator and the output. The MTR recommended to define how the project contributes to the fulfillment of the national objective to reduce deforestation, and to review and modify the products associated with this indicator. Also recommended a financial redirection for Component 2 in the activities related to the

conservation and sustainable use of the dry forest. The requested modifications responding to this recommendation were not found by the evaluators. However, the Project adapted by focusing on promoting and developing strategies for conservation, productivity and land use planning to prevent deforestation of dry forests and reduce CO2 emissions.

The adjustments implemented in this regard are reflected in the development of activities oriented towards the participation of families and communities in the conservation and care of the dry forest and in the promotion and strengthening of value chains and environmentally sustainable initiatives, matters that were constituted as indicators and that are documented in indicators 2.11 and 2.12 of this same component.

The PIR 2019 does not include information on REDD + activities and instead estimates the total tons of carbon not released as a outcome of the project's actions (4,247,588.49 tons). However, it is not clear how this value is related to the goals or objectives of the comprehensive Strategy for the control of deforestation and the management of forests, in terms of reducing deforestation.

Output 2.4 Roadmap for REDD+ initiative in the dry forest defined.	Output Achievement
	Eliminated

The PIR 2018, reports elimination of this output since the dry forest is not prioritized for REDD+ activities this output disappears.

Output 2.5 Monitoring system allows follow-up on global benefits from BD conservation, SLM, and REDD+ with emphasis on the projects prioritized sites and articulated with the national monitoring systems.	Output Achievement
	Eliminated

The ProDoc established the construction of a monitoring system that would begin operating in the second year of the project with: I) the establishment of monitoring plots for the key species identified and data collection with the participation of community members; ii) measurement of hydrological variables; and, iii) evaluation of carbon flows and reserves. This information would be incorporated into the regional GIS that is proposed in ProDoc output 1.3 and is the basis for the elaboration of periodic reports that facilitate the decision-making of the project. It would then be incorporated into the national monitoring systems of MADS (SIAC), IAvH (SIB) and IDEAM.

Through regional GIS strengthening activities, and the development of monitoring strategies implemented by the IAvH, and as mentioned for output 1.3, regarding the management of information related to the biodiversity monitoring system, SLM and SFM,

the project decided to feed the existing systems at the national level such as SIB and SIAC), under the responsibility of MADS and its TIC office and not create regional systems that after the project is finished may fall into disuse.

The results for some of the indicators relevant to this output are presented below.

Table 12 Rating of indicator 2.3 - Component 2

Indicator 2. 3 Reduction of emissions (tCO ₂ -e) (areal biomass) through avoided deforestation at the end of the project			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	2017 new Baseline: Total 1,464,571.10 tCO ₂	New Goal 2017 1,441,962.89 tCO ₂	Measurements made in 2019 indicate that the reduction in net emissions of aerial biomass was 2,157,681.91.
	Aipe river basin 288,510.20 tCO ₂ .	Aipe river basin 286,001.46 tCO ₂	
	Yavi River Basin 144,641.88 tCO ₂ .	Yavi River Basin 143,485.49 tCO ₂ .	
	Dagua River Basin: 193,061.24 tCO ₂	Dagua River Basin: 192,595.06 tCO ₂	
	Arroyo Grande River Basin: 209,007.64 tCO ₂	Arroyo Grande River Basin 199,156.19 tCO ₂	
	Cañas River Basin 336,873.84 tCO ₂ .	Cañas River Basin 331,462.29 tCO ₂	
	Garupal River Basin: 292,476.31 tCO ₂	Garupal River Basin: 289,262.40 tCO ₂	
	Previous Baseline: 2015, 2016: 0		
Date	2017	2017	October, 2019

Measurements seen in 2019 indicate that the reduction in net emissions of aerial biomass was 2,157,681.91, distributed as follows: Aipe: 685,447.75 tCO₂, Yavi: 209,586.29 tCO₂, Dagua: 202,097.1 tCO₂, Arroyo Grande: 290,815.08 tCO₂, Cañas: 338,999.96 tCO₂, Garupal: 430,735.72 tCO₂, Regarding the net emissions of underground biomass, it was 593,427.2, this due to the regeneration (gain) of 4,229.15 hectares of dry forest, which added to the 8,936.36 hectares of the baseline, gives a total of 13,165.36 ha.

Table 13 Rating of indicator 2.4 - Component 2

Indicator 2. 4: Reduction of emissions (tCO ₂ -e) (below ground biomass) through avoided deforestation at the end of the project.			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	New Baseline 2017: 402,757.05 tCO ₂ .	New goal: 2017: 396,539.80 tCO ₂ .	Measurements made in 2019 indicate that the reduction in net emissions of underground biomass was 593,427.2.
	Aipe river basin 79,340.30 tCO ₂ .	Aipe river basin 78,650.40 tCO ₂	
	Yavi River Basin 39,776.52 tCO ₂	Yavi River Basin 39,458.51 tCO ₂	

	Dagua River Basin: 53,091.84 tCO2 Arroyo Grande River Basin: 57,477.10 tCO2 Reed Biome 92,640.31 tCO2 Garupal River Basin: 80,430.99 tCO2 Previous baseline: 2015, 2016	Dagua River Basin: 52,963.64 tCO2 Arroyo Grande River Basin 54,767.95 tCO2 Cañas River Basin: 91,152.13 tCO2 Garupal River Basin: 79,547.16 tCO2. Previous Goal: 2016: Not estimated	
Date	2014	2014	October, 2019

The data obtained for these indicators, according to ProDoc, should feed the national monitoring systems (MADS - SIAC), therefore, this information will be delivered to the institutions responsible for these issues. Protocols are being developed to be able to integrate this regional information into national GIS, as mentioned in output 1.3, and which also has to do with the pilot proposal where the GIS of CORPOGUAJIRA is linked.

It is concluded that the decision by MADS not to prioritize the dry forest for REDD+ activities and not to advance in a national REDD+ strategy, leaves with little support the measurement of these two indicators for the output and, although it is worth mentioning that its results are constituted as a global benefit by avoiding CO₂ emissions, beyond the carbon sale.

Table 14 Rating of indicator 2.5 - Component 2

Indicator 2.5: Avoided deforestation (ha) at the end of the project			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	New Baseline: 8,936.36 ha	New Goal 2017: 8,798.38 ha.	13,165.51
Date	2017	2017	October, 2019

The TE considers that the data presented is the sum of two values, the first corresponding to the area that remained under the forest cover during the entire time of the project and that corresponds to the avoided deforestation 8,936.36 ha. The second data refers to new areas reported with the forest at the end of the project, 4,229.5 ha, for a total of 13,165.51 ha.

Indeed, the goal established by the project was achieved in terms of avoided deforestation. Additionally, there is a gain in forest cover, which could be reported in a new indicator which since is not defined, is reported here.

Output 2.6 Landscape management tools (e.g., silvopastoral systems, hedgerows, biological corridors, etc.), sustain water flows, and reduce land degradation /desertification processes for 6 watersheds (3 in the Caribbean region and 3 in the IAVMR) implemented and included in land use and environmental plans.	Output Achievement
	Achieved

Table 15 Evaluation of indicator 2.6 - Component 2

Indicator 2. 6: Flow contributed (m3/s) by the hydrological response unit (HRU) in each prioritized watershed			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	<p>New Baseline 2017:</p> <p>Río Cañas, Rincón mosquito microbasin 0.23 m3 / s (dry season) Garupal River, Diluvio River and Villa Aleja 0 m3 / s (dry season). Arroyo Grande River, and Arroyo el Medio, Arroyo Algodon 0 m3 / s (dry season). Río Aipe Bambuca 0.173 m3 / s (dry season) Río Yavi - Las Señorías and La Española 0.028 m3 / s (dry season). Dagua River 0.239 m3 / s (dry season)</p> <p>LB Previous 2015, 2016 Cañas River: 12 m3 / s (dry season) Garupal River: 0.53 m3 / s (dry season) Río Arroyo Grande: No information Aipe River: 3.1 m3 / s (dry season) Yaví River: 2.42 m3 / s (dry season) Dagua River: 12.9 m3 / s (upper waters, dry season).</p>	<p>New goal:</p> <p>Cañas River, Rincón mosquito microbasin 0.23 m3 / s (dry season). Garupal River, Diluvio River and Villa Aleja 0 m3 / s (dry season). Arroyo Grande River, and Arroyo el Medio, Arroyo Algodon 0 m3 / s (dry season). Río Aipe Bambuca 0.173 m3 / s (dry season) Río Yavi - Las Señorías and La Española 0.028 m3 / s (dry season). Dagua River 0.239 m3 / s (dry season)</p> <p>Previous Goal 2015, 2016 Cañas River: 12 m3 / s (dry season) Garupal River: 0.53 m3 / s (dry season) Río Arroyo Grande: No information Aipe River: 3.1 m3 / s (dry season) Yaví River: 2.42 m3 / s (dry season) Dagua River: 12.9 m3 / s (upper waters, dry season).</p>	<p>Cañas River: 3.9 m3 / s Garupal River: 2,355 m3 / s Arroyo Grande: 1.75 m3 / s Aipe River: 9.85 m3 / s. Yaví River: 2.37 m3 / s Dagua River: 1.4 m3 / s</p>
Date	2017	2017	October, 2019

In general, the project estimated that the water flow has had marginal, but not significant, improvements. The project carries out annual flow measurements (m3/s) provided by the Hydrological Response Units (HRU). The flow rate is measured through calibration.

Regarding flows, the data obtained in the second half of 2018 show an improvement in the flow rates provided by the micro basins compared to the baseline. This result may

be related to restoration measures and conservation actions carried out in these territories, although the time horizon is too short to see results.

Table 16 Evaluation of indicator 2.7 - Component 2

Indicator 2. 7: Sediments (Total Suspended Solids - TSS) contributed by the HRU in each prioritized watershed.			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	2017		
	Rincon mosquito: 0.1 mg/l (Ancho-Cañas Basin) Diluvio River and Villa Aleja Gorge: 0.1 mg/l (Garupal Basin) Arroyo el medio, Arroyo algodón Arroyo grande: 0.0 mg/l (Arroyo Grande Basin) Bambuca Gorge: 0.1 mg/l (Aipe Basin) Las Señorías Gorge: 0.1 mg/l (Yavi Basin) La Española Gorge: 0.1 mg/l (Yavi Basin)	New goal 2017 Rincon mosquito: 0.1 mg/l (Ancho-Cañas Basin) Diluvio River and Villa Aleja Gorge: 0.1 mg/l (Garupal Basin) Arroyo el medio, Arroyo algodón Arroyo grande: 0.0 mg/l (Arroyo Grande Basin) Bambuca Gorge: 0.1 mg/l (Aipe Basin) Las Señorías Gorge: 0.1 mg/l (Yavi Basin) La Española Gorge: 0.1 mg/l (Yavi Basin)	Cañas River: 0.006 mg/l Garupal River: 0.0095 mg/l. Arroyo Grande: 0.084 mg/l Aipe River: 0.162 mg / l Yavi River: 0.057 mg / l Dagua River: 0.0026 mg / l Flow rate obtained through calibration during the dry season
Date	2017	2017	October, 2019

As for the loss in soils, it has decreased in the areas studied. The data obtained in 2018 show an improvement in sediment reduction compared to the data obtained at the baseline. This result may be related to restoration measures and conservation actions carried out in said micro basins.

Awarding these results to the project's actions is precipitous. The analysis should consider aspects such as a longer timeline to carry out the comparison. At the same time, the lack of a methodological record of indicators means that the relationship with other national/regional indicators is unknown so that a reading can be taken in context. It is important to define how these indicators contribute to SIAC, and who is responsible for their follow-up. The information is valuable and a strategy that guarantees continuity in measurement and analysis deserves to be designed.

It is important to emphasize that the output establishes that these measurements are included in the "Territorial and Environmental Development Plans". The way in which measurements are linked to the planning instruments generated in product 1.1 is not evident. It is recommended to review this issue as a sustainability strategy and replicability of these actions.

Output 2.7 Local agreements for establishing landscape management tools (i.e., biological corridors, hedgerows, windbreaks, etc.), that maintain the forest cover (up to 1,000 ha) in sustainable production systems (silvopastoral systems, PES, agroforestry, etc.).	Output Achievement
	Achieved

Table 17 Rating of indicator 2.8 - Component 2

Indicator 2. 8: Area (ha) of dry ecosystems restored			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	0	1000	3,176.6 ha
Date	2015	2015	October, 2019

The project exceeded the proposed target by placing 3,176.6 hectares under dry forest restoration processes. The project had two strategies to achieve this target, on the one hand, the activities carried out through *Paisajes Rurales* and on the other hand, the commitments acquired by other beneficiaries of the project who worked with the UNDP territorial links in the Andean and Caribbean region.

Through the actions of the Paisajes Rurales, 1,557 hectares were established, and through the parallel actions of the project, 1,619.6 hectares were established. The actions carried out include planting trees for forest enrichment, new areas, agroforestry and silvopastoral systems, together with enclosure actions to ensure the protection of certain selected areas. The process also included the establishment of permanent forest nurseries, some of which remained in the hands of communities and other institutions.

Output 2.8 Up to six (6) ecological rehabilitation pilot projects (using native species) for dry forests in place to facilitate connectivity between these forests and buffer zones of three (3) PAs.	Output Achievement
	Achieved

There are no indicators for this output. The project established pilot models of SAF and SSP in each project area, and other HMPs as described below:

- 1,096.8 ha of dry forest fragment Enrichment
- 27.8 ha of Births and Wetlands Enrichment
- 269.2 ha of Water Rounds Enrichment
- 14.8 ha of Intensive Restoration Cores in Births
- 49 ha of Intensive Restoration Cores in Water Round
- 8.7 ha of Agro forestry systems 78.1 hectares

Additionally, in the process for achieving these results, adaptive property planning actions were developed for the conservation of dry forest and other dry ecosystems and a methodology was developed for the identification of areas with conservation value and recovery of ecosystem services that was constituted as a base instrument for post-conflict environmental zoning.

Other indicators that are not linked to outputs and that correspond to component 2 are described below.

Table 18 Rating of indicator 2.9 - Component 2

Indicator 2.9 Change in the management effectiveness of three (3) PAs with dry ecosystems as measured by the METT scorecard			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	2015 Atuncela Integrated Management District (DMI): 68% Rio Grande DCS *: 67%	2015 Integrated Management (MI) district of Atuncela: 78%.	Integrated Management District (DMI) of Atuncela: from 68% measured in 2015, it went to 94% with an increase of 26%.
	Previous Baseline: 2014 Atuncela Integrated Management District (DMI): 49.02% Rio Grande Soil Conservation District (DCS) *: 0	Integrated Management District of Rio Grande: 77%	Soil Conservation District (DCS) of Rio Grande: from 67% measured in 2015, it went to 78%, with an increase of 11%.
Date	2015	2015	October, 2019

This indicator establishes the measurement of METT tools with a LB of three APs (IMD Atuncela -Valle del Cauca, SVS Los Besotes and RFP Ceibotes - Bolívar) of a regional nature, without establishing specific project actions in them, which does not justify their measurement. However, the project coordination decided to develop biodiversity monitoring actions in Atuncela and Rio Grande (Valle del Cauca) and apply the measurement records (TT BD).

Regarding the PAs and/or Conservation Agreements established during the development of the project, these tools were not applied as they were not constituted as national PAs, in addition, the declaration of the only regional PA that IMD of Dibulla has proposed has not yet been made.

The results obtained in the measurement of this indicator for the Integrated Management District (IMD) of Atuncela, are the result of the improvement in the management of the IMD in aspects such as the implementation of the PA management plan; most information about the ecological processes, habitats and species; improved access control of the PA; strengthening of the research program; improved awareness and ownership of the area by communities.

In the Soil Conservation District (SCD) of Rio Grande, the result is due to the improvement in management in aspects such as the development of a research program for the PA; adequate management of resources; increased investment resources for the PA; greater capacity to work with the communities. This regional protected area presents a great offer of SE, however, due to the type of land tenure, where the owners do not

live on their farms and are cared for by ground keepers, it was not possible to implement activities in this area.

These changes depend on the activities developed by the CVC; the activities developed by the project were related to the establishment of monitoring plots for BD only in Atuncela.

The project participated in the elaboration process of the CVC's Four-Year Action Plan 2015-2019, in which it was part of its review and recommended direct investments to these two protected areas, which were included and implemented: enclosures, monitoring and investigation processes.

Table 19 Calificación del indicador 2.10– Componente 2

Indicator 2.10: Change in the financial capacity for the management of PAs with dry ecosystems according to that established through the total average score in the Financial Sustainability Scorecard (tracking tool)			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	Legal, regulatory and institutional frameworks: 5.26% Business planning and management tools cost effective: 0% Tools for income generation by: 7% Total: 4.08% (regional) CVC	Legal, regulatory and institutional frameworks: 15.26% Business planning and Management tools cost effective: 10% Tools for income generation by PAs: 17% Total: 14.08% * increased by 10% according to the LB.	Legal, regulatory and institutional frameworks increased from 5.26% to 28.42% Business planning and tools for profitable management went from 0% to 47%. Income generation tools for protected areas increased from 7% to 17%. Total: 30.81%
Date	2014	2014	October, 2019

The total increase of this indicator is 26.8, this is due to the fact that the CVC created the fund for protected areas and increased resources for its management. The evaluation considers that these increases in the values of the two indicators do not respond to the actions of the project, however, it was decided to carry out their measurement to comply with the GEF tools. This is on the basis that the tool used is quite useful for measuring the progress in a financial capacity at the protected area systems level while evaluating per unit does not become adequate.

Following the MTR recommendations, the project adopted two new indicators to measure social impact, for which it has not been clearly identified to which output they contribute, or if it is a new output.

Table 20 Evaluation of indicator 2.11 - Component 2

Indicator 2.11: Number of families that participate in the sustainable use and conservation of the dry forest			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
	0	400	495
Date	2018	2019	October, 2019

The project has incorporated and strengthened 495 families with respect to the knowledge, sustainable use and conservation of the dry forest and its ecosystem services. The strengthening topics included: restorations, the establishment of fruit orchards, cocoa arrangements, family gardens for recovery of native seeds, food safety, installation of eco-efficient stoves, silvopastoral systems and solar fences, fire prevention, beekeeping, community tourism, tomato processing. Other topics addressed include handicrafts, organic products and seeds from the dry forest, community gardens and water harvesting, among others.

It is important to emphasize that in this process training in forest fire prevention was given in the municipalities of Valledupar and Natagaima, in which the threat and occurrence of fires in dry seasons are quite high. The brigades that were constituted managed to reduce the number of fires significantly, and thus guarantee the conservation of considerable extensions of the dry forest.

Additionally, based on all the actions developed and by the decision of the project's coordination, work was carried out on the construction and application of a gender strategy, which guaranteed the participation and appropriation of women in multiple activities.

It is considered that this indicator does not adequately reflect the dimension of the effort to generate income through productive activities, in some cases unconventional. The awareness of the beneficiaries regarding the care of the dry forest and their relationship with it has changed, and it has to do with better use and management of available resources.

Table 21 Rating of indicator 2.12 - Component 2

Indicator 2.12: Number of strengthened value chains of biodiversity and strengthened environmentally sustainable production initiatives			TE Rating
			Achieved
Value	Baseline	Goal	TE Status
		8	Strengthened ten (10) biodiversity value chains and environmentally sustainable production initiatives; seven (7) of them in the Caribbean region (Bolívar and La Guajira) and the other three (3) in the

			Andean region (Huila and Tolima), exceeding the target set for this indicator.
Date	2017	2018	October, 2019

The strengthened value chains are: i) Native beans, native processed yams and vegetables (San Juan Nepomuceno and San Jacinto - Bolívar); ii) native cocoa, panela and vegetables –tomato (Dibulla -Guajira); iii) Apiculture and nature tourism (Aipe-Huila); iv) Totumo handicrafts (Natagaima-Tolima).

For the native crops, its establishment was supported with irrigation systems, germplasm collection, product formulation and standardization, packaging development, bar code and corporate image, all this linking local producers' associations.

In relation to the Totumo crafts, training on its elaboration was provided, they were given equipment and materials. Advice was provided for the formation of the organization ASOARTE, a market survey was conducted, and they are participating in fairs and marketing events.

As for tourism, the trails were designed, interpretation guides were made, and the trails were articulated to the tourist routes in the department of Huila. Regarding honey, the apiaries were established, and the beneficiaries were trained, a market survey was also carried out and the apicultural floral calendar was worked on.

Also, ten (10) organizations were strengthened: ASOREAGRO, APOMD, RED ECOAGRO, Miramar Foundation (Dibulla); ASOBRASILAR, ASOMUDEPAS, ASOAGRO (San Juan Nepomuceno and San Jacinto); ASOBOSTPA and ASOSANDIEGO (Aipe) and ASOARTE (Natagaima).

One of the greatest achievements in this area is the Commercial Strategy "Products of Peace", which seeks to connect entrepreneurs who value biodiversity with small producers located in strategic ecosystems of the country, which generate positive environmental impacts and also incorporate good environmental, social and economic practices, contributing to the conservation of the environment as natural capital that supports the development of the territory. The project developed the concept, brand and communication pieces and some commercial agreements were achieved.



The Responsible and Sustainable Provisioning Program was also developed, as well as the initiative "Peace is cooked in the cities and harvested in the dry forest", through which it has been possible to connect dry forest agro-biodiversity products with entrepreneurs

who value these products and the cultural heritage of the communities that inhabit them. Rescue and protect dry forest species.

Chaining is essential for the success of productive activities, however, it was not possible to consolidate all prioritized value chains, as in the case of native beans and yams, where sales prices are still not enough to generate profits and there is a risk that these initiatives will fall, the cultivated area must also be incremented in order to increase the supply of the product and thus with higher volumes achieve better profits. As for tourism activities, there is still work to be done regarding the communication strategies and dissemination of these tourist options. The sustainability of these actions is being coordinated with the USAID's Natural Wealth project and the Small Donations Program, among others.

3.3.2 Relevance

<i>Project Relevance</i>	<i>Relevant</i>
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The project is relevant and responds to national objectives, priorities and goals regarding the improvement of ecosystems in a critical state of conservation. The priority ecosystems were mangroves, moors and dry forests. Colombia recognized the importance of conserving and restoring dry forests, considering their low level of remanence (it does not reach 8% of the original coverage), so it was necessary to have information on their biodiversity, as well as ecosystem services that they provide.

Likewise, the project responds to different guidelines and plans of the country such as the National Biodiversity Policy and the National Policy for the Management of Integral Biodiversity and its Environmental Services. From a global point of view, it is highly relevant due to the fact that there are few work experiences in dry forest ecosystems, and this, in turn, is the first in Colombia with GEF resources.

In addition, the project was key to accompany and contribute to REDD+ activities that were developed through Component 2 and that are also aligned with REDD+, supporting in this way the implementation of REDD+ pilot projects in the country.

3.3.3 Effectiveness and Efficiency

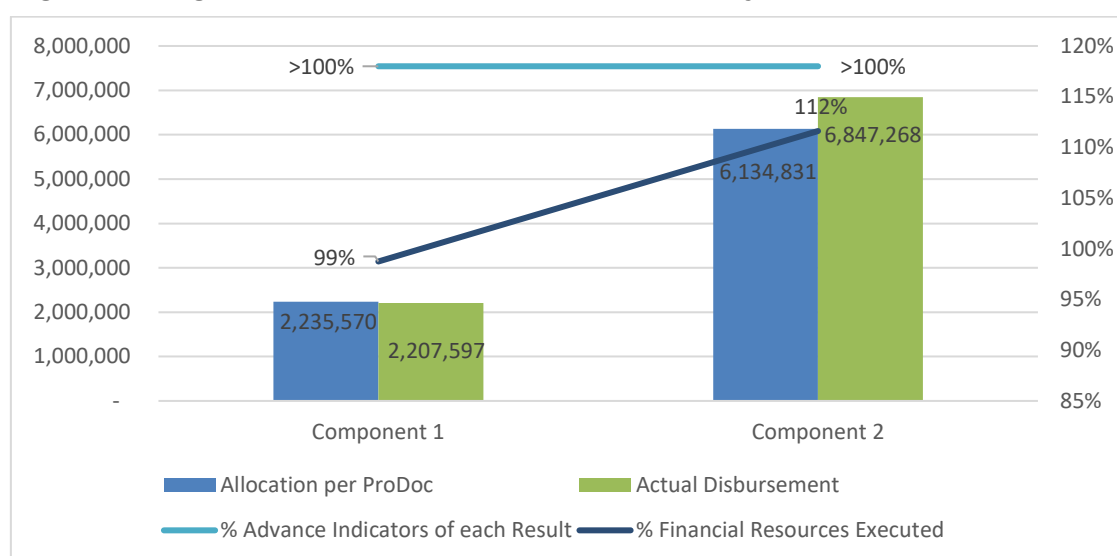
<i>Project Effectiveness</i>	<i>Satisfactory</i>
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Efficiency refers to the progress in the fulfilment of the planned activities, in relation to their percentages of progress towards the achievement of different milestones and key processes. In order to determine the percentages of progress by Component, an average between the progress of the indicators that integrate them was made. From this perspective, it can be observed that, within months of the project closure, the reported

compliance performance of its three impact indicators is over 100%, as is the average of the indicators of the two components.

In terms of efficiency, which is understood as the ability to achieve the expected results with the minimum possible resources and in the shortest possible time, and assuming a linear correspondence between budget execution and the achievement of goals, both components show high performance. In the case of Component 1, financial execution and progress show a similar level of advance, with an expectation that both will reach 100%. The second component has executed more than the planned budget; however, the progress of its indicators shows % of superior progress of the first component.

Figure 5 Budget Execution vs.% of Implementation by Component



Source: UNDP Expenditure Report, 2014 - 2018; PIR, 2018

3.3.4 Country ownership

The project presents in its objective a clear commitment to the guidelines of National Policy for Biodiversity and Integral Management of Biodiversity and its Ecosystem Services (2012). National institutions such as MADS, IAvH, IDEAM and UAESPNN participated in its formulation. Regarding the CARs involved, some expressed that they had not participated in this process. The representative of the UNDP / GEF Regional Office, UNDP Colombia Program Officers and a consultant team participated.

In the development of the project, MADS participated in the decision-making process and provided guidelines for the development and adjustment of some of the outputs. This is the case of the National Program for the Integral Management of Colombia's Tropical Dry Forest, a policy instrument to which the project contributed without being contemplated in the ProDoc.

The project was led by the Ministry of Environment and Sustainable Development and accompanied by the CARs. It is pointed out that, according to the testimonies gathered from the beneficiaries of the project, not in all cases was observed their commitment and appropriation (Department of the Guajira); however, in general terms the outcomes have been satisfactory, although the CARs' presence in the territory was scarce.

The implementing partners mobilized their institutional capacity towards the achievement of the project's objectives, and also recognized the work of the project team, especially in matters of strengthening the social structure. During the design and implementation of the project, key national actors, including Government officials, civil society representatives and academic professionals, participated.

There is evidence of a high level of appropriation of the project, especially by officials at the regional and local level (CARs and Municipal Mayors), promoting the implementation of actions in places outside the areas of project direct influence. The training carried out in the aimed at institutional strengthening for GIS management was also favorably received by the CARs; results obtained are highly valued and are directly linked to the strengthening of the SIAC.

Highlighted as an important milestone is the participation of several institutions that supported the project from their different fields of action, (described in 5.5 Integration), with which the project managed to promote innovative productive activities (community tourism, local seed crafts, among others).

Another result of this project is the construction of a gender strategy, which has been used in other UNDP projects, giving high validity to this effort.

3.3.5 Mainstreaming

The project was implemented through four executing entities (UNDP, *Paisajes Rurales*, *Patrimonio Natural* and IAvH), which sought to be integrated and complemented by the leadership of the UNDP regional links. The families involved reached high levels of commitment and empowerment, which facilitated the replication of restoration actions on farms where the executors failed to develop their actions.

UNDP as a coordinating entity of the project noticed that REDD+ strategy was not the option to generate economic income in the territory, and oriented its efforts towards the search of alliances that would allow the families to continue with the restoration actions, and also to support the implementation of productive income-generating activities

compatible with the conservation of the dry forest. This is how alliances were made with various institutions/organizations in different areas such as:

- SENA
- Handicrafts of Colombia
- Sustainable Biocommerce Corporation
- Fire Relief Organizations, civil defense, red cross and the of Cesar.
- Universities (Cartagena, Popular de Sucre)
- UNDP Hands-on-Peace Program
- Ministry of Commerce, Industry and Tourism
- Ministry of Environment and Sustainable Development Green Business Office
- Secretary of Culture and Tourism of the Departmental Government of Huila
- BIOFIN Program - UNDP
- Strategy BanCO2
- Colciencias Program "For sure"
- United Nations World Food Program
- UNDP Small Donations Program
- Agrosavia
- Natagaima Municipal Mayor's Office

Some of them supported the communities and their organizations with resources, training, and advice oriented to improve/create technical capacities for the establishment of productive activities (SENA, Chamber of Commerce), or on issues such as fire prevention, one of the main threats to the dry forest, which allowed the organization of groups for fire prevention (Firefighters, Civil Defense and Red Cross). Others provided financial support to improve living conditions so that forest protection and conservation activities can be carried out and guaranteed income generation (PMA).

Strong work in the construction of the social structure is observed. There are some community organizations that have developed several productive initiatives. Initially, these were farmers who, although they shared the same territory, did not know each other and had not worked together before (ASOREAGRO, RED ECOAGRO, Fundación MIRAMAR, APOMD, ASOBOSPA, ASOBRASILAR, etc.) As a result of their connection with the project, they managed to create a network of producers that rely on a common work axis, as conservation (restoration) actions, which are being implemented with the support of UNDP and other partners. As a result, new production initiatives have been achieved and existing ones improved; this is the case of honey production and ecotourism projects linked to the potential of the territory for bird watching.

As natural partners of the project there are municipal mayors' offices, in some cases their officials actively participated in the program and resources were obtained to support it

(Bank2 in Natagaima), in others they were companions but did not generate a real commitment to the project.

For some of the project stakeholders, there was no real integration between the institutions linked to the project, due to the fact that the actions were not properly coordinated, and their interest was not taken into account. This is the case of the CVC, whose interest was to develop action plans within its protected areas and not the creation of new conservation figures or new protected areas; For this reason, there was no coordination between the executors and the Corporation as the local authority.

It is important to mention that in all areas of intervention of the project, work was done with the farmworkers who have lived through the armed conflict and have been affected in different ways. Involving them to this project has been a great achievement, given that the presence of the State and other institutions in their territories in some cases has been null and in others there have had bad experiences. The appropriation and integration of these communities are a sign of success for the project.

3.3.6 Sustainability

Institutional framework and governance risks: the probability that the benefits will continue to be delivered after the project closure.	Moderately likely
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At the moment there is no exit strategy for the project, which defines specific commitments regarding the follow-up and sustainability of the investments made. According to the project, arrangements for the strategy are being made, and the CARs have been invited to two strategy building workshops, waiting for a final workshop to present and validate it. They also mention that meetings have been held with the communities. The exit strategy does not have a budget, but it will include a good detail of activities and costs to be used in the planning tools of the CARs.

The main strategy regarding the sustainability of the project consisted in the adoption by an administrative act of the CCS, CSNR and environmental determinants, which makes the action and management plans of these areas binding. However, there is evidence of low institutional sustainability, especially regarding the accompaniment and presence in the sites by MADS and the CARs. Activities such as policy design under the National Program for the Integrated Management of the Tropical Dry Forest in Colombia are also valued. Another example is the CARs and the municipal authorities that depend, on the one hand, on the electoral results and on the other, on the final perception of the project before the new authorities. It is required that these stakeholders generate a commitment

to follow up and scale up the investments made. It is not yet perceived an appropriation of instruments and assets generated by the project in the CARs and local authorities.

Corpogujira advances in the process of the previous consultation for the declaration of a DRMI for the conservation of BS in Dibulla, the other Corporations such as Cortolima, Cardique and Corpocesar, adopted through CCS resolutions and signed agreements with the communities for this purpose. In Aipe the CAM supports the implementation of CSNR management plans. CVC hosted a buffer zone of the DRMI El Chilcal.

Opportunities from other projects are recognized, especially refers to the Natural Wealth Program USAID, FAO, universities. Likewise, other opportunities from partners such as the Ministry of Agriculture should be considered, evaluated and included, and their work in sustainable soil practices, handling and management of agricultural products should be reviewed.

Socioeconomic risk: The probability that the benefits will continue to be delivered after the project closure.	Moderately likely
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At first sight, it is evident that there is a low perspective of the sustainability of the prioritized productive chains. Topics such as short intervention times are highlighted, which did not open spaces to consolidate sustainability. Due to its scope, the project did not address other structural aspects of sustainability such as the needs for road infrastructure and communications required for productive proposals. However, according to the project, the selection of the chains was based on the Peace Products strategy, which is why the work is done is expected to be included in this strategy or in future commercial negotiations. Additionally, the project team mentions that some chains such as beans received support from the PPD, Colciencias and “*Bolívar si Innova*”. They argue that investment has been made in strengthening marketing capabilities, articulated with the green windows of the CAR, in the MADS Green Business Catalogue and especially are reflected in the “Peace Products” strategy.

Environmental Risks: The probability that the benefits will continue to be delivered after the project closure.	Moderately likely
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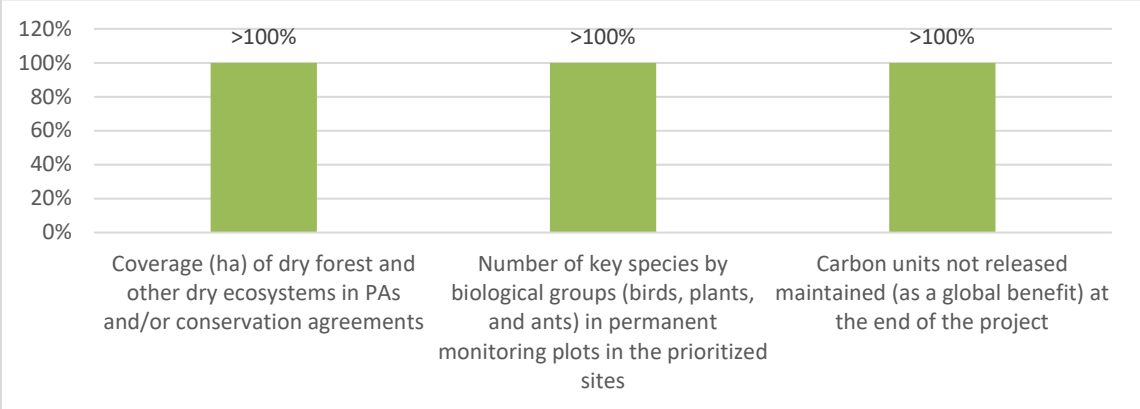
For CARs officials, the project is considered a good initiative, whose main achievement was to make the community work together for a common objective, which in this case was the conservation of the forest. They focus their attention on the need to capture resources, but there is no commitment to contribute from their possibilities to the replication of this experience, although they are interested in the continuity of

the project. In this sense, CCS, CSNR and environmental determinants offer the opportunity to become binding tools that justify the investment of new resources, to the extent that the commitment and interest of the authorities are maintained.

3.3.7 Impact

The impact indicators demonstrate that the project reached significant achievements during its implementation, in some cases exceeding the planned target. The most notable corresponds to the number of key species by biological groups (birds, plants and ants) in permanent monitoring plots in the prioritized sites where another biological group, mammals, was also included. This indicator shows that it has reached more than 100%. Significant advances in monitoring are recognized through the installation of platforms that have allowed species censuses, reporting results such as: 821 birds, 818 plants and 436 monitored ants (Figure 6).

Figure 6 Level of progress in the project’s impact indicators



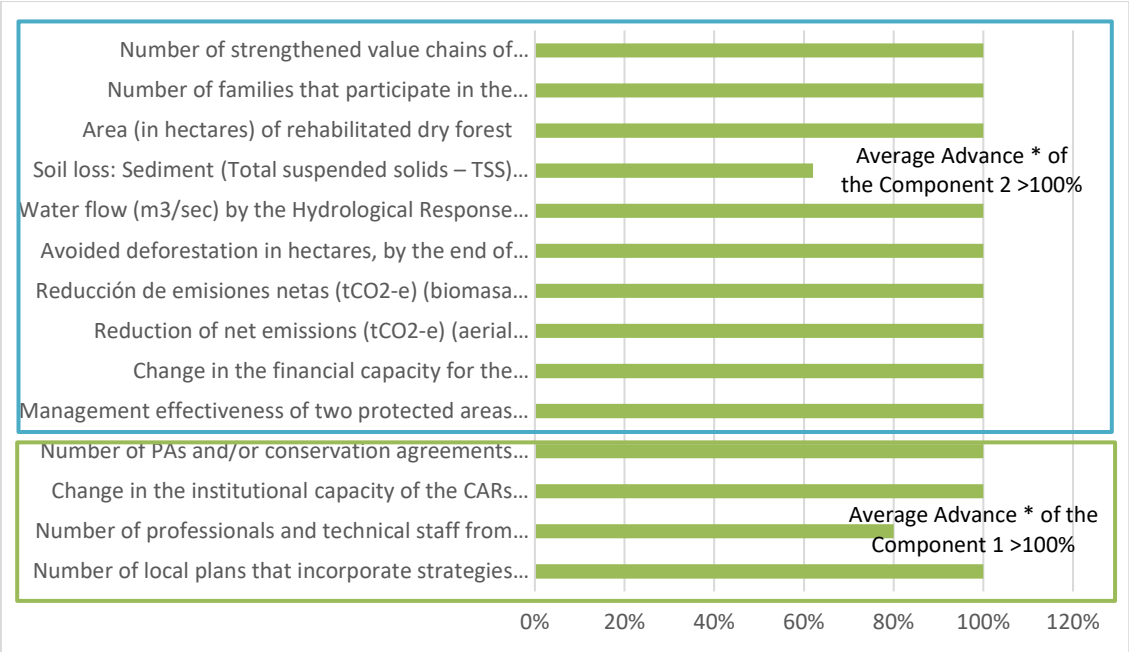
Source: PIR, 2018

In relation to the progress of the indicators by the outcome, both components show advances higher than 100%, on average. Attention is drawn to the monitoring of the flow provided, it is highlighted that this type of indicators requires a timeline analysis, and considerations of dry or rainy seasons, so the interpretation of the result must be careful (Figure 7).

In general, the progress of the project shows that the dry forest has positioning and visibility at the highest level, institutionalized through a National Program for the Integrated Management of the Tropical Dry Forest in Colombia. It is evident that the Ministry of Environment sponsors the matter, and that there is a good level of interest from the Ministry's technicians; however, it is recommended to include legal, financial specialists that enhance the process of design and launch of the program.

One of the clearest results, although it has not been quantified but that is a legacy of the project, is the the construction of social structure and empowerment of the beneficiary communities. Countless testimonies are collected from the communities that affirm, "We learned to work together, now we have confidence in the neighbors ", "now we are aware and know what the dry forest is".

Figure 7 Indicators Progress by Component



Source: PIR, 2019

Although there is no baseline, testimonial evidence is gathered that the participating families recognize an improvement in their conditions and wellbeing, thanks to sustainable livelihoods and increased productivity through the implementation of SLM practices, restoration and landscape management tools. In this sense, it is recommended that systematization of the lessons learned from the project be carried out, including a reconstruction, based on testimonial evidence, on the changes that families have suffered.

The TE teamgathers testimonies of improvement for environmental services such as the quantity and quality of water, thanks to the improvement in attitudes towards conservation. Other evidence shows that practices to reduce fires have been carried out, avoiding fires for the past 2 years, also other activities towards the respect of ravines, beds and reduction of hunting. All these activities should be measured in order to demonstrate the true impact of the project and as a key input for the exit strategy.

According to “*Paisajes Rurales*”, restoration methodologies have been assumed as standards at the national level, clearly, this can be assumed as an important impact of the project.

The generation of knowledge and its applicability throughout the different levels is valued. However, while more than 15 different plans have been generated it should be considered how many of these are being used or how they are being implemented. In other words, it is still necessary to evidence what has been its impact on decision making.

The project leaves an information base and inclusive biodiversity monitoring systems for the dry forest. This fact speaks well of the people who designed and executed the systems. It is evident that there are high levels of appropriation and knowledge about the objective of the monitoring system. The associated indicator shows that the originally established goals have been exceeded. In conclusion, it appears that the base and the systems operate well, however, their effectiveness could be evaluated based on their sustainability over time. The need to have a unique monitoring system for dry forest, and not fragmented by the institution is highlighted.

The project has contributed to characterize the potential protected areas and support with the technical file for the declaration of different conservation figures, of which only the PA of the Guajira cannot yet be counted as such, since they must still overcome processes such as the prior consultation and an official declaration by the respective authorities.

According to the project, there are administrative acts signed by CORTOLIMA, CARDIQUE and PNN for the CSNR. In the case of CORPOCESAR, on December 10, 2019, Resolution 1398 establishes the adoption of the Garupal Diluvio CCS. However, these conservation agreements signed by the communities are not binding on the actions of the Corporations, although this was a topic discussed and approved at the Board of Directors meeting. Despite this, in the time remaining for the project, this step can still be taken and give it a solid legal sense so that communities can exercise their right.

4 CONCLUSIONS

- The project has achieved its most important objectives. In some cases, according to the information received, they have exceeded the goal established for the end of the project.

- The project goals fell short compared to the possibilities offered by the territory. According to the testimonies gathered during the evaluation mission, it can be inferred that work was done on different fronts that included several issues and approaches related to the productive issues.
- The project leaves some important legacies, particularly in aspects that are outside its results framework, and that consequently have not been measured, despite this, there are countless testimonies that account the impact of the project. An example of this is the issue of the social structure of the communities, which was not planned in the ProDoc, but is recognized by the beneficiaries.
- The process of environmental education that took place through the activities developed by the different project partners and allies, had a positive effect. A change in attitude towards the relationship with the environment, the knowledge regarding the function and importance of the dry forest and its care, the knowledge of the region, the value of water, the valuation and protection of biodiversity and rescue of values, as mentioned by the beneficiaries. In addition, it encouraged the integration of the inhabitants of the territory and compensated to the strengthening of the social structure, its broke individualism and thus achieved a vision of territory that can be replicated. Unfortunately, these changes were not registered through monitoring tools.
- In all areas of project intervention, work was done with the farmworkers who have lived through the armed conflict and who have been affected in different ways. Involving them to this project has been a great achievement, given that the presence of the State and other institutions in their territories in some cases has been null, and in others, they have had bad experiences. The appropriation and integration of these communities are a sign of success for the project.
- The beneficiaries emphasize the work of the project team and its implementation partners, in relation to its technical quality. This, both at the central level and the implementation sites. It is important to mention that the perception of the interviewees does not have a reference frame for comparison. However, this point does not detract the work from the project.
- Reports on the progress of the indicators show that the goals established at the quantitative level have been met. However, from the qualitative point of view, a critical reflection that properly guides the exit strategy is needed. An example is training indicators, the number of people who attended training does not ensure

that they are actually trained, or that the contents and quality of the approaches have been the most appropriate. Likewise, a high valuation in the financial sustainability rating sheets does not mean that the areas are adequately attended, in terms of their financing needs. Both examples reflect that, although it was possible to achieve the quantitative goals according to the existing indicators, this does not necessarily mean quality in the fulfilment of the goals. It may well suggest a weakness in the formulation of the indicators that in certain cases are not the most adequate to capture the true contribution of the project.

- The different conservation figures promoted by the project (Civil Society Natural Reserves, Complementary Conservation Strategies, Integrated Management Districts, Conservation Corridors, etc.), reflect the commitment of local communities and regional entities, and the adequate management done by the project and its partners to raise awareness and involve families in the conservation and preservation of the dry forest through the adequate use of natural resources and the knowledge of their territory.
- Based on the MTR two new indicators were integrated into the MML, which sought to make visible project outputs that were not explicit in the MML. A strategy was developed to identify and promote income-generating activities friendly to conservation and restoration practices, in response to the decision made by the MADS of not to include the issue of the voluntary carbon market, but rather to work on the "Integral Strategy for Deforestation Control". This worked, adapting to each region and promoting in each of them the most appropriate responses to the local situation.
- The absence of some monitoring instruments in accordance with the MML methodology and the results framework, part of the Results Based Management (RBM) process, resulted in the disappearance of links between components, outputs and indicators. A broad vision of the project was lost, which would allow the identification and recording of the required changes, based on the dynamics that occurred in the process, so that they could later be clearly reflected. Although the project is successful and carried out many actions that added value to it (development of an entire output oriented towards income generation, a policy program and a gender strategy), in terms of planning there is a flaw that reduced its possibilities of adaptability and registration.
- In relation to indicators, it was necessary to review some of them, as in some cases their use did not prove to be the best option. For example, METT files are

more useful for National Systems of Protected Areas than for a conservation unit. The result can be seen by comparing that the evaluated Project areas report a higher score than other areas that are considered strong. It is necessary to consider these aspects so that the exit strategy addresses all issues and sustainability of the project once it is completed.

- It is evident that central aspects of the project (reduction of deforestation and soil degradation), despite the fact that relevant community work was carried out, had relatively low positioning and recall, compared to other aspects that were not originally planned as is the case of the work with communities. This might suggest that the improvement of living conditions in the participating communities is a fundamental condition to get results in terms of conservation.
- From the beneficiaries' point of view, many of the actions developed by "*Paisajes Rurales*" could have been carried out with the advice and methodologies that corporations have available (case CVC). This could have avoided expenses that would have been invested in the purchase of supplies or equipment for the development of productive activities, or would have opened a space to involve more families in the development of restoration and/or conservation activities of the Dry Forest -T.
- The work carried out in strengthening of capability for the CARs, presents the best results in the constitution and/or improvement of the GIS offices. All of them received a license from Arc-Gis and a team for its operation, in addition, work was carried out on the establishment of protocols for information management and a site professional has been hired in each office; appropriation and commitment are observed, as well as the recognition of the need and importance of the GIS issue for the benefit of the entire institution.
- The work of the interns from different universities in different areas of knowledge (social, environmental, legal) and regions of intervention of the project, was recognized and valued as a valuable complement to the actions of the UNDP, both, by the Municipal Mayors, as well as by the regional links of the project and by the beneficiaries. Among the benefits of the project is the reduction of burns, one of the greatest threats to the dry forest. Through the constitution of the fire prevention brigades, work hand in hand with the institutions developing capacities in the beneficiaries of the project, which together with the work in environmental education, resulted in an appropriation of the territory reflected in the ability to activate simple mechanisms for control and prevention

of burns that relies especially on peer education. Additionally, this experience has been replicated in other areas with similar problems.

- The training of the topics of organic agriculture, permaculture, rational grazing, zero tillage, home gardens, etc. have been fundamental in developing environmentally friendly agriculture. Different practices are recognized that allow improving production while improving the diet and caring for the environment, with a high potential for replicability.
- The economic sustainability of beekeeping in the municipality of Aipe is not very clear since the beneficiaries who received beehives have yet to develop their capacities and skills and do not have a marketing strategy for their product, while in Dibulla there is a more favorable panorama for its development. Similarly, it happens with the community tourism proposals, they are not sufficiently consolidated, although income is currently being generated, it is necessary to ensure its sustainability so that they can replicate and benefit to a larger population.
- The development and implementation of a gender strategy, linked with empowerment to many women, at the same time managed to raise awareness and recognize the value of work in everyday activities. The replication of this strategy in other projects and experiences developed by UNDP demonstrates its great contribution to the subject.
- When working in the dry forest ecosystem, where one of its main characteristics is the limited availability of water, it is noteworthy that the project did not contemplate in its formulation or adjustments a strategy clearly oriented to guarantee the availability of the resource, its storage, quality and distribution for human and productive use. Despite this, water reservoirs and distribution system were delivered, and some corporations supported the works of water storage. however, from the perspective of the beneficiaries, a specific approach was lacking and for them, the main problem they faced remained unresolved.
- Awareness of respect, care for the environment and what the dry forest represents for its inhabitants, has been a great achievement of the project. On this basis, the beneficiaries have identified that in their management capacity is the solution to the problems; knowing the management mechanisms with municipalities for the construction of aqueducts that guarantee water for their different activities as well as the management of productive,

environmental projects, etc . with different institutions it is constituted as a tool to improve their quality of life, a capacity that is considered as the best gain received from the project.

- Regarding the main nurseries strengthened by “*Paisajes Rurales*”, within the framework of the signed agreement letter, these were not maintained by the co-responsible institutions; This is the case of the Dibulla nursery that was delivered to CORPOGUAJIRA and at the time of the EF, the beneficiaries report that no maintenance has been given and that the work done has been lost. In the case of Aipe, this was delivered to a community organization, due to the fact that at the beginning of the project the municipal administration was not interested in this activity, however in the TE process the municipal authorities expressed their interest in receiving and maintaining it.
- In most of the municipalities in which the project was developed, the beneficiaries express their agreement regarding the socialization processes of the project and the methodologies used for the selection of the species used for restoration; however, in the municipality of Aipe, the beneficiaries consider that were not included to define the species that were to be used for restoration, the beneficiaries consider that they did not know the requirements and needs of the species planted, and therefore there was a high mortality rate of them. In this same municipality, some pilots of silvopastoral systems were developed, since it is an eminently cattle-raising region, however, for the beneficiaries, this was not enough since this was their main need and only a few properties benefited.
- This may pose a risk to sustainability once the project is finished since it is not ensured that the institutions remaining in charge of the project outcomes have allocated budgets for the future or have incorporated project issues into their annual planning. Along the same lines, the project has not quantified the budget required for monitoring and other issues, so that the institutions are aware of the financing needs and can include it in their planning. In view of this, it is mentioned that, in instrumental terms, the sustainability of the conservation of dry forest in the intervention areas is given in the adoption of the CCS, CSNR and environmental determinants, which forces the CAR to make technical and financial investments in these territories through the Institutional Action Plan that they elaborate every 4 years.

5 RECOMMENDATIONS

#	Recommendation to the Project	Responsible
1	It is important to keep pace with the design of the exit strategy, although two workshops have been developed, it is important to carry out the last one promptly to concretize the strategy. Which defines, in the first place, concrete commitments regarding the monitoring and sustainability of the investments made. Subsequently, other non-core issues could be included.	Project Team UNDP
2	A thorough review of the project's monitoring tools is recommended, particularly at closure. It is essential to have the definition of a results framework in order, to clearly communicate progress and non-compliance.	Project Team UNDP
3	It is necessary to have a tool within the monitoring and follow-up plan that allows seeing the progress, problems, achievements and inconveniences presented in the project and that is the basis for decision making. The project sought to resolve the issue of economic sustainability through the development of multiple initiatives oriented at generating income and supplying some needs of the beneficiaries, but there is no clear line of action that leads to a specific project product. In addition, the changes in indicators and products cannot be easily observed due to the decisions of the MADS that directly affected the project and forced to rethink activities and indicators.	Project Team UNDP
4	At the beginning of a project of this type, it is suggested that partners such as the CARs or state institutions have within the project results framework a specific responsibility in the protection and conservation of the environment that, although it is established by law in their functions, their participation in the project goes beyond the accompaniment to the activities and to give an economic contribution to the project. Likewise, it is essential that its responsibility is expressed in the logical framework matrix of the project. In this way, in addition to having an accompanying function, they will be responsible for specific activities, guaranteeing the appropriation and responsibility of the institutions towards the project, and in this way, the replicability and sustainability of the results obtained will be guaranteed.	UNDP, Project Team CARs
5	In the same way, it is proposed to link the municipal administrations through the actions foreseen in their municipal planning instruments with the actions of the project, so that efforts are joined and resources are allocated, both for execution, as well as to design mechanisms of sustainability and replicability of successful experiences by involving municipal resources.	Project Team UNDP Municipalities
6	A stronger link between MADS and project management is recommended. Although the executor is the UNDP, the monetary resources are from the country, and more than approving or not approving a budget or OAP, the MADS should participate in its elaboration. In addition, it should be aware of the support and provide guidelines for any adjustments required	Project Team MADS

#	Recommendation to the Project	Responsible
	by the project, since being a governing body of national environmental policies it can guide the redirection of the project after the REDD+ strategy disappears from the country's priorities, and be oriented to reducing deforestation.	
7	It is important to establish alliances with the local and regional academic sector, so that the BD monitoring network generated by the IAvH, can give continuity to the project's actions and make a local follow-up of the dry forest restoration processes and turn this information into useful input for decision making. Additionally, it is suggested to create a clear and specific link with the CARs so that they can know and have access to the information obtained.	Project Team
8	The report at the closing level should have a critical reading, which goes beyond the number of people or hectares. For example, the use of METT files are addressed to formal or traditional protected areas, but they are not very useful for the project. It is necessary to make efforts to evaluate the quality of the intervention, to "semaphore" what has been achieved, especially in matters of deforestation or agrobiodiversity and on that basis, draw the follow-up and closure lines.	Project Team
9	It is key to develop closing events at a national level and in the different intervention sites of the project. This will allow the public presentation of the results that were obtained, it is also space for commitments to be assumed for the exit strategy. For example, the project has several land use planning tools, which can open a space for the commitment of new authorities towards conserving the dry forest.	Project Team UNDP
10	It is recommended to carry out a systematization exercise of the entire intervention (documentary or videos), with emphasis on the collateral benefits that make visible the achievements and challenges especially in the social aspects. It is important that the document is developed in a technical manner, which also includes an approach to stories or anecdotes of the beneficiaries' experiences, related to the issue of post-conflict conservation.	Project Team
11	<p>To generate for the beneficiaries, like target audience, some elements of dissemination of the objectives and achievements of the project. This with the intention of leaving an element of remembrance that reflects the scope of the project, and at the same time, serves as an educational element that strengthens the work developed through simple and didactic brochures or posters, it can communicate the characteristics of the dry forest, the conservation/restoration actions that can be implemented, its benefits, the exit strategy and sustainability of the project, the summary of all the publications generated, among others.</p> <p>These materials can be delivered through the project's closing events, where the greatest number of beneficiaries participate and where the best experiences are presented, along with the replicability and sustainability strategies that are viable in each area.</p>	Project Team

#	Recommendation to the Project	Responsible
12	For the beneficiaries, it is important to know the economic resources available for the development of the project in each area. Although the executors have the discretion to do so, it is important to present to the community some figures that allow them to see what is available to invest in each territory, and that false expectations are not generated. It is recommended that, at the closing stage, these figures be presented in the best way feasible.	Project Team CARs MADS

Component 1.

#	Recommendation	Responsible
1	Regarding the <i>Patrimonio Natural</i> commitment and the declaration of PA, conservation agreements were reached and the procedures for the declaration of a PA in La Guajira were advanced. However, the subject of the prior consultation to be carried out with the indigenous communities, remained as a pending activity in charge of CORPOGUAJIRA, and although the UNDP supports the realization of these events, it is the Corporation, as the environmental authority in charge of the declaration of regional protected areas in their jurisdiction, responsible for completing the process; It is not clear to the TE which route to follow and who is responsible for following up on this process after the project is completed.	Project Team
2	Regarding the restoration processes of forests carried out by the <i>Paisajes Rurales</i> , in addition, to the beneficiaries' commitment to maintain the vegetation that has been established to date and that are contemplated in the Action Plans of the CCS and the CARs, It is necessary to commit the municipal authorities, through the actions foreseen in their municipal planning instruments, so that efforts are joined and resources are allocated, both for the execution and for designing mechanisms for sustainability and replicability of successful experiences Committing municipal resources.	Project Team

Component 2.

#	Recommendation	Responsible
1	The measurement of indicators related to flow rates and suspended sediments deserve a detailed analysis, which should relate them to other existing data at the national level, and show how they are connected to the country's monitoring systems (SIAC) so that their measurement has a clear objective.	Project Team
2	Regarding the measurement of the GEF tracking tools, it is important to clarify why they were selected for regional PAs, as well as the concrete actions developed in Atuncela and Río Grande should justify their measurement.	Project Team
3	It is suggested that all productive initiatives promoted by the project be linked to training and strengthening processes aimed at improving the achievements reached. This is the case of	Project Team

	tourism and honey production initiatives, which still require support to achieve a point of sustainability.	
4	The project promoted the development of productive activities that guarantee income for families, so that they do not require resorting to clearing conservation/restoration areas to establish crops and generate income. However, these proposals are not yet sustainable and there is a risk that once the project is completed, the restored, preserved or rehabilitated hectares will be lost.	Project Team
5	It is important to clarify with the communities how the project was linked to the BANCO2 Strategy, since not have been able to benefit the entire population generated misunderstandings and dislikes.	Project Team
6	Natagaima The work carried out with the ASOARTE Association achieved the development of capacities that the participants did not believe they had. Discovering that they can receive income through the appropriate use of BD products and that they have the support of the State (Green Business) for their best development, is an element of great value in the construction of social capital. However, it is necessary to work hard on the commercialization issue as, until the time of the EF, there is no clear strategy that guarantees the economic sustainability of the organization.	Project Team
7	Natagaima The activities that are planned by the City Council in its management instruments (Development Plan, EOT, etc.) should be taken as input to generate an exit strategy, which will give economic and technical sustainability to the activities developed by the project.	Project Team
8	Aipe The option of receiving income from its link to the BanCO2 strategy was presented to the community, the procedures to apply to these resources were made and only two people from this region received this incentive. This generated discontent and no explanation was received for this situation it is recommended that the appropriate clarifications be made and that the possibility of continuing with this strategy be studied.	Project Team
9	Aipe Regarding the CSNR, whose constitution was carried out with the project, it is recommended to present the progress of the processes that are being carried out with the municipal administration regarding the reduction or exemption of taxes on these properties, so that it is an incentive to continue under these conservation figures.	Project Team
10	Aipe Maintain and increase participation in the product promotion spaces, the space in the San Pablo hotel and the Flavours and Knowledge Fair promoted by the City Council, are examples to	Project Team

	follow in order to bring the producer closer to the consumer avoiding the presence of intermediaries that reduce profit.	
11	<p>Dagua</p> <p>The project developed actions in the DRMI El Chilcal which is a medium dry forest formation over 1240 meters above sea level; It is recommended, in the presentation of results, clearly explain the reasons and actions implemented and how they relate to the T- dry forest.</p>	Project Team
12	<p>San Juan Nepomuceno</p> <p>In order to guarantee the sustainability of the proposed productive strategies, it is recommended to look for local marketing mechanisms (farmers' markets, fairs, institutional showcases, etc.), which allow bean and yam producers to sell their products at competitive prices, given that the production volumes are low and marketing to remote areas forces them to incur transportation costs that significantly reduce the generation of surplus sales.</p>	Project Team
13	<p>San Juan Nepomuceno</p> <p>Evidence the results of the project in terms of productivity and the possibility of replication of good practices, together with the financing mechanisms that can be identified and that are available through different connected organizations of the project. This in order to facilitate management processes to organizations and their beneficiaries.</p>	Project Team
14	<p>San Juan Nepomuceno</p> <p>It is recommended to make a feasibility analysis of all the productive initiatives developed in the project, as an input to define its sustainability strategies.</p>	Project Team
15	<p>Dibulla</p> <p>It is recommended to present the achievements in the process of constitution and declaration of the IMD. For the communities, the process is truncated, and they are not clear about the steps to follow, being aware of the importance of this declaration for them.</p>	Project Team
16	<p>Dibulla</p> <p>In the proposed exit strategies, it is also suggested to link the City Council and the private sector, since, through them, resources can be channeled to carry out the productive initiatives initiated with the project.</p>	Project Team
17	<p>Valledupar</p> <p>The implementation of the HMP in this area presents very positive results in relation to the main productive activity and livestock. The proposal to make it semi-stable, recognize the benefits and incorporate the experience, but see an inconvenience in the lack of economic resources to establish the necessary protein banks and therefore its replicability and sustainability cannot be guaranteed, the sustainability strategy that arises must address this issue.</p>	Project Team

Regarding the sustainability strategy and follow up of the project's actions after the end of the intervention by UNDP, the following comments are made:

#	Recommendation	Responsible
1	The <i>Patrimonio Natural</i> commitment and the declaration of PA achieved conservation agreements, in addition, the procedures for the declaration of a PA in Guajira were advanced. However, the subject of the prior consultation to be carried out with the indigenous communities remains a pending activity that is left in the hands of the corporations, and although UNDP supports the realization of these events, it is the Corporation, as the environmental authority in charge of the declaration of regional protected areas in its jurisdiction, responsible for completing the process. It is not clear to the TE which route to follow in this process and who is responsible for following up this process after the project is completed.	Project Team MADS
2	<p>The project promoted the development of productive activities that guarantee income for families, and through the agreements signed between the communities and the CARs it is expected that the community will not require resorting to clearing conservation/restoration areas to establish crops and generate income.</p> <p>However, these proposals are not yet sustainable and there is a risk that once the project is completed, the restored, preserved or rehabilitated hectares will be lost. As an example, there is a yam and native beans production, the prices that have been obtained for the production reached so far have not generated a profit since the offer has yet to be consolidated. According to the interviewees, for the time being, it is being sold in some cases at a loss. It is also important to strengthen the marketing processes of products such as handicrafts, yams and beans.</p>	Project Team

6 LESSONS LEARNED

- Outputs that are beyond the scope and responsibility of the project team cannot be compromised, despite having been included in the ProDoc. However, for future projects, if it is seeking to expand the area under conservation, the design must take into account, both the times that it may be very long in the case of indigenous groups, and the budgets required for prior consultation processes. Likewise, if these processes are not carried out, it should be clearly documented because this step will be skipped.
- The ability of the project to adapt and adjust its activities to changing conditions is valuable. Despite being registered in the PIR and annual and quarterly reports, it is necessary to have a monitoring system that facilitates the recording and reporting of these changes and adjustments.

- It is necessary to ensure a rigorous and standardized application of the project's tracking tools so that the information is comparable between the different intervention sites and the incremental contribution of the project can be clearly identified. It is important that the tools reduce biases between the comparisons and allow to identify the progress in the sites due to the project.
- In the face of changes in the country's policies that directly affect the objective of the project, it is necessary to stop along the way, rethink the objective and outcomes and adjust them to the new conditions. The reading of the project concludes that less is more, possibly a better balance could be sought between the expansion of conservation areas in the dry forest, with the strengthening of local capacities for conservation. It is important that the progress of key indicators that are attractive to other donors can be shown.
- Some of the officials from CARs linked to the project (CVC and CAM), who were interviewed in the TE process, mention that the institutions that were invited to be part of the project, but did not have any participation in the design of the project, this coupled with the absence of a concrete commitment on their part in the implementation of the project, meant that there was no adequate appropriation of the project and its involvement was only for accompaniment. In a few cases, proactive participation is observed, beyond their participation in GIS training, capacity building and the linking of dry forest in environmental determinants for the OT, including as project's outputs.
- The socialization of the existing information regarding the products obtained by each of the partners was not sufficiently fluent. The coordination of the project has the documents and reports of each one, but the perception from the CARs is that they have not received the documents, and they do not know in what state many of them are. ; In the directive committee held in December 2019, the information was delivered to the focal points. The constitution of the Technical Committee in the development of such projects is a fundamental space for discussion and presentation of outputs and outcomes. Its constitution with the establishment of clear mechanisms for communication and socialization of information allows the partners to know the progress achieved by each of them and to have an information repository that allows easy consultation of reports and documents.
- Local institutions (especially CARs and municipalities) do not generate credibility and trust in the community, this aspect is common in the territory and with

different institutions. UNDP fulfils the function of bringing communities and entities closer together, building bonds of trust and joint work. It is key to take this aspect into account when considering them as partners in the continuity of the actions, sometimes it can be risky if explicit and clear commitments are not generated.

7 ANNEXES

7.1 Annex 1: Terms of Reference - International Consultant

PROJECT No	COL 7235
TITLE OF THE PROJECT	Sustainable use and conservation of biodiversity in dry ecosystems
OUTPUT No.	88611
TERMINATION DATE OF DRAFT	13/02/2020
AGENCY	United Nations Development Program UNDP
TITLE OF THE CONSULTING	Leading consultant for the terminal evaluation of the Dry Ecosystems project
TYPE OF CONSULTING	International (Requires global or international knowledge and experience)
TYPE OF CONTRACT	Individual Contract - IC

1. Descripción del proyecto

Estos Términos de Referencia (Tdr) corresponden al proceso necesario para llevar a cabo la Evaluación de Final de PNUD-GEF para el proyecto ordinario denominado *Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación*, implementado por el PNUD con el apoyo del Fondo Patrimonio Natural, Corporación Paisajes Rurales, Instituto Alexander Von Humbolt, que se llevará a cabo en 2019.

2. Objetivo del proyecto

El proyecto busca promover el uso sostenible y conservación de la biodiversidad (BD) en bosques secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación en la región del Caribe y el Valle Interandino del río Magdalena (VIRM) de Colombia. Esto se logrará a través de una estrategia multifocal que incluye: a) el fortalecimiento de la implementación del marco normativo y de planeación del uso del suelo, el fortalecimiento de capacidades y la implementación de herramientas para la planeación del uso de suelo para incorporar la conservación de la BD, el manejo sostenible del bosque (MSB) y el manejo sostenible del suelo (MSS) en los procesos de ordenamiento del territorio a nivel local; b) la declaración de 12 nuevas áreas protegidas (APs) locales y regionales, y/o acuerdos de conservación, y el desarrollo de sus planes de manejo para la protección de hasta 18.000 hectáreas (ha) de bosque y otros ecosistemas secos tropicales en seis municipios en la región del Caribe y el VIRM; c) el desarrollo de actividades de MSS en tierras privadas en seis cuencas hidrográficas priorizadas a través de la implementación de herramientas de manejo de paisaje; y c) el análisis de la viabilidad para el desarrollo de actividades REDD+ que contribuirán a la reducción de la pérdida de bosque seco tropical (Bosque Seco-en seis cuencas hidrográficas. En total el proyecto contribuirá a la conservación y usos sostenible de hasta 183 ha de Bosque Seco-T.

3. Lugar de ejecución del proyecto

El proyecto tiene una escala de trabajo a nivel nacional y regional en los departamentos de La Guajira (Municipio de Dibulla), Cesar (Valledupar), Huila (Municipio de Aipe), Tolima (Municipio Natagaima), Valle del Cauca (Municipio de Dagua), Bolivar (San Juan Nepomuceno).

4. Duración del proyecto

El proyecto se inició el 13 de febrero de 2014 y actualmente se encuentra en su quinto año de ejecución. En consonancia con la Guía para Evaluaciones finales de PNUD-GEF, este proceso de examen de final de periodo dio comienzo antes de la presentación del Quinto Informe de Ejecución del Proyecto (PIR). En los presentes ToR se fijan las expectativas para el actual. De acuerdo con las políticas y los procedimientos de seguimiento y evaluación (SyE) del Programa de las Naciones Unidas para el Desarrollo (PNUD) y del Fondo para el Medio Ambiente Mundial (FMAM), todos los proyectos de tamaño mediano y regular respaldados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas y de la Evaluación Final (EF) del Proyecto obligatoria para el *“Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación”*.

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

5. Objetivo General

Evaluar los resultados finales realizados en el logro de los objetivos del proyecto “Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación”

6. Objetivos Específicos

Examinar la eficacia y efectividad con la que el proyecto logró los resultados deseados (tener en cuenta Documento anexo).

Evaluar la relevancia y la sostenibilidad de los beneficios como contribuciones a los resultados a mediano y largo plazo (tener en cuenta Documento anexo).

Presentar una explicación integral y sistemática del desempeño al final del ciclo del proyecto (tener en cuenta Documento anexo – Guía para la evaluación de proyectos).

Actividades y responsabilidades.

Seguir las directrices marcadas en el documento GUÍA PARA REALIZAR EVALUACIONES FINALES DE LOS PROYECTOS RESPALDADOS POR EL PNUD Y FINANCIADOS POR EL FMAM (http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide_SPA.pdf)

Elaborar un documento inicial que incluya el plan de trabajo, elaborado en coordinación con el/la consultor(a) nacional, para el abordaje y cumplimiento de los tiempos y de las guías técnicas de los procesos de evaluación final del GEF y del PNUD.

Liderar con el apoyo del(a) consultor(a) nacional el proceso de evaluación final independiente del proyecto ecosistemas secos.

Actualizar las herramientas de seguimiento Tracking Tool y elaboración de Management Response.

Coordinar con el consultor nacional las misiones para las entrevistas, que deben incluir un conjunto amplio de actores interesado del proyecto, entre las cuales se incluyen (socios, partes responsables y beneficiarios comunitarios e institucionales) en las 6 áreas de implementación del proyecto y cubriendo los niveles nacionales, regionales, locales y de comunidades de base.

Gestionar la información necesaria para la evaluación.

Participar con el/la consultor(a) nacional en las reuniones virtuales con el asesor regional del PNUD, para revisar y discutir los principales resultados de la evaluación.

Compilar los documentos parciales y finales de la evaluación final del proyecto ecosistemas secos, con el soporte de los insumos elaborados con el/la consultor(a) nacional.

Elaborar las versiones finales del documento de evaluación final en inglés y español
Realizar los ajustes solicitados por el PNUD respetando el marco de la independencia que exige este tipo de evaluaciones.

Con el apoyo del/la consultor(a) nacional

Evaluar los diferentes aspectos del proyecto como apropiación, seguimiento y evaluación, eficiencia, consecución de impactos y capacidad institucional, entre otros.

Evaluar el proyecto en términos de incidencia en políticas públicas, construcción de capacidades y generación de alianzas.

Evaluar la capacidad de ejecución de las distintas instancias del proyecto, revisando detenidamente la capacidad de llevar a cabo sus responsabilidades específicas.

Evaluar cómo se relacionaron entre sí las diferentes instancias, y como mantuvieron una definición clara de los roles y responsabilidades.

Evaluar aspectos gerenciales, financieros y administrativos del proyecto.

Revisar las recomendaciones de las auditorías financieras y evidenciar si las mismas han sido implementadas por el proyecto.

8. Productos esperados

No	Entregable /Productos	Tiempo de entrega después de firmado el contrato.	Tiempo estimado para revisión y aceptación	Revisión y aceptación a cargo de (cargo e institución)	Peso porcentual en la consultoría
1	Documento compilado que contenga el Informe 1 o informe de iniciación que incluya: el plan de trabajo, el plan de inicio y cómo se responderá cada pregunta de la evaluación mediante métodos propuestos, fuentes de datos y procedimiento de recopilación de estos últimos. (Instrumentos de recolección de información y listado de personas/organizaciones a entrevistar – encuestas, entrevistas, preguntas de evaluación-). El documento deberá contener además el cronograma de viajes. (tener en cuenta Documento anexo)	Dos (02) semanas después de firmado el contrato.	1 semana	<i>Gerente Nacional área de desarrollo sostenible del PNUD Supervisor.)</i>	10%
2	Documento compilado que contenga el Borrador del informe o primera versión en español con la evaluación en consonancia con el Esquema de Informe descrito en las guías. Presentación verbal (PPT) – presencial o por Skype y documento escrito con los resultados, conclusiones y recomendaciones de la evaluación (tener en cuenta Documento anexo, borrador de Tracking tool, Management Response, la sección de Core	Tres (03) meses	2 semanas	<i>Gerente Nacional área de desarrollo sostenible del PNUD Supervisor.)</i>	40 %

No	Entregable /Productos	Tiempo de entrega después de firmado el contrato.	Tiempo estimado para revisión y aceptación	Revisión y aceptación a cargo de (cargo e institución)	Peso porcentual en la consultoría
	Indicators); este debe contener el resultados de las entrevistas realizadas y en tal sentido, debe ser posterior a la misión.				
3	Documento compilado que contenga el Informe final revisado en inglés y en español con itinerario de misiones de la evaluación final del proyecto, donde se detalle cómo se han abordado (o no), en el informe final, todos los comentarios recibidos. (tener en cuenta Documento anexo, Traking tool final, la sección de Core Indicators y el Management Response)	Cinco (05) y 15 días	2 semanas	<i>Gerente Nacional área de desarrollo sostenible del PNUD Supervisor.)</i>	50 %

Nota: El trabajo se puede hacer y ser completado fuera de las oficinas, pocas visitas en la oficina para la coordinación serán necesarios.

9. Duración del contrato
6 meses

10. Supervisión del contrato
Gerente Nacional Área De Desarrollo Sostenible Del PNUD / Profesional Especializado Desarrollo Sostenible.

11. Forma de pago
100% de cada producto después de aceptado y cumplidos los requisitos para iniciar el trámite de pago, el cual no tomará más de 30 días.

Entregable /Productos	%
Recibo a satisfacción del producto 1	10%
Recibo a satisfacción del producto2	40%
Recibo a satisfacción del producto3	50%

El PNUD no otorga anticipos.

12. Acuerdos Institucionales
La evaluación final es un requisito del PNUD y el GEF y es solicitada y liderada por el PNUD Colombia como agencia implementadora y ejecutora del proyecto. Por tanto, tiene la responsabilidad general de la coordinación y arreglos logísticos de la evaluación, así como el apoyo día a día al equipo. El PNUD tiene la responsabilidad de la provisión a tiempo de los pagos contractuales, debe también organizar las misiones en sitio (arreglos de viajes, reuniones con grupos de interés clave y beneficiarios, entrevistas y viajes de campo). Al inicio de la misión, la Oficina País del PNUD y la Unidad de Coordinación Regional (RCU) le ofrecerán una sesión de información al equipo evaluador. También harán una sesión de información final. Se pueden programar otras sesiones de información si se considera necesario.

Los informes deberán ser presentados de acuerdo tiempos indicados en el ítem 6 de este documento.

Los resultados presentados con los productos 2 y 3, deberán incluir una presentación ante el PNUD en las oficinas del PNUD en Bogotá.

Los principales grupos de interés de esta evaluación final del proyecto y con los cuales el consultor debe interactuar son:

Ministerio de Ambiente y Desarrollo Sostenible (Punto Focal del GEF /Dirección de bosques y Biodiversidad)

Corporación Autónoma regional del canal del Dique –CARDIQUE- (Socia del proyecto)

Corporación Autónoma regional de la Guajira- CORPOGUAJIRA- (socia del proyecto)

Corporación Autónoma regional del Alto Magdalena –CAM - (socia del proyecto)

Corporación Autónoma regional del Tolima –CORTOLIMA - (socia del proyecto)

Corporación Autónoma regional del Valle del Cauca –CVC - (socia del proyecto)

Corporación Autónoma regional del Cesar –CORPOCESAR - (socia del proyecto)

Fondo Patrimonio Natural (Parte responsable del proyecto)

Corporación Paisajes Rurales (Parte responsable del proyecto)

Instituto Alexander Von Humbolt (IAvH) (Parte responsable del proyecto)

Comunidades rurales de los municipios de Aipe (Huila), Natagaima (Tolima), Dibulla (La Guajira), Valledupar (Cesar), San Juan Nepomuceno y San Jacinto (Bolívar), Dagua (Valle del cauca).

Alcaldías de los municipios de Aipe (Huila), Natagaima (Tolima), Dibulla (La Guajira), Valledupar (Cesar), San Juan Nepomuceno (Bolívar), Dagua (Valle del cauca).

Programa de las Nacionales Unidas para el Desarrollo - PNUD Colombia (agencia implementadora y ejecutora del proyecto)

Esta interacción puede ser a través de entrevistas que los consultores realicen con las personas designadas en la entidad.

El PNUD entregará a los consultores la lista de dependencias y personas en las entidades con las cuales el consultor puede interactuar. Esta información será suministrada por las entidades socias del proyecto.

13. Sede de trabajo

Domicilio del consultor, con viajes a Bogotá y las zonas de ejecución del proyecto.

14. Viajes por fuera de la sede de trabajo

LOS VIAJES PREVISTOS Y QUE DEBEN INCLUIRSE EN LA PROPUESTA SON:

<i>Ciudad de Origen</i>	<i>Ciudad de destino</i>	<i>Número de noches</i>
<i>Domicilio del consultor</i>	<i>Bogotá</i>	<i>2</i>
<i>Domicilio del consultor</i>	<i>Riohacha/Dibulla</i>	<i>3</i>
<i>Domicilio del consultor</i>	<i>Bogotá</i>	<i>1</i>
<i>Domicilio del consultor</i>	<i>Ibagué/Natagaima</i>	<i>2</i>
<i>Domicilio del consultor</i>	<i>Bogotá</i>	<i>2</i>
<i>Domicilio del consultor</i>	<i>Ciudad de origen del consultor</i>	<i>2</i>

Estos viajes deben ser complementados y coordinados con el consultor nacional con el fin de realizar las demás misiones cumpliendo las mismas metodologías en las demás áreas.

Cualquier gasto de viaje previsto se incluirá en la propuesta financiera. Esto incluye también los viajes al lugar de destino/repatriación. En general, el PNUD no acepta gastos por concepto de viaje superiores al costo de los boletos de clase económica. Si el titular de un contrato desea viajar en una clase superior, deberá hacerlo con sus propios recursos. Además, cualquier viaje en misión previsto se incluirá en los TDR, para que puedan contemplarse en la propuesta financiera. No se cubrirán dietas

adicionales para viajes ya previstos en el contrato, ya que estos montos deberán estar incluidos en la propuesta financiera dentro de los honorarios del Contratista/Consultor Individual.

En el caso de viajes imprevistos, la respectiva oficina administrativa y el Contratista/Consultor Individual acordarán el monto pagar de los costos (pasajes, alojamiento y tasas de embarque) antes del viaje para su posterior reembolso.

Los gastos por concepto de viajes imprevistos finalmente se liquidarán usando la solicitud F-10, independiente de si hubo algún cambio en relación con el plan original.

El pago de viajes imprevistos se efectuará con antelación al viaje siguiendo el procedimiento administrativo establecido o bien se reembolsará al Consultor/Contratista contra la presentación de una solicitud de reembolso de gastos de viaje (formulario F-10) que incluya todos los documentos justificativos o de respaldo que sean necesarios.

Certificado de Seguridad: Cuando se requiera para el desarrollo del objeto de la consultoría realizar viajes fuera de la sede de trabajo, es necesario que el Consultor Seleccionado obtenga el certificado de seguridad antes de realizar dicho viaje, verificando con el supervisor del contrato el procedimiento requerido. De acuerdo a los niveles de seguridad establecidos en el país.

Vacunas: Antes de viajar, el contratista deberá asegurarse que cuenta con las respectivas vacunas en caso de requerirse. **Visa:** El contratista es responsable de gestionar oportunamente cualquier visa que requiera para iniciar la consultoría. Esta información debe ser consultada directamente por el contratista. El PNUD podría facilitar una carta de presentación donde se mencione del ofrecimiento para llevar a cabo la consultoría y el reembolsará los costos de la visa.

Certificado médico: contratistas mayores a 62 años que requieran viajar, deberán obtener un certificado médico emitido por un médico aprobado por las Naciones Unidas, dicho certificado deberá ser emitido después de un chequeo médico completo que incluya rayos x.

Seguro médico: Los contratistas deberán contar con cobertura médica en Colombia.

Perfil Requerido

Requisitos	
Título Profesional	Profesional en ciencias biológicas, sociales, ambientales o económicas.
Título de Maestría o doctorado	Maestría o doctorado en áreas relacionadas con Gestión Ambiental o Planificación o Estrategias de conservación como áreas protegidas, restauración de ecosistemas, manejo de bosques, biología de la conservación
Experiencia Especifica	Experiencia de al menos diez (10) años en la formulación, implementación o evaluación de proyectos ambientales y de desarrollo sostenible.
<u>Sólo se tendrá en cuenta la experiencia a partir de la fecha de grado. No se aceptan traslapos para la misma experiencia.</u>	Dos (02) años de experiencias en evaluación de proyectos GEF o experiencia relacionada con este organismo.
Idioma	Español e ingles

Nota: El PNUD se reserva el derecho de adelantar verificaciones, solicitar referencias y evidencia de los títulos obtenidos.

7.2 Annex 2: Terms of Reference - National Consultant

No. DEL PROYECTO	COL 7235
TÍTULO DEL PROYECTO	Uso sostenible y conservación de la biodiversidad en ecosistemas secos
No. DEL OUTPUT	88611
FECHA DE TERMINACIÓN DEL PROYECTO	13/02/2020
AGENCIA	Programa de naciones unidas para el desarrollo PNUD
TÍTULO DE LA CONSULTORIA	Consultor(a) de apoyo para la evaluación final del proyecto Ecosistemas Secos
TIPO DE CONSULTORIA	Nacional (Requiere conocimiento y experiencia local o nacional)
TIPO DE CONTRATO	ESTA PARTE SERÁ DILIGENCIADA EN EL CENTRO DE SERVICIOS

1. Descripción del proyecto

Estos Términos de Referencia (Tdr) corresponden al proceso necesario para llevar a cabo la Evaluación de Final de PNUD-GEF para el proyecto ordinario denominado Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación , implementado por el PNUD con el apoyo del Fondo Patrimonio Natural, Corporación Paisajes Rurales, Instituto Alexander Von Humbolt, que se llevará a cabo en 2019.

- Objetivo del proyecto

El proyecto busca promover el uso sostenible y conservación de la biodiversidad (BD) en bosques secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación en la región del Caribe y el Valle Interandino del río Magdalena (VIRM) de Colombia. Esto se logrará a través de una estrategia multifocal que incluye: a) el fortalecimiento de la implementación del marco normativo y de planeación del uso del suelo, el fortalecimiento de capacidades y la implementación de herramientas para la planeación del uso de suelo para incorporar la conservación de la BD, el manejo sostenible del bosque (MSB) y el manejo sostenible del suelo (MSS) en los procesos de ordenamiento del territorio a nivel local; b) la declaración de 12 nuevas áreas protegidas (APs) locales y regionales, y/o acuerdos de conservación, y el desarrollo de sus planes de manejo para la protección de hasta 18.000 hectáreas (ha) de bosque y otros ecosistemas secos tropicales en seis municipios en la región del Caribe y el VIRM; c) el desarrollo de actividades de MSS en tierras privadas en seis cuencas hidrográficas priorizadas a través de la implementación de herramientas de manejo de paisaje; y c) el análisis de la viabilidad para el desarrollo de actividades REDD+ que contribuirán a la reducción de la pérdida de bosque seco tropical (bs-T) en seis cuencas hidrográficas. En total el proyecto contribuirá a la conservación y usos sostenible de hasta 183 ha de bs-T.

- Lugar de ejecución del proyecto

El proyecto tiene una escala de trabajo a nivel nacional y regional en los departamentos de La Guajira (Municipio de Dibulla), Cesar (Valledupar), Huila (Municipio de Aipe), Tolima (Municipio Natagaima), Valle del Cauca (Municipio de Dagua), Bolivar (San Juan Nepomuceno).

- Duración del proyecto

El proyecto se inició el 13 de febrero de 2014 y actualmente se encuentra en su quinto año de ejecución. En consonancia con la Guía para Evaluaciones finales de PNUD-GEF, este proceso de examen de final de periodo dio comienzo antes de la presentación del Quinto Informe de Ejecución del Proyecto (PIR). En los presentes ToR se fijan las expectativas para el actual.

De acuerdo con las políticas y los procedimientos de seguimiento y evaluación (SyE) del Programa de las Naciones Unidas para el Desarrollo (PNUD) y del Fondo para el Medio Ambiente Mundial (FMAM), todos los proyectos de tamaño mediano y regular respaldados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas y de la Evaluación Final (EF) del Proyecto obligatoria para el “Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación”.

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

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

2. Objetivo General

Evaluar los resultados finales realizados en el logro de los objetivos del proyecto “Uso sostenible y conservación de la biodiversidad en ecosistemas secos para garantizar el flujo de los servicios ecosistémicos y mitigar procesos de deforestación y desertificación”

3. Objetivos Específicos

- Examinar la eficacia y efectividad con la que el proyecto logró los resultados deseados (tener en cuenta Documento anexo).
- Evaluar la relevancia y la sostenibilidad de los beneficios como contribuciones a los resultados a mediano y largo plazo (tener en cuenta Documento anexo)
- Presentar una explicación integral y sistemática del desempeño al final del ciclo del proyecto (tener en cuenta Documento anexo).

4. Actividades y responsabilidades

- Seguir las directrices marcadas en el documento GUÍA PARA REALIZAR EVALUACIONES FINALES DE LOS PROYECTOS RESPALDADOS POR EL PNUD Y FINANCIADOS POR EL FMAM http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide_SPA.pdf
- Elaborar un documento inicial que incluya el plan de trabajo, elaborado en coordinación con el/la consultor(a) internacional, para el abordaje y cumplimiento de los tiempos y de las guías técnicas de los procesos de evaluación final del GEF y del PNUD.
- Prestar apoyo al consultor(a) internacional en el proceso de evaluación final independiente del proyecto ecosistemas secos.

- Actualizar, con el apoyo del/la consultor(a) internacional, las herramientas de seguimiento Tracking Tool y elaboración de Management Response.
- Coordinar con el/la consultor(a) internacional las misiones para las entrevistas, que deben incluir un conjunto amplio de actores interesados del proyecto, entre las cuales se incluyen (socios, partes responsables y beneficiarios comunitarios e institucionales), en las 6 áreas de implementación del proyecto y cubriendo los niveles nacionales, regionales, locales y de comunidades de base.
- Gestionar la información necesaria para la evaluación.
- Participar con el/la consultor(a) internacional en las reuniones virtuales con el asesor regional del PNUD, para revisar y discutir los principales resultados de la evaluación.
- Elaborar los insumos soporte y brindarlos al consultor líder para la elaboración de los informes parciales y finales
- Aportar al consultor líder los ajustes solicitados por el PNUD respetando el marco de la independencia que exige este tipo de evaluaciones.
- Con el apoyo del consultor internacional
- Evaluar los diferentes aspectos del proyecto como apropiación, seguimiento y evaluación, eficiencia, consecución de impactos y capacidad institucional, entre otros.
- Evaluar el proyecto en términos de incidencia en políticas públicas, construcción de capacidades y generación de alianzas.
- Evaluar la capacidad de ejecución de las distintas instancias del proyecto, revisando detenidamente la capacidad de llevar a cabo sus responsabilidades específicas.
- Evaluar cómo se relacionaron entre sí las diferentes instancias, y como mantuvieron una definición clara de los roles y responsabilidades.
- Evaluar aspectos gerenciales, financieros y administrativos del proyecto.

5. Productos esperados

No.	Entregable /Productos	Tiempo de entrega después de firmado el contrato.	de (02)	Tiempo estimado para revisión y aceptación	Revisión y aceptación a cargo de (cargo e institución)	Peso porcentual en la consultoría
1	Documento compilado que contenga el Informe 1 o informe de iniciación que incluya: el plan de trabajo, el plan de inicio y cómo se responderá cada pregunta de la evaluación mediante	Dos semanas después de firmado el contrato.		1 semana	Gerente Nacional de área de desarrollo sostenible del PNUD Supervisor.)	10%

Nota: El trabajo se puede hacer y ser completado fuera de las oficinas, pocas visitas en la oficina para la coordinación serán necesarios.

6. Duración del contrato

Seis (06) meses

7. Supervisión del contrato

Gerente Nacional Área De Desarrollo Sostenible Del PNUD / Profesional Especializado Desarrollo Sostenible.

8. Forma de pago

100% de cada producto después de aceptado y cumplidos los requisitos para iniciar el trámite de pago, el cual no tomará más de 30 días.

Entregable /Productos	%
Recibo a satisfacción del producto 1	10%
Recibo a satisfacción del producto2	40%
Recibo a satisfacción del producto3	50%

El PNUD no otorga anticipos.

9. Acuerdos Institucionales

La evaluación final es un requisito del PNUD y el GEF y es solicitada y liderada por el PNUD Colombia como agencia implementadora y ejecutora del proyecto. Por tanto, tiene la responsabilidad general de la coordinación y arreglos logísticos de la evaluación, así como el apoyo día a día al equipo. El PNUD tiene la responsabilidad de la provisión a tiempo de los pagos contractuales, debe también organizar las misiones en sitio (arreglos de viajes, reuniones con grupos de interés clave y beneficiarios, entrevistas y viajes de campo). Al inicio de la misión, la Oficina País del PNUD y la Unidad de Coordinación Regional (RCU) le ofrecerán una sesión de información al equipo evaluador. También harán una sesión de información final. Se pueden programar otras sesiones de información si se considera necesario.

Los informes deberán ser presentados de acuerdo tiempos indicados en el ítem 6 de este documento.

Los resultados presentados con los productos 2 y 3, deberán incluir una presentación ante el PNUD en las oficinas del PNUD en Bogotá.

Los principales grupos de interés de esta evaluación final del proyecto y con los cuales el consultor debe interactuar son:

- Ministerio de Ambiente y Desarrollo Sostenible (Punto Focal del GEF /Dirección de bosques y Biodiversidad)
- Corporación Autónoma regional del canal del Dique –CARDIQUE- (Socia del proyecto)
- Corporación Autónoma regional de la Guajira- Corpoguajira- (socia del proyecto)
- Corporación Autónoma regional del Alto Magdalena –CAM- (socia del proyecto)
- Corporación Autónoma regional del Tolima –Cortolima- (socia del proyecto)
- Corporación Autónoma regional del Valle del Cauca –CVC- (socia del proyecto)
- Corporación Autónoma regional del Cesar –Corpocesar- (socia del proyecto)
- Fondo Patrimonio Natural (Parte responsable del proyecto)
- Corporación Paisajes Rurales (Parte responsable del proyecto)
- Instituto Alexander Von Humbolt (IAvH) (Parte responsable del proyecto)
- Comunidades rurales de los municipios de Aipe (Huila), Natagaima (Tolima), Dibulla (La Guajira), Valledupar (Cesar), San Juan Nepomuceno y San Jacinto (Bolívar), Dagua (Valle del cauca).
- Alcaldías de los municipios de Aipe (Huila), Natagaima (Tolima), Dibulla (La Guajira), Valledupar (Cesar), San Juan Nepomuceno (Bolívar), Dagua (Valle del cauca).

- Programa de las Naciones Unidas para el Desarrollo - PNUD Colombia (agencia implementadora y ejecutora del proyecto).

Esta interacción puede ser a través de entrevistas que los consultores realicen con las personas designadas en la entidad.

El PNUD entregará a los consultores la lista de dependencias y personas en las entidades con las cuales el consultor puede interactuar. Esta información será suministrada por las entidades socias del proyecto.

10. Sede de trabajo

Domicilio del consultor, con viajes a Bogotá y las zonas de ejecución del proyecto

11. Viajes por fuera de la sede de trabajo

LOS VIAJES PREVISTOS Y QUE DEBEN INCLUIRSE EN LA PROPUESTA SON:

: Ciudad de Origen	Ciudad de destino	Número de noches
Domicilio del consultor	Bogotá	2
Domicilio del consultor	Riohacha/Dibulla	3
Domicilio del consultor	Bogotá	1
Domicilio del consultor	Ibagué/Natagaima	2
Domicilio del consultor	Bogotá	2
Domicilio del consultor	Neiva/Aipe	2
Domicilio del consultor	Bogotá	1
Domicilio del consultor	Valledupar	2
Domicilio del consultor	Bogotá	1
Domicilio del consultor	Cartagena/ San Juan Nepomuceno	2
Domicilio del consultor	Bogotá	1
Domicilio del consultor	Cali/Dagua	1

Estos viajes deben ser complementados y coordinados con el consultor internacional con el fin de realizar las demás misiones cumpliendo las mismas metodologías en las demás áreas.

Cualquier gasto de viaje previsto se incluirá en la propuesta financiera. Esto incluye también los viajes al lugar de destino/repatriación. En general, el PNUD no acepta gastos por concepto de viaje superiores al costo de los boletos de clase económica. Si el titular de un contrato desea viajar en una clase superior, deberá hacerlo con sus propios recursos. Además, cualquier viaje en misión previsto se incluirá en los TDR, para que puedan contemplarse en la propuesta financiera. No se cubrirán dietas adicionales para viajes ya previstos en el contrato, ya que estos montos deberán estar incluidos en la propuesta financiera dentro de los honorarios del Contratista/Consultor Individual.

En el caso de viajes imprevistos, la respectiva oficina administrativa y el Contratista/Consultor Individual acordarán el monto pagar de los costos (pasajes, alojamiento y tasas de embarque) antes del viaje para su posterior reembolso.

Los gastos por concepto de viajes imprevistos finalmente se liquidarán usando la solicitud F-10, independiente de si hubo algún cambio en relación con el plan original.

El pago de viajes imprevistos se efectuará con antelación al viaje siguiendo el procedimiento administrativo establecido o bien se reembolsará al Consultor/Contratista contra la presentación de una solicitud de reembolso de gastos de viaje (formulario F-10) que incluya todos los documentos justificativos o de respaldo que sean necesarios.

Certificado de Seguridad: Cuando se requiera para el desarrollo del objeto de la consultoría realizar viajes fuera de la sede de trabajo, es necesario que el Consultor Seleccionado obtenga el certificado de seguridad antes de realizar dicho viaje,

verificando con el supervisor del contrato el procedimiento requerido. De acuerdo a los niveles de seguridad establecidos en el país.

Vacunas: Antes de viajar, el contratista deberá asegurarse que cuenta con las respectivas vacunas en caso de requerirse.

Visa: El contratista es responsable de gestionar oportunamente cualquier visa que requiera para iniciar la consultoría. Esta información debe ser consultada directamente por el contratista. El PNUD podría facilitar una carta de presentación donde se mencione del ofrecimiento para llevar a cabo la consultoría y el reembolsará los costos de la visa.

Certificado médico: contratistas mayores a 62 años que requieran viajar, deberán obtener un certificado médico emitido por un médico aprobado por las Naciones Unidas, dicho certificado deberá ser emitido después de un chequeo médico completo que incluya rayos x.

Seguro médico: Los contratistas deberán contar con cobertura médica en Colombia.

12. Perfil Requerido

Título Profesional	Profesional en ciencias biológicas, sociales, ambientales o económicas
Título de Maestría o doctorado	Maestría o doctorado en áreas relacionadas con Gestión Ambiental o Planificación o Estrategias de conservación como áreas protegidas, restauración de ecosistemas, manejo de bosques, biología de la conservación.
Experiencia Especifica	<input type="checkbox"/> Experiencia de al menos cinco (5) años en la formulación, implementación o evaluación de proyectos ambientales y de desarrollo sostenible.
Sólo se tendrá en cuenta la experiencia a partir de la fecha de grado. No se aceptan traslapos para la misma experiencia.	<input type="checkbox"/> Una (01) experiencias en evaluación de proyectos GEF o que tenga relación con este organismo.
Idioma	Español

7.3 Annex 3: TE mission itinerary

7.3.1 Natagaima Municipality Mission Agenda

Time	Activity	Place	Responsible
Thursday, September 19, 2019- Natagaima			
8:00 -10:30 a.m	Reunión con los representantes de CORTOLIMA aplicación de instrumentos de evaluación	Club Círculo Social de Ibagué	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)
10:00 a.m	Refrigerio		PNUD
11:00 - 2:00 p.m	Traslado terrestre de Ibagué a Natagaima		PNUD
2:00- 4:00 p.m	Reunión con ASOARTE. Emprendimiento Artesanías en Totumo. Alianza con negocios verdes CORTOLIMA y MADS.	Taller ASOARTE-Vereda Pocharco	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)
04:00-5:30 p.m	Visita predio con herramientas de manejo del paisaje, producción limpia y cosechas de aguas	Predio Los Monos-Vereda Pocharco	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)
5:30 p.m	Traslado vereda Pocharco a zona urbana de Natagaima		PNUD
Friday, September 20, 2019- Natagaima			
Time	Activity	Place	Responsible
7:30 - 9:30 a.m	Reunión con el Sr Jesús Alberto Manios-Alcalde de Natagaima y Ferney Rodrigo Delgado-Secretario de Agricultura, ganadería y medio ambiente Natagaima.	Alcaldía Municipal de Natagaima	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)

Time	Activity	Place	Responsible
10:00- 10:30 a.m	Traslado desde la zona urbana de Natagaima hacia vereda Pocharco		PNUD
10:30 - 1:00 p.m	Reunión con representante de: Mesa de trabajo de la CCS, resguardo indígena de Pocharco, Cabildo indígena de Yaví, vereda Pocharco, vereda Yavi y ASOARTE	Sede resguardo Indígena de Pocharco	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)
1:00 -2:00 p.m	Almuerzo	Sede resguardo Indígena de Pocharco	PNUD
2:00 - 4:30 P.m	Visita a las áreas de intervención del proyecto Herramientas del paisaje, cosecha de agua, Biofábricas, seguridad alimentaria.	Resguardo Indígena de Pocharco - predio Pocharco y predio Alta vista Propietario Jaime alvarado-vereda Yavi.	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Zoraida Fajardo (Coordinadora proyecto) Cecilia Leal Franco (Prof. Territorial Región Andina)
4:30 a 5:45 pm	Traslado vereda Pocharco a Ibagué.		PNUD

7.3.2 Dibulla Municipality Mission Agenda

Sunday September 22nd			
Time	Activity		Responsible
2.00 p.m.	Salida de Bogotá a Riohacha - Aéreo		José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
	Hotel Arenas		José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
Monday, September 23			
Time	Activity	Place	Responsible
09:00 am -12:00 pm	Reunión con CORPOGUAJIRA Planeación punto focal	Riohacha	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
12:00 - 1:00 pm	Almuerzo		

1:30 - 3: 00 pm	Traslado a Dibulla		José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD)
3:00 - 5: 00 pm	Entrevista con funcionarios de la Alcaldía de Dibulla Edgar Arango - UMATA Elkin Molina Enrique Coronado - Secretaria de Desarrollo Económico - Alcaldía de Dibulla	Dibulla (Alcaldía)	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
Tuesday September 24			
Time	Activity	Place	Responsible
7:00 am	Desayuno		
9:30 am - 12:00 pm	Reunión grupal con representantes de organizaciones de base ASOREAGRO, Fundación Miramar, Red ecoagro	Corregimiento Mingueo Finca Miramar	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
12:00 - 1:00 pm	Visita a predio finca Miramar Organizaciones ASOREAGRO, Fundación Miramar, Red ecoagro	Corregimiento Mingueo Finca Miramar	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD)
1:00 - 2:00	Almuerzo		
2:00 - 4:00 pm	Entrevista con representante de la Corporación Paisajes Rurales Fabio Lozano - CPR Helman Cuadrado - CPR	Corregimiento Mingueo Finca Miramar	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
4:00 pm	Traslado a Duibulla		
Wednesday, September 25			
Time	Activity		Responsible
6:00	DESAYUNO		

8:00 am - 12:00 m	Visita organización APOMD, Fortalecimiento organizacional. Rubi Rodríguez - APOMD Alex Wagner - APOMD Aracely González - APOMD Yarido Banquez - APOMD	Corregimiento Mingueo	José Galindo (Evaluador internacional) Adriana Rodríguez (Evaluadora nacional)
	Visita a las áreas de intervención del proyecto		
12:00 - 1:00	Almuerzo		
12:30 - 2:00 pm	Traslado terrestre de Mingueo -Dibulla a Riohacha		
4:00 PM	Traslado Aéreo de Riohacha a Bogotá		

7.3.3 Aipe Municipality Mission Agenda

Monday, September 30			
Time	Activity	Place	Responsible
7:30 - 8:30 a.m	Traslado Neiva-Aipe		PNUD
09:00 - 11:20 a.m	Reunión evaluación con Funcionarios de la Secretaria de administración municipal de Aipe	AIPE - Oficina SEDES	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
10:30 a.m	Refrigerio		PNUD
11:30 - 12:15 a.m	Reunión evaluación con artesanas piedras semipreciosas	Municipio Aipe	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región andina)
1:00 - 2:00	ALMUERZO		
2:00 - 4:00 P.M	Reunión evaluación con funcionarios de la CAM- Subdirección Gestión Ambiental	Neiva- CAM	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región andina)
4:00 - 5:30 p.m	Reunión de evaluación con funcionario de Ministerio de Comercio- MICITIO y Secretaria de Turismo de la Gobernación Representante del SENA	Neiva - Centro Cultural y de Convenciones José Eustasio Rivera- MICITIO	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
Tuesday, October 1ía Martes 1 de octubre			
Time	Activity	Place	Responsible
7:00 - 8:00	Traslado Neiva - Aipe		PNUD

8:30 - 10:15 am	Recorrido por el sendero Chicalá, predio la María, municipio de Aipe. Visualización de Sedero turístico, áreas de recuperación a través de HMP, cosecha aguas, bebederos portátiles.	Predio La María, Liliana Andrade. vereda San Isidro- Aipe	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
10:30 a.m	Refrigerio		PNUD
10:30 - 12:30 m	Reunión de evaluación con representantes de la ASOCIACIÓN DE MUJERES DEL BOSQUE SECO TROPICAL DE AIBE- ASOBOSPA. Red articuladora de Reservas Naturales de Sociedad Civil	Predio La María, vereda San Isidro- Aipe	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
1:00-2:00 p.m	ALMUERZO	Predio Santa Lucia- Vereda Rio Aipe	PNUD
2:00- 4:00 P.M	Reunión de evaluación con propietarios de CSNR, Acuerdos de Conservación y Agrosandiego.	Predio Santa Lucia- Vereda Rio Aipe	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
4:00 -5:30 pm	Recorrido de campo visualización experiencias en apicultura, cosecha de aguas, parcela silvícola con cerco solar, cosecha de agua y proyectos para la seguridad alimentaria (huerta casera, pollos, gallinas)	Predio Santa Lucia- Propietario Jose Edgar Sánchez. Vereda Rio Aipe	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
Día miércoles 2 de octubre			
Hora	Actividad	Lugar	Responsable (s)
7:00 - 8:00	traslado Neiva Aipe		PNUD
08:00 - 9:30 a.m	Recorrido áreas de intervención del proyecto Apicultura, Restauración de bosques, proyectos para la seguridad	Predio La Quinta, propietaria Dora IUz Rivera- Mercedes Rivera.	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)

	alimentaria, huerta casera, cosecha de aguas, estufa ecoeficiente .	Veredas Santa Bárbara- San Isidro	
10:00-12:30 a.m	Recorrido predio El Recreo, áreas de intervención del proyecto, parcela de restauración agroforestal, cosecha de aguas, jaguey, proyecto seguridad alimentaria - peces- Huerto casero o patios productivos.	Predio El Recreo. Propietario Fernando Rodriguez. Vereda Callejón	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
12:30 m	Traslado terrestre de Aipe a Neiva		PNUD
14:30 pm	Traslado aéreo a Neiva - Bogotá		PNUD

7.3.4 Dagua Municipality Mission Agenda

Thursday, October 3			
Time	Activity	Place	Responsible
6:00	Traslado aéreo a Bogotá - Cali		Adriana Rodríguez (Evaluadora nacional)
7:00 - 9:00	Transporte terrestre Cali- Dagua vereda el Chilcal		PNUD
09:00-11:00: am	Reunión de evaluación con ASPROFAC- grupo de mujeres del Chilcal	Predio Mariney Amaya- Vereda el Chilcal	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
10:30 a.m	Refrigerio		PNUD
11:15 - 12:15 p.m	Recorrido de campo, biofábrica, parcela comunitaria agroecológica, sistema de riego. Visita predio Martha Vallejo- flores exóticas, gallinas, patios saludables o huerta casera ecológica, cerdos.	Predio comunitario ASPROFAC Y Predio Sra. Martha Vallejo- Vereda el Chilcal	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
12:15- 1:30 p.m	Recorrido predio Villa Velita, herramientas de manejo del paisaje- recuperación áreas.	Predio Villa Velita, propietario Otoniel Villegas- vereda el Rodeo.	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)

1:30 - 2:00	Almuerzo	Predio las Marías- corregimiento Limonar	PNUD
2:00- 2:45 p.m	Reunión con representante vereda el Rosal- Rosa Isabel Mueces	Predio las Marías- corregimiento Limonar	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
2:45 - 4:15 p.m	Reunión con Grupo nuestras Semillas- señoras Limonar y propietarios predios con Herramientas de manejo del paisaje.	Predio las Marías- corregimiento Limonar	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
4:15 - 5:30	Recorrido de campo, HMP, huera casera o patios saludables, biofabrica, cosecha aguas. Sistema riego. Parcela agroforestal.	Reunión en el Limonar	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
5:30	Traslado Dagua Cali		
Friday, October 4			
Time	Activity	Responsible	
7:30 - 8:30 a.m	Traslado terrestre de Cali Dagua	PNUD	
9:00 - 11:20 a.m	Reunión Evaluación con funcionario DAR Pacifico Este - CVC. Eduardo Velazco Abad- Director y Miguel Ángel Castañeda SIG	CVC- Dagua	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
10:30 a.m	Refrigerio		PNUD
11:20- 12:30	Reunión Evaluación con funcionarios Municipio. Onica Gómez- Directora UMATA y José Maria Moreno asesor alcaldía	UMATA- Dagua	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)
12:30 - 1:30 p.m	traslado terrestre Dagua- Cali		PNUD
1:30 - 2:00 p.m	ALMUERZO		
2:00 am -4:30 pm	Reunión con la CVC- Cali Coordinadora Grupo de áreas protegidas Maria Isabel Salazar y Jefferson Orejuela Profesional especializado de DAR Pacifico Este.	CVC- cali	Adriana Rodríguez (Evaluadora nacional) Cecilia Leal Franco (Prof. Territorial Región Andina)

7.3.5 Mission Agenda Municipalities San Juan Nepomuceno and San Jacinto

Sunday October 6th			
8:00 PM	Viaje Bogotá - Cartagena		
Día lunes 7 de octubre			
Time	Activity	Place	Responsible
6: 35 - 10:00 a.m.	Salida Cartagena - San Juan Nepomuceno- Vereda Brasilar		Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD)Delegado Cardique
8:00 - 10: 00 am	Entrevista con de CARDIQUE Luis Pérez		Adriana Rodríguez (Evaluadora nacional)
11:00 am -15:00 pm	Reunión grupal 20 personas con representantes de organizaciones de base ASOBRASILAR	Vereda Brasilar	Adriana Rodríguez (Evaluadora nacional)
1:30 - 2:30 pm	ALMUERZO		
15:00 - 17: 00	Visita a las áreas de intervención del proyecto	Finca Eduardo Rodriguez	Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD)
3:00 - 5: 00 pm	Traslado de Vereda Brasilar a San Juan Nepomuceno		Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD) Delegado Cardique
Tuesday, October 8			
Time	Activity	Place	Responsible
7:00 - 9:30 am	traslado de San Juan Nepomuceno - San Jacinto		
10:00 am - 12:00 pm	Entrevista con la Asociación ASOMUDEPAS	Sede de la Asociación ASOMUDEPAS	Adriana Rodríguez (Evaluadora nacional)
12:00 - 1:00 pm	Visita a las áreas de intervención del proyecto	Finca de la Asociación	Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD)
10:00-12:00	Traslado San Juan Nepomuceno		
12:00 - 1:00 p,	ALMUERZO		
13:30 - 14:30 pm	Desarrollo de entrevista UMATA de San Juan Nepomuceno	Alcaldía Municipal de San Juan Nepomuceno	Adriana Rodríguez (Evaluadora nacional)
14:30 - 17:30 pm	San Jacinto - Cartagena		
9:00 pm	Traslado aéreo a Bogotá		Adriana Rodríguez

7.3.6 Valledupar Municipality Mission Agenda

Tuesday, October 14			
16:55 - 18:22	Traslado de Bogotá a Valledupar - Aéreo		
Tuesday, October 15			
Time	Activity		Responsible
09:00 am - 11:00 pm	Reunión con CORPOCESAR Wilson Ramón Márquez Antonio Rudas	Sede Corpocesar - Valledupar	Adriana Rodríguez (Evaluadora nacional)
11:00 am - 12:30 pm	Reunión Oficina de Bomberos, Julio Javier Ramírez	Sede Bomberos Valledupar	Adriana Rodríguez (Evaluadora nacional)
12:30 - 2:00	ALMUERZO		
4:00 -5:00 pm	Reunión con Funcionarios de la Alcaldía de Valledupar Omar Quintero	Alcaldía de Valledupar	Adriana Rodríguez (Evaluadora nacional)
Wednesday, October 16th			
Time	Activity	Place	Responsible
6:00 - 9:30 am	Traslado terrestre de Valledupar a vereda Tierras Nuevas		Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD) Profesional de Paisajes Rurales
10:00-12:00 pm	Reunión grupal representantes de organizaciones de base veredas Tierras Nuevas y Mata de Caña	Finca Javier Salazar	Adriana Rodríguez Profesional Territorial Caribe - PNUD
12:00 - 1:00	ALMUERZO		
2:00 - 4:00 pm	Visita a las áreas de intervención del proyecto	Finca Willian Salazar y José Salazar	Adriana Rodríguez (Evaluadora nacional) Yinethsy Pérez Griego (Profesional Territorial Caribe – PNUD) Profesional de Paisajes
4:00 - 7:00 pm	Traslado terrestre vereda Tierras Nuevas a Valledupar		
Thursday, October 17			
Time	Activity	Place	Responsible
6:30 am	Traslado aéreo de Valledupar a Bogotá		Adriana Rodríguez (Evaluadora nacional)

7.4 Annex 4: List of actors interviewed

Name	Position	Institution	Place where the interview was conducted
Laura Bermúdez	Asesora	MADS	Bogotá
Yaisa Bejarano	Profesional	MADS	Bogotá
Santiago Carrizoza	RTA	GEF	Bogotá
Zoraida Fajardo	Coordinadora Estrategia Biodiversidad y sus Servicios Ecosistémicos	PNUD	Bogotá
Sandra Araque	Profesional Especializado en Políticas y Planeación	PNUD	Bogotá
Yinetshy Pérez	Profesional Territorial Región Caribe	PNUD	Dibulla, San Juan Nepomuceno y Valledupar
Cecilia Leal	Profesional Territorial Región Andina	PNUD	Dagua, Natagaima y Aipe
Claudia Fonseca	Profesional Especializado en Sistemas de Información Geográfica	PNUD	Bogotá
Diana Mejía	Profesional especializada en cadenas de valor	PNUD	Bogotá
Andrés Avella Muñoz	Coordinador	IAvH	Bogotá
Roy González	Investigador	IAvH	Bogotá
Carolina Alcazar	Investigadora	IAvH	Bogotá
Fabio Lozano	Subdirector Técnico	Corporación Paisajes Rurales	
Helman Cuadrado	Profesional de campo	Corporación Paisajes Rurales	Dibulla, San Juan Nepomuceno y Valledupar
Inés Cavelier	Subdirectora Técnica	Fondo Patrimonio Natural	Bogotá
Juan Pablo García Pardo	Subdirector de la Subdivisión de Planeación y Gestión Tecnológica	CORTOLIMA	Ibagué
Mara Alejandra Ayala	Profesional Universitario de Planeación y Gestión Tecnológica	CORTOLIMA	Ibagué
Guillermo Castellanos	Profesional Universitario	CORTOLIMA	Ibagué

Name	Position	Institution	Place where the interview was conducted
	Subdirección de Desarrollo Ambiental		
Ferney Rodrigo Delgado Trilleras	Secretario de Agricultura, Ganadería y Medio Ambiente	Alcaldía Municipal	Natagaima
Jesus Alberto Manios Urbano	Alcalde	Alcaldía Municipal	Natagaima
Diana Marcela Bermeo	Profesional Universitario de la Subdirección de Gestión Ambiental	CAM	Neiva
Heidy Marcela Calderón Vega	Profesional Universitario de la Subdirección de Gestión Ambiental	CAM	Neiva
William Enrique Pinto Galeano	Profesional Universitario de la Oficina de Planeación	CAM	Neiva
Rodolfo Franco Vargas	Coordinador	MICITIO	Neiva
Diana Marcela Molina Argote	Secretaria de Turismo y cultura	Gobernación del Huila	Neiva
Javier Charry Bonilla	Secretario Desarrollo Sostenible	Alcaldía Municipal	Aipe
Mario Tovar Capera	Profesional Universitario	Alcaldía Municipal	Aipe
Diego Fernando Roa	Profesional Universitario	Alcaldía Municipal	Aipe
Eduardo Velasco Abad	DAR pacífico Oeste	CVC	Dagua
Miguel Ángel Castañeda	DAR pacífico Oeste	CVC	Dagua
Jefferson Orejuela	DAR pacífico Oeste	CVC	Calí
Maria Isabel Salazar	Coordinadora grupo Biodiversidad	CVC Areas Protegidas	Cali
Luis López		CARDIQUE	
Ricardo Cometa	Director de UMATA	Alcaldía Municipal	San Juan Nepomuceno
Wilson Ramón Márquez	Profesional	CORPOCESAR	Valledupar
Antonio Rudas Muñoz	Profesional	CORPOCESAR	Valledupar
Omar Quintero López		Alcaldía de Valledupar	Valledupar
Julio Javier Ramírez		Cuerpo de Bomberos de Valledupar	Valledupar
Samuel Lanao	Subdirector de Gestión Ambiental	CORPOGUAJIRA	Riohacha
Manuel Manjarres	Profesional	CORPOGUAJIRA	Riohacha
Gregoria Fonseca	Contratista	CORPOGUAJIRA	Riohacha

Name	Position	Institution	Place where the interview was conducted
Luis Medina	Director General	CORPOGUAJIRA	Riohacha
Alberto Gutiérrez		CORPOGUAJIRA	Riohacha
Edgar Arango		Alcaldía Municipal	Dibulla
Elkin Molva Padilla		Alcaldía Municipal	Dibulla
Enrique Coronado		Alcaldía Municipal	Dibulla

7.5 Annex 5: Revised Documents

Document
PIF-Formulario de información del proyecto
Documento del Proyecto (PRODOC).
Informe de arranque del proyecto
Marco de Resultados Estratégicos.
Matriz de indicadores por resultado (output)
Project Implementation Reports – PIR 2014 a 2018
Informes trimestrales y/o cuatrimestrales de progreso.
Informes parciales / finales de consultorías concluidas y en proceso.
Informes anuales de avance de 2014 a 2018.
Informes financieros (CDR), incluyendo datos sobre cofinanciación y presupuestos.
Informes de Auditoría
Planes Operativos Anuales (POA), 2014 a 2019.
Minutas y decisiones de la Junta de Proyecto (Comité Directivo).
Materiales de comunicación sobre el proyecto.
Material de interés y relevantes a la evaluación producidos por el proyecto.
Documento de Programa del País del PNUD para Colombia
Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.
Manual de Planificación, Seguimiento y Evaluación de los Resultados de Desarrollo del PNUD.

7.6 Annex 6: Evaluation Questions

Las preguntas usadas para el trabajo en campo se detallan a continuación:

- To what extent has the general objective of the GEF Project been achieved - reduce the current trend of deforestation and desertification processes of dry forests and ensure the flow of global ecosystem services through the conservation of the BD, the MSS? -
- To what extent do the project components, as well as their other characteristics (choice of partners, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the scope of the objectives?
- To what extent is the project relevant to national priorities and the needs of beneficiary men and women?
- As the project is designed, was the intervention logic adequate?
- Are the outcomes of the project clear and logical and are directed towards clearly identified needs?
- Does the intervention respond to the development priorities of the country or area of influence?
- Is the project relevant for the purposes of the Country Program? Because otherwise?
- To what extent has the effect (outcome) been achieved or how much progress has been made to achieve it?
- What factors have contributed to achieve or not achieve the desired effects?
- Were the approach and strategies used adequate for achieving or advancing the expected outcomes?
- Which processes have required the implementation of a participatory approach? Was the strategy implemented adequate? What results were obtained?
- Are there strategies and experiences developed by the project that have potential for replication?
- What experience systematization practices are being carried out?
- What other projects with national and / or international financing are being executed in the same territories as this GEF Project?
- In order to feed the Project and take advantage of existing opportunities, were other national, regional and global projects and their lessons learned taken into account?

- Do the administrative arrangements consider and are appropriate for the characteristics of geographic dispersion and heterogeneity of conditions required by the Project?
- Is there a structure that ensures the good participation of all partners?
- Are the responsibilities between partners well designed and distributed and fulfilled? Are these arrangements relevant?
- What have been the changes, positive or negative, generated by the work of MADS and CAR?
- Have there been effects or any type of policy change?
- Do the target audience and the institutions involved perceive that the goals have been achieved?
- Has there been coordination between the different actors involved in the implementation of the project? Do you have the same perception of the Project, its objectives and the way in which projects of this type are implemented (understanding of incremental costs, among others)?
- How have the outputs executed by the project contributed to the achievement of the effects and in what way have they not been effective?
- Were external factors appropriately considered? How flexible were the different levels of management to adapt to the change?
- Is there an implementation strategy?
- What is the role of MADS and its partners?
- What is the role of UNDP in the implementation?
- Is there a monitoring plan with indicators and baselines to measure the progress and eventual impact of the Project?
- What lessons can be identified regarding efficiency?
- Has the project been able to contribute to the achievement of outcomes at the effects level? If so, are there advances aimed at results at the level of effect?
- The logical framework of the project: is it communicated correctly and used as a management tool during project execution at the country level?
- What implementation and impact indicators does the Project use? They are suitable?
- Have the logical framework, work plans or any changes made to them been used as management tools during project implementation?
- Describe the electronic information technologies used to support application, participation and monitoring, as well as other project activities (including exchange with global project actors). (for example, web-based training, video conferencing, email, etc.)

- Describe the technical capabilities associated with the project and their role in project development, management and achievements.
- To what extent are there financial, institutional, socioeconomic or environmental risks to sustain the outcomes of the project in the long term?
- Describe how periodic monitoring of activities is carried out during execution.
- Is the information generated by the project correctly disseminated at the country level? How?
- What are the non-governmental organizations that really participated in the design and implementation of the Project? Please specify
- Did these non-governmental organizations participate in decision-making during execution?
- From his point of view, how NGO participation could be improved
- Which government institutions participated in the execution of the project?
- How is the participation of government institutions in the execution of the project?
- To what extent does the Government support (or does not support) the Project, understand its responsibility and fulfill its obligations?
- Describe the training (individual, institutional and systemic) that can be attributed to the Project
- What have been the main achievements of the Project?
- What impacts has the Project had?
- What impacts should the project have to an end?
- Is the Project going in the right direction to achieve those impacts? What would it change?
- To what extent are there financial, institutional, socio-economic and / or environmental risks for the long-term sustainability of the project results?
- How has co-financing in kind and money been in practice?
- Describe how the selection, hiring, assignment of experts, consultants and counterpart staff is done
- Describe how UNDP and the Government collaborate together in the execution of the tasks mentioned in the previous question
- Have other results not been foreseen in the project design been achieved?
- To what extent has a sustainability strategy been implemented or developed?
- Is there evidence that the project partners will continue the activities during the rest of the project time and beyond its completion?
- Are the beneficiaries committed to continue working on the objectives of the project once it is finished?

- What has been the degree of participation and appropriation of the objectives and results by the beneficiary population in the different phases of the project?
- What has been the support and participation of the institutions involved? Has there been institutional strengthening?
- What indications exist that the effects (outcomes) will be sustainable; for example, through required capabilities (systems, structures, personnel, etc.)?
- List what you think may be lessons learned and that should / can be corrected in the future
- What recommendations would you make to improve the execution, results or impacts of the Project?

7.7 Annex 7: Rating of evaluation of the objectives, outcomes and products of the project

No.	Indicator	End of project	EF Comments	Rating
Project Objective: To reduce the current trend of deforestation and desertification processes of dry forests and ensure the flow of global ecosystem services through the conservation of the BD, SLM and carbon fixation.				
Obj. 1	Coverage (in hectares) of dry forest and other dry ecosystems in protected areas and/or under conservation agreements.	32,943.5 ha	Compared to the goal established in the ProDoc and reported in the different monitoring instruments (18,000 ha under protection figures), the project has fulfilled the indicator. The MTR identified certain difficulties in achieving the declarations of protected areas and the project responded by seeking the resolution of CCS, a valuable mechanism that has favored the achievement of the indicator.	Satisfactory
Obj. 2.	Number of key species per biological group (birds, plants and ants) in permanent observation plots in prioritized areas.	<p>The Caribbean Region Birds: 226 Plant: 373 Ants: 124 Mammals 23</p> <p>VIRM region Birds: 217 Plants: 244 Ants: 154 Mammals: 16</p> <p>As indicator species 6 were selected.</p> <p>52 monitoring platforms and 27 of them or in community monitoring.</p>	The MTR considers that the number of species by biological groups is not the most relevant indicator to report on the ecological functioning of the dry forest, and in particular when the project foresees to build a monitoring system that requires indicators also directed to the ecological functioning of the dry forest. It was recommended to generate indicator with this object. The TE team finds that a selection of the indicator species was made: For San Juan Nepomuceno two plants were selected: Ceiba bruja (Ceiba pentandra) and ceiba leche (Hura crepitans). As animals, the White-headed Marmoset (Saguinus oedipus). While in Aipe the species of plants selected are Caracolí, Igua and as mammals the Deer. In Dibulla it was decided to monitor the Turpentine plants and the Green Macaw in birds	Satisfactory

No.	Indicator	End of project	EF Comments	Rating
Obj. 3	Carbon units not released (as a global benefit) by the end of the project	4,247,588.49 tCO ₂ en 4,229.15 ha + 8,798.38 ha de la LB = 13,027. 53 ha	In 2019, the TE finds that the measurements of the carbon units not emitted at the end of the project are 4,247,588.49 Tco ₂ as a global benefit, this due to the regeneration (gain) of 4,229.15 hectares of dry forest, which added to the 8,936.36 hectares of the baseline gives a total of 13,165.36 hectares that remained under this coverage during the analysis period reaching the proposed goal.	Satisfactory

Output	No.	Indicator	End of project	EF Comments	Rating
Component 1: The strengthening of planning instruments facilitates the reduction of deforestation and desertification processes in dry ecosystems.					
Output 1.1 Regional and municipal planning incorporates the principles of conservation of the BD, SLM and Emission Reduction by (REDD+), derived from the application of policy instruments (e.g., National Biodiversity Policy) and contributes to the reduction of dry forest deforestation and desertification.	1,1	Indicator 1.1 Number of local plans that incorporate BD, SFM and SLM conservation strategies.	14 planning instruments were developed that correspond to: 6 Regional action plans of Autonomous Corporations. 3 Municipal development plans (Valledupar, Dibulla and Natagaima); 1 Territorial Planning Plan (Valledupar); 4 Resolutions that integrate dry forest management and environmental determinants of land use (CARDIQUE, CORTOLIMA, CORPOGUAJIRA and CORPOCESAR). The National Program for the Integral Management of the Tropical Dry Forest of Colombia is in process	The TE team considers that the result is achieved. It is worth mentioning that additionally, the IAvH worked on the formulation of the National Program for the Integral Management of the Tropical Dry Forest of Colombia. The document was presented within the framework of the first National Forum for the Integral Management of the Dry Forest, held on December 3, 2019.	Satisfactory

Output	No.	Indicator	End of project	EF Comments	Rating
Output 1.2. The training program aimed at least to 80 regional and technical government officials and 20 social organizations and base groups on biodiversity conservation, sustainable land management and REDD+, and its articulation with planning instruments with a gender and cultural relevance approach.	1,2	Indicator 1.2 Number of professionals and technicians of the CAR, MADS, IDEAM and territorial entities designing and implementing strategies for SLM, REDD+ and BD conservation.	The capacities of 703 officials (PIR - 2019) distributed in different entities such as IDEAM, MADS, CARs and Municipal Mayors were strengthened		Satisfactory
	1,3	Indicator 1.3 Change in the institutional capacity of CARs according to the UNDP Capacity Assessment (Development) Capacity for participation Capacity for the generation, access and use of information and knowledge Ability to develop strategies, policies and legislation	In 2019, prior to EF, the capacity assessment yielded the following results; CORPOGUAJIRA/CORPOCESAR/CORTOLIMA/CAM/CVC/CARDIQUE a. 2.67/2.67/3.0/2.67/2.33/3.0 b. 2.6/2.2/3.0/2.4/2.8/2.0 c. 3.0/3.0/2.0/3.0/2.0/2.0 d. 2.0/3.0/2.0/3.0/2.5/2.5 e. 3.0/3.0/3.0/3.0/2.5/2.5	The TE considers that the indicator was fulfilled by clarifying that the priority areas of strengthening were only two of the five that were evaluated given the low rating found in the d. and e. areas. Capacities to organizations and base groups connected to the project through partnerships with different institutions were also strengthened.	Satisfactory

Output	No.	Indicator	End of project	EF Comments	Rating
		<i>Capacity for the generation, access and use of information and knowledge Capacities for monitoring and evaluation.</i>			
<i>Output 1.3 Regional geographic information systems (GIS) guide the planning processes at the local level (POTs and PDMs) on conservation matter of the BD, SLM and SFM, and integrated with national systems.</i>				<i>This Output lacks indicators, however, the project developed a whole training strategy on GIS issues that was implemented in all the CARs and complemented Output 1.2 related to the training program.</i>	<i>Satisfactory</i>

<i>Output</i>	<i>No.</i>	<i>Indicator</i>	<i>End of project</i>	<i>EF Comments</i>	<i>Rating</i>
Componente 2: Suministro de múltiples beneficios ambientales globales por medio de la declaración de PA y/o acuerdos de conservación, prácticas REDD+ y actividades de manejo sostenible del suelo que fortalezcan la conservación y uso sostenible del bosque seco.					
<i>Output 2.1 Number of Protected Areas (PA) and/or conservation agreements declared or designated at the local and regional level in the Caribbean region and in the Inter-Andean Magdalena River Valley to ensure the flow of multiple global ecosystem services.</i>	<i>2,1</i>	<i>Indicator 2.1 Number of PAs and/or conservation agreements that include dry ecosystems nation wide</i>	<i>3 CCS y 14 CSNR</i>	<i>Based on indicator 1 to the date of the EF, 3 CCS and 14 CSNR have been declared, which also meet the goal of hectares under these figures.</i>	<i>Satisfactory</i>
<i>Output 2.2 - Participatory monitoring, surveillance and control mechanisms underway for 12 protected areas and/or conservation agreements supported by management plans and financial resources derived from the government (e.g. CARs), and other sources</i>			<i>14 CSNR y 3 CCS have conservation agreements</i>	<i>The monitoring plan does not document the creation of an indicator aimed at measuring compliance in the elaboration of these documents, but based on indicator 2.1, its creation and the development of the corresponding management plans are verified.</i>	<i>Satisfactory</i>

Output	No.	Indicator	End of project	EF Comments	Rating
Output 2.3 Technical, financial, social and institutional information to assess the viability of developing REDD+ projects in dry forests on 21,447.4 ha (3,629.6 ha in the Caribbean region and 17,817.8 ha in the Magdalena River Valley) available for interested stakeholders including the co-benefits associated with these ecosystems	2,2	Indicator 2.2 Area (ha) of dry forest under REDD+ activities at the end of the project This indicator was eliminated as requested by the Medium-Term Review and the Ministry of Environment		Given the MADS' decision not to prioritize the dry forest for the REDD+ strategy and to link this project with the "Integral Strategy for Deforestation Control and Forest Management," this indicator was removed after the MTR process.	Removed
Output 2.4 Roadmap for REDD+ initiative in the defined dry forest.					Removed
Output 2.5 Monitoring system tracks global benefits of BD conservation, sustainable land management and REDD+ with emphasis on prioritised sites articulated to national monitoring systems	2,3	Indicator 2. 3 Reduction of net emissions (Tco2-e) (biomass area) due to deforestation avoided at the end of the project.	Las mediciones realizadas en 2019 indican que la reducción en las emisiones netas de biomasa aérea fue de 2,157,681.91	The TE team considers that the decision by MADS not to prioritize the dry forest for REDD+ activities leaves the measurement of these two indicators for this Output with little support and therefore, its outcomes although valuable in terms of unreleased carbon, cannot be marketed and included in the national REDD+ inventory.	Satisfactory
	2,4	Indicator 2. 4: Reduction of net emissions (Tco2-e) (underground biomass) due to deforestation avoided at the end of the project.	Las mediciones realizadas en 2019 indican que la reducción en las emisiones netas de biomasa subterránea fue de 593,427.2,	The TE team considers that the decision by MADS not to prioritise the dry forest for REDD+ activities and not to advance in a national REDD+ strategy, leaves the measurement of this indicator with	Satisfactory

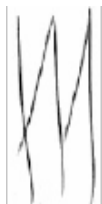
Output	No.	Indicator	End of project	EF Comments	Rating
				little support, although it is worth highlighting that its outcomes constitute as a global benefit by avoiding co2 emissions, beyond the carbon sale.	
	2,5	Indicator 2.5: Deforestation avoided at the end of the project	13,165.51	<p>The TE considers that the data presented is the sum of two values, the first corresponding to the area that remained under the forest cover during the entire time of the project and that corresponds to the avoided deforestation 8,936.36 ha. The second data refers to new areas reported with forest at the end of the project, 4,229.5 ha for a total of 13,165.51 ha.</p> <p>Effectively, the goal established by the project was met in terms of avoided deforestation. Additionally, there is a gain in forest cover, which could be reported in a new indicator that, since it is not defined, is reported here.</p>	Satisfactory
Output 2.6 Landscape management tools (e.g. silvopastoral systems, living fences and biological corridors, etc.), sustained water flows and reduction of soil degradation and desertification for 6 river	2,6	Indicator 2. 6: Flow rate provided (m3 / sec) by the HRU (hydrological response unit) in each prioritized basin	<p>Río Cañas: 3.9 m3/seg. Río Garupal: 2,355 m3/seg Arroyo Grande: 1.75 m3/seg Río Aipe: 9.85 m3/seg. Río Yaví: 2.37 m3/seg Río Dagua: 1.4 m3/seg Overall, the project</p>	With the relation to these outcomes, the TE considers that awarding them to the actions of the project is precipitated, this analysis must consider aspects such as a slightly larger timeline for its analysis and comparison. At the same time, since there is no a methodological record of	Satisfactory


Output	No.	Indicator	End of project	EF Comments	Rating
basins (3 in the Caribbean and 3 in Magdalena) implemented and included in territorial and environmental development plans.			estimated that the water flow has had marginal, but not significant, improvements. The project carries out annual flow measurements (m3 / sec) provided by the Hydrological Response Units (HRU). The flow measurement is through calibration	indicators, it is not known what relationship they have with other national/regional indicators that would allow reading in context, it is important to define how these indicators contribute to SIAC and who is responsible for their follow-up. The information is valuable and a strategy that guarantees continuity in measurement and analysis deserves to be designed.	
	2,7	Indicator 2. 7: Loss of soils: Sediments (Total suspended solids - TSS) provided by the HRU in each prioritized basin.	Río Cañas: 0.006 mg / l Río Garupal: 0.0095 mg / l. Arroyo Grande: 0.084 mg/l Río Aipe: 0.162 mg/l Río Yaví: 0.057 mg/l. Río Dagua: 0.0026 mg/l. Flow rate obtained through calibration during the dry season	With the relation to these outcomes, the TE considers that awarding them to the actions of the project is precipitated, this analysis must consider aspects such as a slightly larger timeline for its analysis and comparison. At the same time, since there is no a methodological record of indicators, it is not known what relationship they have with other national/regional indicators that would allow reading in context, it is important to define how these indicators contribute to SIAC and who is responsible for their follow-up. The information is valuable and a strategy that guarantees continuity in measurement and analysis deserves to be designed.	Satisfactory

Output	No.	Indicator	End of project	EF Comments	Rating
Output 2.7 Local agreements to establish landscape management tools (e.g. biological corridors, live fences, wind cutters, etc.) that maintain forest cover (up to 1,000 ha) in sustainable Output ion systems (silvopastoral, PES, agroforestry, etc.).	2,8	Indicator 2. 8: Area (ha) of rehabilitated dry forest.	3,176.6 ha	The project exceeded the proposed goal by placing 3,176.6 ha. under dry forest restoration processes	very satisfying
Output 2.8 Up to 6 pilot projects of ecological rehabilitation (with native species) for dry forest executed to facilitate connectivity between these forests and buffer zones of three (3) PAs.			6	There are no indicators for this Output. The project established in each zone pilot models of SAF and SSP, and other HMP	Satisfactory
Undefined Output	2,9	Indicator 2.9 Management effectiveness of three PAs with dry forest measured through the METT report sheet based on the management effectiveness analyses used at the national level.	Integrated Management District (DMI) of Atuncela: from 68% measured in 2015, it went to 94% with an increase of 26%. Soil Conservation District (DCS) of Rio Grande: from 67% measured in 2015, it went to 78%, with an increase of 11%.	The TE does not consider relevant the measurement of these indicators, since they are not National PAs, however, the project presented the measurement and justifies its progress in the actions that the CV carried out there.	Moderately satisfactory

<i>Output</i>	<i>No.</i>	<i>Indicator</i>	<i>End of project</i>	<i>EF Comments</i>	<i>Rating</i>
<i>Undefined Output</i>	<i>2,10</i>	<i>Indicator 2.10: Change in a financial capacity for the management of PAs with dry forest as established through the total average score of the Financial Sustainability tab.</i>	<i>Legal, regulatory and institutional frameworks increased from 5.26% to 28.42% Business planning and tools for profitable management went from 0% to 47%. Income generation tools for protected areas increased from 7% to 17%</i>	<i>The TE does not consider relevant the measurement of these indicators since they are not National PAs. The total increase of this indicator is 26.8 this due to the fact that the CVC created the fund for protected areas and increased resources for its management.</i>	<i>Moderately satisfactory</i>
<i>Undefined Output</i>	<i>2,11</i>	<i>Indicator 2.11: Number of families involved in the sustainable use and conservation of dry forest.</i>	<i>495</i>	<i>For the EF, this indicator does not adequately reflect the dimension of this effort to generate income through productive activities, in some cases unconventional. The awareness of the beneficiaries regarding the care of the dry forest and its relationship with it has changed and has to do with better use and management of available resources</i>	<i>Satisfactory</i>
<i>Undefined Output</i>	<i>2,12</i>	<i>Indicator 2.12: Number of strengthened biodiversity value chains and strengthened environmentally sustainable production initiatives</i>	<i>10</i>	<i>Chaining is fundamental for the success of productive activities, however not all of them were consolidated, as in the case of native beans and yams, where sales prices are still not able to generate profits and there is a risk that these initiatives will fail.</i>	<i>Satisfactory</i>

7.8 Annex 8: Evaluation Consultant Agreement Form

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System
<p>Name of Consultant: José Galindo</p> <p>Name of Consultancy Organization:</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at Quito on February 27, 2020</p> <p>Signature: </p>

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System
<p>Name of Consultant: Adriana Rodríguez</p> <p>Name of Consultancy Organization:</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at Bogotá on February 27, 2020</p> <p>Signature: </p>