

United Nations Development Programme (UNDP)
Special Administrative Unit for the System of National Natural Parks
(UAESPNN)

UNDP-GEF Project Col01/G31

“CONSERVATION OF MONTANE FOREST AND PARAMO
IN THE COLOMBIAN MASSIF”



FINAL EVALUATION OF PHASE 1

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TABLE OF CONTENTS

| | |
|---|-----------|
| LIST OF ACRONYMS | 5 |
| 1. EXECUTIVE SUMMARY | 6 |
| 1.1 BRIEF PROJECT DESCRIPTION | 6 |
| 1.2 CONTEXT AND PURPOSE OF THE EVALUATION..... | 6 |
| 1.3 CONCLUSIONS, MAIN RECOMMENDATIONS AND LESSONS LEARNED..... | 6 |
| 2. INTRODUCTION | 8 |
| 2.1 PURPOSE OF THE EVALUATION | 8 |
| 2.2 KEY QUESTIONS ADDRESSED..... | 8 |
| 2.3 EVALUATION METHODOLOGIES | 8 |
| 2.4 STRUCTURE OF THE EVALUATION..... | 8 |
| 3. THE PROJECT AND ITS CONTEXT | 9 |
| 3.1 START AND DURATION OF THE PROJECT | 12 |
| 3.2 PROBLEMS IDENTIFIED IN PROJECT IMPLEMENTATION..... | 13 |
| 3.3 IMMEDIATE OBJECTIVES AND PROJECT DEVELOPMENT | 13 |
| 3.4 MAIN ENTITIES INVOLVED..... | 13 |
| 3.5 EXPECTED RESULTS..... | 13 |
| 4. RESULTS AND CONCLUSIONS | 15 |
| 4.1 PROJECT PREPARATION..... | 15 |
| 4.1.1 <i>Conceptualization</i> | 15 |
| 4.1.2 <i>Project in the context of country-level planning</i> | 15 |
| 4.1.3 <i>Participation of stakeholders</i> | 15 |
| 4.1.4 <i>Other aspects</i> | 16 |
| 4.2 PROJECT IMPLEMENTATION | 16 |
| 4.2.1 <i>Approaches to project execution</i> | 17 |
| 4.2.2 <i>Monitoring and evaluation</i> | 20 |
| 4.2.3 <i>Participation of stakeholders</i> | 20 |

| | | |
|-------|---|-----------|
| 4.2.4 | <i>Financial Planning</i> | 21 |
| 4.2.5 | <i>Sustainability</i> | 25 |
| 4.3 | RESULTS | 25 |
| 4.3.1 | <i>Achievement of results / achievement of objectives</i> | 25 |
| 4.4 | RECOMMENDATIONS | 33 |
| 4.5 | LESSONS LEARNED..... | 36 |
| 4.6 | ANNEXES TO THE EVALUATION REPORT | 37 |
| 4.6.1 | <i>Objectives and outputs - Indicators</i> | 37 |
| 4.6.2 | <i>Evaluation Terms of Reference</i> | 54 |
| 4.6.3 | <i>Itinerary</i> | 64 |
| 4.6.4 | <i>List of People Interviewed</i> | 67 |
| 4.6.5 | <i>Summary of Field Visits</i> | 68 |
| 4.6.6 | <i>List of documents revised</i> | 68 |
| 4.6.7 | <i>Questionnaires used and summary of results</i> | 69 |
| | REFERENCES | 69 |

LIST OF ACRONYMS

| | |
|----------------------|--|
| CAM | Upper Magdalena Regional Environmental Authority |
| COLAP | Local Committee of Protected Areas |
| CORPOAMAZONIA | Amazonia (southern region) Regional Environmental Authority |
| CORPONARIÑO | Nariño Regional Environmental Authority |
| CORTOLIMA | Tolima Regional Environmental Authority |
| CRC | Cauca Regional Environmental Authority |
| CRIC | Cauca Regional Indigenous Council |
| CVC | Valle de Cauca Regional Environmental Authority |
| ENBPA | National Biodiversity Strategy and Action Plan |
| NOAT | Nucleus for Environmental Land-zoning |
| PMA | Environmental Management Plan |
| PNN | National Natural Park |
| POT | Land-zoning Plan |
| RSC | Civil Society Reserves |
| SAPM | Massif Protected Areas System |
| SILAP | Local Protected Areas System |
| SIRAP | Regional Protected Areas System |
| SIRAPM | Massif Regional Protected Areas System |
| SSC | Sustainable and conservation-friendly production systems |
| UAESPNN | Special Administrative Unit for the System of National Natural Parks |

1. EXECUTIVE SUMMARY

1.1 BRIEF PROJECT DESCRIPTION

The general objective of the project was to conserve the global value of biodiversity in the Colombian Massif and protect its role in regulating water. The aim was to design and make operational a broad Massif Protected Areas System (SIRAP) as a regional reference framework for conservation, and in this way to facilitate the creation of new reserves under different management and ownership categories. This broad system will ensure an appropriate connection of protected areas and reserves to avoid further fragmentation of the threatened habitat, and to offer widespread protection for elements of important global value. The project had seven complimentary outcomes, as described in Section C. It worked very closely with indigenous and peasant communities in strategic sites outside the protected areas, to reduce the impacts of current agricultural and livestock practices on the fragile vegetation of the montane forest and paramo, reducing at the same time invasions into the protected areas. The activities were clearly complimentary to the baseline planning, which seeks to promote sustainable development in the Colombian Massif. These baseline actions included controlling the exploitation of natural resources, improving the management of water sources, poverty alleviation and improving living conditions; actions that certainly made a significant contribution to protecting the region's global values, and were aimed at addressing the causes that lead to biodiversity loss.

1.2 CONTEXT AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to carry out a technical evaluation of the project in its first phase, and to make recommendations that are relevant for the preparation of Phase II.

1.3 CONCLUSIONS, MAIN RECOMMENDATIONS AND LESSONS LEARNED

The BIOMACIZO (Bio-Massif) project, being carried out by the National Parks Office, supported the construction and consolidation of instruments such as management plans, strategic plans, proposals for land-use zoning, and declaratory routes for new protected areas.

The achievements with Civil Society Reserves, and the sustainable and conservation-friendly production systems, stand out. These are specific results that should be framed in a conservation strategy for the Massif region.

With Phase II of the project, a comprehensive vision of the massif could be developed that includes:

- a-. The study of environmental goods and services, especially water.
- b-. A formal protection program for the 25% of ecosystems found within the Colombian Massif.
- c-. Defining the role and strengthen the participation and engagement of indigenous groups and other local stakeholders who are linked with conservation and the sustainable use of biodiversity and water resources.

With this, the project can boost processes in the field of regional sustainable development.

2. INTRODUCTION

2.1 PURPOSE OF THE EVALUATION

The monitoring and evaluation (M&E) policy for the UNDP/GEF project has four objectives: i) to monitor and evaluate the results and impacts; ii) to provide a basis for decision-making with regards to necessary adjustments and improvements; iii) to promote responsibility in the use of resources; and iv) to provide, through the document, feedback and dissemination of lessons learned.

The Special Administrative Unit for the System of National Natural Parks (UAESPNN), the entity that carries out the technical execution of the project, and UNDP as the implementing agency, consider that it is relevant and opportune to carry out a final evaluation mission of Phase I of the project, to then incorporate the knowledge and experience of the evaluators in any adjustments that are considered appropriate for handing over a highly satisfactory product; and to know their recommendations regarding the thematic and methodological focus for preparation of the second project phase.

The purpose of the evaluation is to carry out a technical evaluation of the project in its first phase of execution, and to make relevant recommendations for the preparation of Phase II.

2.2 KEY QUESTIONS ADDRESSED

To establish what was the achievement of objectives relative to the indicators of the logical framework, and what was the relationship with other institutions and projects.

2.3 EVALUATION METHODOLOGIES

The methodology used was as follows: the study of documents, presentations of results by the coordinators, field visits (Popayán, Pitalito, Palestina, La Cruz), and interviews with researchers and key project personnel. The itinerary, list of persons interviewed and list of documents revised, are annexed.

2.4 STRUCTURE OF THE EVALUATION

- Description and general aspects of the project environment.
- Presentation and discussion about the preparation, execution and results.
- Recommendations for Phase II.

3. THE PROJECT AND ITS CONTEXT

The Colombian Massif is located in the southwest region of Colombia, at the start of the Eastern Cordillera (mountain range) of the Andes, roughly north of the Western and Central Cordilleras. Although the Central Cordillera dominates, the Massif includes areas of the Eastern Cordillera and marks the only continuous link at high altitudes between these Cordilleras, and between them and the Amazon Basin via the slopes of the Andes. Given the aforementioned, the Colombian Massif is vital in the distribution of species and genetic flow; and it is important because it harbors the Huila-Pleistocene refuge, which played a critical role in the origin and distribution of South American biota (Hernández et al, 1992). In addition, the Colombian Massif possesses high biological diversity due to its considerable variations in topography and climate, and for the influence of three biogeographical regions that converge in this region (the Pacific, the Andes and Amazonia).

NATURAL CONTEXT: ENDEMISM AND BIODIVERSITY

Above 3,200 meters, the Massif is characterized by intact blocks of paramo vegetation with high levels of endemism, which provide important services in terms of water supply and control and as carbon sinks. These paramos form one of the most important representative portions of the globally recognized Andean Paramo eco-region. At lower altitudes, between 3,000 and 1,500 meters, areas of montane forest characterize the Massif. The Andean montane forests are especially rich in species diversity and possess high levels of endemism due to the different conditions between and within each Cordillera, which have led to an evolutionary divergence between numerous taxa. This endemism is especially apparent in the north of the Andes, and experts have delimited seven eco-regions of montane forest in Colombia and Venezuela (Dinerstein et al, 1995). Five of these converge in the Colombian Massif; all have global relevance in terms of the biodiversity they are associated with, and have furthermore been designated as high priority for conservation. At a more detailed level, Fandiño-Lozano & Wyngaarden (2005) differentiated 24 different ecosystems for the Massif; 5 for the paramo and super-paramo, and 19 types of Andean and High Andean forest.

The convergence of these eco-regions and ecosystems in the center of the Massif forms a unique mosaic of diverse species and habitat that is without equal in a country recognized for its mega-diversity. More than 10% of Colombian species of flora, and 60% of the species of Andean fauna are found in the Colombian Massif. It is particularly rich in birds with 586 recorded species, including 15% of the hummingbird (*Trochilidae*) recorded in America, numerous tanagers such as the blue and black, golden-hooded, hooded mountain, and the fawn-breasted tanagers; endangered species such as the condor and the Andean cock-of-the-rock; the endemic two-colored antpitta, the black tinamou, the golden parakeet, and the red-breasted parrot.

With regards to mammals, a total of 73 species have been recorded including the small Andean deer, as well as many other species with limited distribution, such as the Andean dwarf squirrel and the Andean rabbit; and 28% of all the endangered mammals in Colombia (25 species including the Spectacled bear and the Andean tapir) are found here. Despite incomplete inventories, it is known that other taxa are well represented and in many cases include endemic species. For example, the Massif contains 43% of the country's amphibian species, including the 28% of amphibian species that are endemic to the Central Cordillera, the tree lizard *Anolis Huilae*, the endemic fish *Astroblephus grixalvi*, and the endemic spider *Heterophrynus nicefori*.

SOCIO-ECONOMIC CONTEXT

Geopolitically, the Colombian Massif covers an area of 36,780 km², and includes more than 65 municipalities in the departments of Cauca (24), Huila (16), Nariño (15), Putumayo (5), Tolima (2) and Caquetá (2). The heart of the Massif, which is the objective for direct intervention under this project proposal, is generally considered a small area covering 33 municipalities and approximately 20,000 km² of land higher than 2,000 meters above sea-level. Living conditions in the region are difficult, with quality of life and unsatisfied basic needs (CI and NBI indexes) falling below the corresponding national averages. Access to the centre of the Massif is distinctly complicated and poverty in these rural communities is even more noticeable. Rural coverage for electricity is at an average of 50%, but many municipalities near to the national parks in the project area have even lower figures. For example, Santa Rosa 0.8%, Almaguer 9.5%, Timbio 14.3%, Belén de los Andaquies 20.5% and Puracé 20.8%.

The regional economy is based mainly on livestock and agriculture. Natural and improved grazing covers 1.1 million hectares in the Massif, feeding 239,126 cattle (1% of the national total). Within the project area, small and medium-sized producers dominate and are concentrated mainly in the area between Hermosas National Natural Park (PNN) and Nevado del Huila PNN, and between the former and Puracé PNN. In the areas of paramo and sub-paramo the densities of livestock are one head of cattle per 12 hectares, and it increases to 1-2 cattle per hectare in the areas of montane forest. Agricultural lands form 3% of the Massif, with approximately 80% under permanent cultivation with coffee (mainly at altitudes lower than 1,800 meters – 42%), sugar cane (24%), banana (2.5%) and sisal (35%). The remaining 20% is dedicated to temporary and annual cultivation such as maize (12%), potato (2%), beans (4.5%), peas (0.8%) and yucca (2.2%). Agricultural activities within the project area are mainly subsistence agriculture on small, 2 hectare plots, where the crops are almost exclusively potato with small areas of maize and peas, along with onion, garlic and cold climate fruits such as *curuba* and *lulo*. Any excess produce is sold in the local markets, and for income the peasants increasingly depend on work as daily laborers on the coffee farms at lower altitude.

Aside from its biological richness, the Massif is widely known for its historic legacy. Seven indigenous groups live in the region (the Paeces, Yanaconas, Guambianos, Koconucos, Totoroes, Inganos and Kamtza) with a population of 191,000, equivalent to 27% of the country's indigenous population in just 1.7% of national territory. These indigenous groups are located in autonomous 'resguardos' that cover 3,750 km² or 18% of the projected area. The indigenous people have cosmologies based on the sacredness of the environment and its natural phenomena, and thereby represent important allies in the search to conserve the biodiversity of the Massif. The Koconucos and the Guambianos are closely linked with paramo regions, which provide medicinal plants and serve as sites for spiritual ceremonies. The Paeces, who are also closely linked to the paramo, have recently spoken out against the planting of illegal crops and will not allow them to be grown in their resguardos. Despite the assimilation of western cultural patterns and norms, the Totoroes also keep some traditional beliefs that are similar to those of the Paeces; in particular, an acute observation of natural phenomena, which they use as a guide for sowing and harvesting times.

The Ingano originally lived at altitudes of up to 2,200 meters in the Serranía de Churumbelos, which form the center of their ancestral land. They are currently in dispersed settlements on the slopes of the Andean peaks along to the eastern hillsides and to the Amazon Basin. This group, which is recognized for its knowledge of medicinal plants and culture of Yage, plays an important role in maintaining biological and cultural continuity between Amazonia and the Andes. The Yanacona are considered to have close links with the Ingano and they maintain close relations with the higher elevations of the Andes, where they believe that the spirits of nature exist and provide medicinal plants and spiritual support. The Kamtza also share some characteristics with the Ingano, especially their outstanding knowledge and skill in the cultivation and management of plants for spiritual and medicinal use.

POLITICAL CONTEXT

The Massif has been designated as a strategic eco-region, given that it is located at the source of four of the most important rivers in Colombia, which provide 70% of the country's water and harbor a rich cultural and biological diversity. Recently, the Ministry for the Environment identified priority areas within each strategic eco-region. In the Massif these are: Las Hermosas, Nevado del Huila, the Puracé and Cueva de Guacharos National Parks, and three areas currently without protection; the Serranía de Churumbelos, Doña Juana and the Serranía de Minas. All these target areas are included in the project proposal.

The National Biodiversity Strategy and Action Plan (ENBPA-1998) demonstrates the national importance of the project objectives, identifying the Andes as a high regional priority in terms of biodiversity conservation and sustainable use. This is reflected in the National Conservation Strategy for the Andes, developed in July 1999 by the Ministry for the Environment, which includes four complimentary projects. These projects recognize the strategic importance of the Massif at the

national level. As part of its conservation strategy, the ENBPA also proposes a consolidation of the National System of Protected Areas (SINAP) to include the National System of Parks and the regional, local, private and public reserves under different management categories; and in this way the responsibility of stakeholders in the management of protected areas would be widened. In 1999, the Special Administrative Unit for the System of National Natural Parks (UAESPNN), through Decree 1124 of 1999, was made responsible for leading the creation of SINAP and for its coordination once established. Recent policy reports reflect its commitment to the social dimension of conservation (UAESPNN, 1999).

The 1991 Constitution established that 'resguardos', both indigenous resguardos and peasant resguardos, can be established for common use; and subsequently Law 160 of 1994 and Decree 2164 awarded the status of communal property to these resguardos. As a result, large areas of Colombia are recognized as indigenous resguardos with processes and structures of autonomous management. The Ministry for the Environment recognizes the value of these in conserving the country's biological patrimony, aside from their evident cultural value. In effect, Decree 622 of 1997, which establishes norms that identify the administrative categories and management systems for the SNNP, recognizes that legally established indigenous resguardos and national parks have common objectives and are compatible in conservation, and in this way territorial rights are provided to indigenous groups within a national park. Given that they are units of territory, the indigenous councils of the resguardos have responsibilities akin to municipalities in terms of planning and environmental management. Law 388 of 1997 establishes that the municipalities should establish a Land-zoning Plan (POT) within nine years, which identify current and future areas that will be protected. The indigenous groups have adopted planning and development processes known as Life Plans – similar to the POT – which also include environmental plans and identify specific sacred areas that are to be protected for their environmental, spiritual, mystic and religious attributes.

3.1 START AND DURATION OF THE PROJECT

In accordance with information provided in the UNDP-GEF Report Apri/PIR 2006 – Biodiversity, the duration of the project is described in the following terms:

| | | | |
|---------------------------------------|-----------------|----------------------------------|------------------|
| Date of entry to the program | 14 March 2001 | Project duration | 6 years |
| Date of project doc. signature | 18 January 2003 | Original date for closure | 31 December 2004 |
| Date of first payment | 25 October 2002 | Revised date for closure | 31 December 2006 |

3.2 PROBLEMS IDENTIFIED IN PROJECT IMPLEMENTATION

Changes in strategy and general organization, due to the high rotation of project leaders, generated obstacles for a valid and agreed upon project for the Colombian Massif.

Another problem identified was the difficulty in executing the project budget, and the relationship between the implementing agency (UNDP) and the National Parks Office (UAESPNN). This created an impact, during the first stages of project execution, on the previously arranged program of expenditure, planning and research, imprecise knowledge about existing and committed funds, and a general tardiness in administrative tasks and financial execution.

3.3 IMMEDIATE OBJECTIVES AND PROJECT DEVELOPMENT

To conserve the globally important biological diversity and ecosystem dynamics of the Andean Montane Forest and Paramo of the Colombian Massif. In addition, the national objective includes conservation of the environmental goods and services that these provide, especially water resources.

3.4 MAIN ENTITIES INVOLVED

Republic of Colombia, Ministry for the Environment – Special Administrative Unit for the System of National Natural Parks, and UNDP (Implementing Agency).

Co-financing agencies were the National Royalties Fund, WFP, Holland, National Reconstruction and Peace Fund, CVC, IDB, CAM, PNDA (US AID), CORPOAMAZONIA, CORPONARIÑO.

3.5 EXPECTED RESULTS

To follow, results are listed that were expected and were described in the project Conservation of Montane Forest and Paramo in the Colombian Massif:

Result 1: Four National Parks and their buffer zones operationally consolidated, and processes for joint management underway with local communities.

Result 2: Three new protected areas comprising highly diverse and well-conserved habitat, established and operating under a mixture of protection categories and management authorities (including combinations of the local, regional, national levels and indigenous), increasing the area of ecosystems being conserved.

Result 3: Coordinated and operational networks of private reserves and indigenous and peasant conservation areas, established in four zones that link with four existing parks and the main eco-regions of the Massif, increasing connectivity and continuity of the main habitat blocks.

Result 4: Alternative land-use practices for three productive systems that currently threaten biodiversity in the Massif, assessed through pilot projects that will be validated by trials in peasant farmer plots that form part of the new Massif Protected Areas System (SAPM).

Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM).

Result 6: Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management.

Result 7: An established system for incorporating the principles of biodiversity conservation within social and institutional planning processes in the Massif, and to coordinate activities of the main programs and stakeholders in conservation.

4. RESULTS AND CONCLUSIONS

Together with a description of the results, the grading is found in Annex 1.

4.1 PROJECT PREPARATION

4.1.1 Conceptualization

The project has a complete preparation process with the participation of relevant stakeholders. In addition, the BIOMACIZO (Bio-Massif) project worked different conservation categories, from figures for strict protection (National Parks) to alternative categories (40 private reserves) that combined sustainable natural resource use activities with protection aims (Sustainable Conservation Systems). This differentiation somehow enabled a comprehensive assessment of the new protected areas in the Massif, centered on biodiversity attributes but exploring governance and management (public, private, public-private and communal) that permit a viable exercise of real and effective conservation as an eco-region.

The PRODOC is a clear document, well structured and with a logical framework that presents the expected results and their indicators.

4.1.2 Project in the context of country-level planning

Colombia has suffered public order disturbances in recent years. However, the Massif region is considered one area where successful interventions can be carried out and from which significant global benefits are derived. The logical framework and the underlying project assumptions, such as measures for risk reduction, were incorporated for an effective project management.

In addition, project implementation was facilitated through the use of a progressive and adaptive system, and with project phases and results.

4.1.3 Participation of stakeholders

The vast extension of the project's area of action and the strategic importance of the Colombian Massif, contribute to the convergence of multiple institutions and initiatives that are national, regional, local and international, and both public and private in character. Among the institutions that comprise the map of stakeholders in the Colombian Massif, there are: territorial entities, environmental authorities, indigenous resguardos, grassroots organizations, national and international NGOs, universities, research institutions, international cooperation agencies, and international cooperation projects.

4.1.4 Other aspects

The participation of UNDP as Implementing Agency for this project consolidated institutional support and generated technical confidence and, in a way, administrative confidence for the alliances between projects.

4.2 PROJECT IMPLEMENTATION

The Project UNDP-GEF Col 01/G31 "Conservation of Montane Forest and Paramo in the Colombian Massif" is a multi-layered project, constructed and carried for an area that not only presents an interest in the context of biodiversity and species endemism, but which is placed in a region with a strategic socio-economic value, where quality of life and unsatisfied basic needs (CI and NBI indexes) fall below the corresponding national averages, and poverty in the rural communities is even more notable.

The proposal, even aside from the technical results obtained, achieved refreshing goals for a project of this magnitude. Furthermore, with the inter-institutional and collective effort it showed that, based on the possibilities of effective inter-institutional governance together with models of raising awareness, there exists an interest and engagement from social communities in biodiversity, conservation, protection, and importance of the goods and resources of the Colombian Massif.

In fact, as a result of this successful intervention it shows that global benefits of interest for a region and a country can be derived from ideas and proposals of this scale.

In general terms, the project Conservation of Montane Forest and Paramo in the Colombian Massif, fulfilled expectations relating to institutional strengthening, technical outcomes, administrative and financial execution.

This project became a valid tool for strengthening the importance of buffer zones, the consolidation of three new protected areas of high diversity, the structuring and recognition of networks of private reserves, the capacity to develop educational campaigns and, in particular, it built a social dynamic around biodiversity conservation and natural resource management of the Colombian Massif.

The Colombian Massif, designated as a strategic eco-region that provides 70% of the country's water and harbors a rich cultural and biological diversity, should advance through PHASE II of this project in the area of environmental goods and services, especially water, and strengthen the participation and engagement of indigenous groups and other local stakeholders linked to conservation and the sustainable use of biodiversity. This gradual implementation through project phases will ensure a focus that is progressive and adaptive to results achieved, and through specific actions a global and holistic view of the study region will evolve.

The objective of the evaluation mission was to assess the outcomes and risks identified for each proposed result, and to recommend measures for mitigation or proposals for checking each of them. Through a constructively critical exercise, the report was built on three aspects: one corresponds to very general aspects with emphasis on the project and its surroundings; another centers on the fundamental aspects of the evaluation; and a final one on the recommendations for Phase II.

It is important to remember that the objective of the evaluation process at the end of Phase I was to assess the achievement and reach of the objectives, through work plans and the development of the logical framework matrix. It is hoped this contributes to the carrying out of necessary adjustments or the identification of new opportunities in the baseline operations or for the next phase.

4.2.1 Approaches to project execution

Grading: *Unsatisfactory (2003-2004)*
Satisfactory (2005-2006)

The project named BIOMACIZO (Bio-Massif) was approved for funding by the GEF (biodiversity focal area), to be carried out in two phases during a total period of six years, and with the UNDP as Implementing Agency, under the category of national execution. At an overall level, the Ministry for the Environment was responsible for project execution through the Special Administrative Unit for the System of National Natural Parks (UAESPNN).

The Project's National Director was the Director General of UAESPNN, and in the first two years the South-Andean Regional Office (DTSA) was defined as the focal point for carrying out the project, through its office in Popayán. Personnel of the DTSA were assigned to work alongside the financial coordinator with aim of facilitating operational procedures and project accounting. In accordance with the PRODOC, the Project's Regional Director was the Director of the South-Andean Regional Office, with the role of supervising project implementation by the Technical Project Coordinator and the financial assistant. He facilitated operational procedures with UNDP, coordinating with other funding sources at the regional level.

The Technical Coordinator was assigned the responsibility of establishing, supervising and coordinating the daily implementation of project activities, the development of annual operational plans and progress reports, and ensuring that the recommendations of the Director General and Regional Director were incorporated.

Four sub-regional assistants were hired, who later took the name of Node Coordinators for the four areas of the Massif: north, south, east and west. They were under the charge of the Technical Coordinator.

The project should have had a Steering Committee, which met only once during project execution. This committee was comprised of the Project's National and Regional Directors, the Ministry for the Environment' Director for Ecosystems, the Director General of the IavH, the Director of the Massif Inter-corporative agreement, the President of the Association of Municipalities of the Massif, a representative from the indigenous groups, a representative from peasant communities, and a UNDP representative. The Technical Coordinator was designated technical secretary for the Committee.

With the aim of guaranteeing coordination within the National Parks Office (UAESPNN), the PRODOC defined periodic meetings between the DTSA, the Heads of National Parks, and the Project team. Similarly, bi-monthly meetings were proposed with those responsible for finances of the Project and the DTSA.

However, this scheme as initially proposed in the PRODOC had a series of inconsistencies in Phase I that affected the technical, financial and administrative development of the project.

When the General Director of UAESPNN changed, the new administration identified, in addition to the problems already mentioned, other problems of an administrative and financial nature relating to the prioritization and management of resources. They also found a significant gap regarding project follow-up and evaluation by UNDP, the entity charged with overseeing the correct execution of resources, as well as the lack of the Steering Committee that is mentioned in the PRODOC.

In addition, the change in administration and the resignation of the Technical Coordinator at this time generated a period of temporality that affected the project. In this sense, it is important to mention that the Project had at least four Technical Coordinators, who left the project for different reasons, not including the current one.

The new administration decided in 2005 to change the role of the Node Coordinators to become SIRAP facilitators, to adjust procedures for the prioritization and execution of resources, and to transfer the Project Technical Coordinator to Bogotá.

TECHNICAL COORDINATION: THE ROLE AND CRITICAL ASPECTS IN PROJECT DEVELOPMENT

As a general impression, and from what was expressed by project stakeholders, especially some indigenous councils, civil society, and technical and administrative staff at the Popayán and Bogotá meetings, it can be established that in broad terms the project suffered substantial changes in the course of its evolution, in technical, administrative and financial coordination. This circumstance impacted on the technical and administrative crux of the project and did not allow an operative

control to be carried out efficiently, and led to a certain instability and lack of confidence in some structural pillars of the project.

Although the construction and validity of the project and the logical framework defined in general terms the navigational map, for the actual implementation it lacked a constant technical and administrative leadership. As a consequence of this, in the first stages it adopted a *Bottom-Up* control (many consultants without a hierarchical structure), as a way to achieve rapid results, which ended in the administrative and financial disorder, and with some outcomes that were, broadly speaking, outside the general remit of the proposal. Multiple actions were carried out in the first two years, that were even specified in the PRODOC, but there was no technical direction to define a common agenda towards achieving the central objective.

In the final phase, in the last two years, it was decided to have a rigid *Top-Down* structure (technical and administrative coordinators, and limited effort at the base), which facilitated order in the project and an effort to organize the administrative and financial execution. To a certain extent, this enabled the continuity of processes for cooperation and institutional articulation.

Nevertheless, attention is called to the absence of the Steering Committee in the first three years. The objective of this Committee was to guide and supervise project execution, and to create strategies for the general direction and project implementation. Although in this phase the project had solid funding the tasks were implemented without seeking any value in finding something new, given that in this phase the project was carrying out tasks foreseen in the PRODOC.

Consequently, these changes in strategy and general organization, derived from the high rotation in project leaders, generated precaution against a valid and agreed upon project for the Colombian Massif.

Operational difficulties between the Implementing Agency (UNDP) and the Executing Entity (Ministry for the Environment – UAESPNN)

One of the aspects continually expressed in the different scenarios (indigenous councils, peasant communities, consultants), was the difficulty in budgetary execution for the project and the relationship between the implementing agency (UNDP) and the National Parks Office (UAESPNN).

This signified an impact in the expenditure program, suspension and reduction in previously agreed budgets, imprecise knowledge about existing funds and those already committed, and administrative and financial weakness in general.

This complex situation was highlighted in the critical report by the Comptroller General of the Republic (2005), where it concluded "*that the management of its administrators and executors has not been efficient, economic nor effective*".

This situation was largely overcome in accordance with the requirements from UNDP, an aspect that was later pointed out in the independent Auditor's report in 2005.

From specific actions to the construction of a global and holistic view of the study region

The project was designed for the conservation of the biodiversity and the environmental resources and services of the Colombian Massif. Project actions were planned and carried out in four existing national natural parks and three new parks already identified in project preparation, and in a number of actions with indigenous communities, peasants and civil society reserves in a wide area around the existing parks. Although the Massif SIRAP (currently a forum for discussion between institutions) can create this regional vision, there is not yet a definition and analysis of the Massif as a whole.

In conclusion, specific local actions supported the project, however this did not develop a global vision of the Massif.

4.2.2 Monitoring and evaluation

Grading: Unsatisfactory

- There was no mid-term evaluation.
- There was only one meeting of the Steering Committee, in the third year.

4.2.3 Participation of stakeholders

Grading: Satisfactory

Recently, Colombia has adopted a broad conservation strategy that seeks to increase and include more stakeholders in the management of protected areas and their ownership. UAESPNN, by leading the project, seeks to strengthen the strategy described above, not only in the national parks and in long-term funding mechanisms, but also increasing the percentage of protected lands with different owners, in particular indigenous groups, individuals privately, and municipalities.

It is hoped that with the implementation of this policy, conservation will not depend on the stability of one institution, nor funding from the State, but will form part of the different processes in social and economic planning.

Dissemination and socialization of results and their impact on the appropriation of knowledge and biodiversity conservation

Both evaluators recognize that the activities of dissemination and education carried out in the last year were of significant value for the socialization of achievements

made in the realm of the BIOMACIZO project. Among these actions, the project "Citizen Radios" should be highlighted, located in key points of the Massif such as Pitalito (Huila), La Cruz (Nariño), Belén de los Andaquíes and San José del Fragua (Caquetá), which consolidated the local work of dissemination and socialization of the project.

However, there is a need for publishing technical tests of strategic importance, especially on the Methodologies of community work and characterization of the biodiversity. Once this deficiency is overcome, there should be a model for dissemination and widespread communication about the project.

The role of civil society in biodiversity management, conservation, and natural resource management

The project managed to establish positive ties with peasant communities in different project sites. However, the relationship with the indigenous councils was critical (reduction in specific promised investments, presentation of the technical and financial report of the BIOMACIZO project, and non-fulfillment in the execution of agreements). The project did not manage to establish a direct and clear communication with them; rather efforts were strained due to the lack of fulfillment of understandings, technical and financial agreements. Furthermore, in the case of Cauca they considered that the project infringed on the autonomy of the indigenous councils, as the specific projects with each council runs, politically, against the integrity of the indigenous unit, and there was no equity in the assigning of funds (personal communication from representatives of the indigenous councils, at the meeting held in Popayán). In addition, there was a lack of clarity in the political agreement and in the definition and non-fulfillment of the understandings and agreements.

4.2.4 Financial Planning

PROJECT COST

In the project's financial information only the GEF costs per outcome are presented, and not the contributions of the counterpart. In what is the duty of GEF (Tables 1 and 2), there is no equity in the budget lines per results. It can be seen that results 1, 2 and Coordination spent much more than was budgeted, and that results 3, 6 and 7 were considerably lower.

Table 1-. Budget and execution of GEF contribution, per Result.

| Resultado | Presupuesto | | Ejecución | |
|---------------------|-------------|-------|------------|-------|
| | US\$ (1000) | % | US\$(1000) | % |
| 1 | 1,208 | 30.2 | 1,388 | 40.3 |
| 2 | 152 | 3.8 | 373 | 10.8 |
| 3 | 631 | 15.8 | 50 | 1.5 |
| 4 | 496 | 12.4 | 302 | 8.8 |
| 5 | 221 | 5.5 | 229 | 6.7 |
| 6 | 438 | 11.0 | 146 | 4.2 |
| 7 | 199 | 5.0 | 44 | 1.3 |
| Coordinación | 655 | 16.4 | 911 | 26.5 |
| Total | 4,000 | 100.0 | 3,443 | 100.0 |

Ejecucion hasta julio 31 de 2006

Source: PRODOC and project financial reports.

Table 2-. Annual Expenditure

| Año | Desembolso | |
|--------------|----------------|--------------|
| | US\$ (1000) | % |
| 2002 | 16,0 | 0,5 |
| 2003 | 616,3 | 17,9 |
| 2004 | 1.357,3 | 39,4 |
| 2005 | 1.106,9 | 32,1 |
| 2006 | 346,8 | 10,1 |
| Total | 3.443,2 | 100,0 |

Desembolso hasta julio 31 de 2006

Source: Project financial reports.

COST/EFFECTIVENESS OF THE ACHIEVEMENTS

Comparing the achievements with the costs per result, it shows that:

- The high costs for results 1 and 2 coincide with the positive achievements made.
- The very positive achievements made in result 3 are more an indication of civil society efforts than the project.
- The low performance in results 4, 6 and 7 is reflected in the grading of the results as marginally satisfactory.
- Although there was a significant cost for result 5, not all the outcomes were achieved for this result.
- There is no satisfactory explanation for such a high cost in coordination.

Conclusion: The project parts that have a direct relation with the mandate of the executing institution (UAESPNN) show good results and a high cost.

FINANCIAL MANAGEMENT

In the first years (2002 to 2004) the financial management was not working well (Audit by the Comptroller General for the Nation, for year 2004). Main reasons were the precarious administration of the project (there were no operative guidelines) and the problems of communication between the Coordination office, decentralized in Popayán, the executing agency (UAESPNN) in Bogotá and UNDP. Since 2005, with the project administration in Bogotá these inconveniences were overcome (independent Audit by Amezquita & Cia S.A., for year 2005).

CO-FUNDING

To make an evaluation of the project counterparts, and based on the interpretation of information provided (official documents signed by representatives of the Colombian government and UNDP), we find various concerns that are explained in the following (Tables 3 and 4):

- Reference to the budget varies in the different PIR:
 - The PRODOC mentions a counterpart of US\$ 13.453 M
 - The PIR of 2004 makes reference to this total of US\$ 13.4 M.
 - The PIR of 2005 shows, without explanation, a decrease in the amount of co-funding to US\$ 6.8 M.
 - The PIR of 2006 adds co-funding with some new resources and mentions a total counterpart of US\$ 12.2 M.

Furthermore, and based on the information provided, one concludes that several of the original important co-funders have still not made payments (Holland, NRF, NRPF, IDB-IICA, CAM-CDM etc), and this corresponds to a total of US\$ 9.5M. Although we did not make a complete follow-up, we know that some of the original co-funders were never contacted by the project for payment of their promised funds. The new co-funders mentioned in the last PIR total US\$ 5.5M. The total payment of co-funders to this date is US\$ 6.0M, or 45% of the amount foreseen in the PRODOC.

This leads us to two conclusions:

- There was no solid follow-up to project execution by the responsible parties. One of the reasons could be the frequent change in persons occupying positions directly linked to the project, in UNDP, in the National Parks Office (UAESPNN) and in project management.
- That project execution was mainly focused on the use of GEF funds, and there was no effort to formalize the commitments of co-funders.

Table 3-. Contribution of co-funders (US\$ millions).

| CO- FINANCIADOR | PRODOC | PIR 2006 | | |
|---------------------------|---------------|--------------|--------------|--------------|
| | | ORIGINAL | ADICIONAL | DESEMBOLSA |
| BELGICA | | 0.500 | | - |
| HOLLAND | 1.498 | 0.603 | | - |
| US-AID | | | | - |
| CAM | | | 0.020 | 0.020 |
| CAM CDM | 1.103 | 0.809 | | - |
| CAM/PARQUES | | 0.117 | | - |
| CORPO AMAZONIA | 0.264 | | | - |
| CORPONARINO | 0.224 | | | - |
| CORTOLIMA | | | 1.020 | 1.020 |
| CRC | | 0.205 | 1.945 | 2.150 |
| CRC O/P | | 0.353 | | - |
| CVC | 0.064 | 0.015 | | - |
| MUN BELEN DE ANDAQUIES | | | 0.010 | 0.010 |
| MUN DE SAN JOSE DE FRAGUA | | | 0.020 | 0.020 |
| MUN SAN PEDRO DE CARTAGO | | | 0.020 | 0.020 |
| SECR AGRIC TULUA | | | 0.010 | 0.010 |
| UAESPNN | 1.034 | 0.391 | 0.169 | 0.420 |
| CABILDE PAPALLAQTA | | | 0.060 | 0.060 |
| ONG DIVERSOS (6) | | | 0.615 | 0.615 |
| CORREDOR PURACE GUACHAROS | | | 1.660 | 1.660 |
| IDB CAM | 0.235 | | | - |
| IDB CRC | 0.014 | | | - |
| IDB CRC AMZ | 0.154 | 0.100 | | - |
| IDB CRNO | 0.118 | 0.060 | | - |
| IDB CVC | 0.119 | 1.238 | | - |
| IDB CVC AMZ | | 0.011 | | - |
| IDB IICA | 1.235 | | | - |
| IDB SECAB | 0.480 | | | - |
| NRF | 2.298 | 0.328 | | - |
| NRPF | 3.335 | 1.473 | | - |
| PLANTE | 0.660 | 0.200 | | - |
| SECAB | 0.192 | | | - |
| WFP | 0.426 | 0.199 | | - |
| Total | 13.453 | 6.602 | 5.549 | 6.005 |

Source: PRODOC and PIR 2006

Table 4-. Co-funding and resources obtained.

| Cofinanciamiento Tipo/Fuente | Fondos del GEF (mill US\$) | | Donante bilateral US\$ (mill | | Gobierno (mill US\$) | | Sector Privado- Industria, etc (mill US\$) | | ONGs (mill US\$) | | Otras fuente* (mill US\$) | | Financiamiento Total (mill US\$) | | Total Desembolsado (mill US\$) | |
|---------------------------------|-------------------------------|--------------|------------------------------------|----------|-------------------------|--------------|--|----------|---------------------|--------------|------------------------------|--------------|--|-------|--------------------------------------|--------------|
| | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM | PLAN | DESEM |
| Donación | 4.000 | 3.443 | 1.498 | 0 | | | | | | | | | | | 5.498 | 3.443 |
| Crédito | | | | | | | | | | | | | | | | |
| En especie | | | | | 2.689 | 3.670 | | | 0 | 0.675 | 9.266 | 1.660 | | | 11.555 | 6.005 |
| Otro tipo? | | | | | | | | | | | | | | | | |
| TOTAL | 4.000 | 3.443 | 1.498 | 0 | 2.689 | 3.670 | 0 | 0 | 0 | 0.675 | 9.226 | 1.660 | | | 17.453 | 9.448 |

(Plan.= Planned, Desem..= Expenditure)

Expenditure until 31 July 2006
Source: PRODOC and PIR 2006

4.2.5 Sustainability

The existing and the new parks benefited from the project and this will probably have a positive effect in the medium and long-term, because they form part of the responsibility of the National Parks Office (UAESPNN).

The majority of activities that were carried out outside the field of the National Parks Office have little sustainability for the following reasons:

- Lack of articulation with other State entities and civil society, and
- A financial and economic strategy, instruments and mechanisms were not developed.

4.3 RESULTS

4.3.1 Achievement of results / achievement of objectives

The project Conservation of Montane Forest and Paramo in the Colombian Massif (BIOMACIZO) consolidated, through institutional articulation and the work with civil society, general actions that entailed advancing with processes relating to biodiversity conservation and environmental management.

The exercises from the settlements, municipalities, corporations, and the effort of the consultants, were concretized in the civil society an institutional strengthening and social organization, which contributed significantly to boosting the characterization, environmental zoning of the areas of the Parks and their buffer zones, and in particular a sense of belonging with the theme of conservation.

For evaluation and grading in accordance with the requirements of the terms of reference, this point is developed in detail for each of the results in Annex 1.

Nevertheless, to follow the achievements, observations and recommendations for the project results are described in broad terms.

Result 1: Four National Parks and their buffer zones operationally consolidated, and processes for joint management underway with local communities.

The project was an important support for the management of existing National Natural Parks (Las Hermosas, Nevado del Huila, Purace and Cueva de los Guacharos).

GENERAL OUTPUTS OBTAINED

- As foreseen in the PRODOC, management plans were developed in discussion with local stakeholders.
- An important part of the necessary infrastructure was acquired in the context of the project.
- The study of landholdings clarified the situation of property ownership within the parks.
- For some parks an adjustment to the boundaries was proposed.
- Proposals were drafted for buffer zones, and there is still consensus with the different stakeholders and the corporations.
- The concept of biological corridors between Las Hermosas and Nevado de Huila, between Nevado de Huila and Purace, and between Purace and Cueva de Guacharos, was formalized and structured. Specific actions were carried out with communities within these corridors.

OBSERVATIONS

- There is concern over the lack of conceptual clarity about "buffer zone" and "biological corridors". For this reason, there was a lack of precision in the definition of criteria, or they were not correctly applied. This also caused imprecision over the types of actions that needed to be promoted in these areas.
- Although the study of landholdings made information available on the situation of ownership of landholdings within the parks, and established a proposal for the legalization of these landholdings, there is no clarity on what to do with this information and how to carry out the legalization with the privately-owned landholdings within national parks.
- The buffer zones are an important mechanism in the management of areas of national parks, but these are outside the jurisdiction of the UAESPNN. For this reason there was neither consensus nor agreements reached with the CARs on aspects of the buffer zones: definition, criteria, actions,

among others. The reasons for this situation are not only normative, but are also associated with their lack of development within the project.

- To develop concrete strategies for sustainability (less dependency on the central budget) of the parks.

RECOMMENDATIONS

- Sustainability of the planning initiatives of the already declared National Parks will only be implemented when the plans are formalized and they are used as instruments for environmental zoning, planning and strategic management in the regional context. These plans are documented, but it is suggested that they should be formalized and implemented.
- The management plans should strengthen the opportunities for strategic interest in biodiversity as a whole, and in environmental goods and services. For example, the study of threatened native endemic species should be addressed, and issues around the goods and services of the water resources. These two aspects are explicitly mentioned in the project goal.
- Sustainability of this result will be subject to legal formalization of the designated management zones; processes to extend and modify the limits of prioritized parks; and opening of channels and protocols for discussion, adjustment and declaration of the buffer zone.

Based on the indicators, this result achieved a grading of highly satisfactory.

Result 2: Three new protected areas comprising highly diverse and well-conserved habitat, established and operating under a mixture of protection categories and management authorities (including combinations of the local, regional, national levels and indigenous), increasing the area of ecosystems being conserved.

GENERAL OUTPUTS OBTAINED

- The proposed declaration of "National Natural Park" for three important regions in the south of the country. The Doña Juana complex and the Serranía de Minas were consolidated in the BIOMACIZO project. For the Serranía de los Churumbelos, and despite the Academy's endorsement since 2002, the limits have not been defined due to the superposition of the park on priority areas for exploration and exploitation of hydrocarbons.
- Training processes enabled the participation of public stakeholders (CAM, Corponariño and Corpoamazonia), private (NGOs, private companies), and community (e.g. indigenous organizations such as the Yanaconas).
- Collective decision-making projects were constructed (Corpominas and Corpodoñajuana), which will keep watch over the fulfillment of strategic objectives in the conservation corridors and the establishment of SIRAPs in the region.

- Processes to obtain support from the population surrounding the areas to be declared National Natural Parks is novel and will probably be an example to follow in Colombia and possibly abroad.

OBSERVATIONS

- Unfortunately the initial identification and selection shows all the characteristics of an ad hoc and non-systematic selection, described by Pressey (1994);
 - The selection of areas did not follow a criteria that would serve for its comparison as a region. The selection was not supported by technical elements nor by planning.
 - The value for biodiversity conservation is given by partial inventories within the area, but data for the whole region are unknown.
 - The limits were defined based on the idea of facilitating management (excluding private landholdings) and not on biological or ecological arguments.
- The ad hoc selection was not correct in the sense that not all the ecosystems are represented in the system of National Parks (Table 5). With the three new parks, 25% of the ecosystems remain without formal protection.

Table 5-. Representation of ecosystems in the Bio-Massif.

| Región | Ecosistema | Protección en los PNN actuales | | | Protección en los PNN actuales y nuevos | | |
|------------|------------|--------------------------------|-------|------|---|-------|------|
| | | Bien | Pobre | Nada | Bien | Pobre | Nada |
| Colombia | # | 337 | 112 | 70 | 154 | | |
| | % | 100 | 33.2 | 20.8 | 45.7 | | |
| Biomacizo | # | 24 | 9 | 5 | 10 | 11 | 7 |
| | % | 100 | 37.5 | 20.8 | 41.7 | 45.8 | 29.2 |
| Área total | | 2,403 km2 de PNN | | | 3,109 km2 de PNN 29.4 % incremento de área 8.3 % incremento en protección ecosistemas | | |

calculado con base en Fandiño-Lozano y Wyngaarden (2005)

- Although there exist many elements and inputs, agreement on the management plan and definition of the buffer zone are lacking.
- Documenting of the process with civil society is still lacking. There should be more of a manual with clear definition of the steps, stakeholders and results, rather than a description of what happened.

RECOMMENDATIONS

- The sustainability of agreements with the municipal environmental authorities and the local community will be clarified once the complete process of the declaration takes effect, and agreements reached are continued with, and financial sustainability of the new parks is assured.
- The opportunities and strengths that were used to justify the creation of new areas should be promoted to increase the chances of effective

management (Biosphere Reserve of the Andean Belt, national recognition of its importance in the country's water production, processes such as the municipal SILAP, regional SIRAP, instances such as Corpominas and Corpodoñajuana, and the good state of conservation of nucleus areas of the Reserve), and should be used as key instruments to facilitate active participation in sustainable management of the Colombian Massif.

Based on the indicators this result achieved a grading of highly satisfactory.

Result 3: Coordinated and operational networks of private reserves and indigenous and peasant conservation areas, established in four zones that link with four existing parks and the main eco-regions of the Massif, increasing connectivity and continuity of the main habitat blocks.

GENERAL OUTPUTS OBTAINED

- The project was an important stimulus for the registration, organization and declaration of civil society reserves. The project managed to involve other institutions very strongly. For details see Annex 1.

OBSERVATIONS

- There is no clarity on the contribution made by private reserves to biodiversity conservation, environmental resources and services.

RECOMMENDATIONS

- With the aim of guaranteeing sustainability, mechanisms should be implemented to reward the conservation efforts of private owners.
- The possible role of RSC in the management of buffer zones, biological corridors and watersheds, should be defined.

Based on the indicators, this result achieved a grading of highly satisfactory.

Result 4: Alternative land-use practices for three productive systems that currently threaten biodiversity in the Massif, assessed through pilot projects that will be validated by trials in peasant farmer plots that form part of the new Massif Protected Areas System (SAPM).

GENERAL OUTPUTS OBTAINED

- The project started, participated in and contributed with a large number of experiences associated with sustainable and conservation-friendly production systems (SSC), and in many cases with other entities, projects and institutions. The relationship in many cases of these initiatives with the RSC is logical and promising.

OBSERVATIONS

- Mechanisms should be developed to consolidate ideas that generate sustainability (green markets, bio-trade). Projects should be carried out that continue with these experiences and are not only the product of one specific effort.

RECOMMENDATIONS

- To define the possible role of sustainable and conservation-friendly production systems (SSC) in the management of buffer zones, biological corridors and watersheds.

Based on the indicators, this result achieved a grading of marginally satisfactory.

Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM).

GENERAL OUTPUTS OBTAINED

- Baseline about the conservation status of the mountain danta and the Andean bear in the Colombian Massif, with relevant information about biophysical, ecological and socio-economic variables, and modeling of real and potential habitats, and a bank of specimen records from new areas and existing parks.
- Preliminary proposal for a biodiversity monitoring system in the Colombian Massif.

OBSERVATIONS

- Under this result, various activities were presented that were not always related, for example: the methodology for constructing a management plan of the National Natural Parks, a methodology for participatory planning, the methodology for a characterization and monitoring of the RSC, and the definition of potential habitat for the bear and danta.

RECOMMENDATIONS

- A general framework needs to be developed for adaptive management.
- The verification and field follow-up of species needs to be deepened, focusing the analysis not only the observation of specimens but also the identification of natural populations, their ecological patterns, and their relationship with the habitats identified in the models.
- The monitoring in terms of focus species could be used for the monitoring of other species, resources, and for the identification of key goods and services in the area.

- To publicize and socialize methodological protocols for monitoring.

Based on the indicators, this result achieved a grading of marginally satisfactory.

Result 6: Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management.

GENERAL OUTPUTS OBTAINED

- Under this result, a number of activities were carried out that only in the last year (citizen radio, posters, leaflets) showed coherence and strategic aspects of communication. With regards to this result, only in the last years were several specific actions advanced; isolated, without continuity and of low impact in this theme.

OBSERVATIONS

- The webpage is incomplete and does not show the most important advances and achievements made by the project.

RECOMMENATIONS

- Valuable specific actions (sub-regional) were carried out, but the development of activities at the regional level and in the country still remains to be done.

Based on the indicators, this result achieved a grading of marginally satisfactory.

Result 7: An established system for incorporating the principles of biodiversity conservation within social and institutional planning processes in the Massif, and to coordinate activities of the main programs and stakeholders in conservation.

GENERAL OUTPUTS OBTAINED

- 28% of municipalities, 33% of departments and 100% of CARs adopted development plans that include components for biodiversity conservation, such as local and regional reserves.
- The work of NOAT, COLAP and SILAP. These are associated with work for management of land-zoning at a more detailed level than the municipality.
- The start of serious work with the Massif Regional Protected Areas System (SIRAPM). Work was initiated that integrates the National Parks Office (UAESPNN) with the CARs.

OBSERVATIONS

With regards to the SIRAP, two main aspects should be highlighted:

- Supposedly it is a discussion forum between UAESPNN and the CARs, where the participation of other stakeholders is not clear.
- Although it is important to coordinate with other stakeholders to achieve a regional system of protected areas, this will not guarantee the conservation of biodiversity and environmental goods and services when there is no clarity about the concepts, methodologies and tools relating to the natural resource base.

RECOMMENDATIONS

- The process of developing the SIRAPM needs to be based on Conservation Science, especially in themes as important as the systematic planning of conservation (Margules & Pressey 2000, Fandiño-Lozano & Wyngaarden 2005) and categories of conservation areas (Fandiño-Lozano 2000).

Based on the indicators, this result achieved a grading of satisfactory, but given the lack of development of the SIRAPM this result was graded as marginally satisfactory.

TECHNICAL AND ADMINISTRATIVE COORDINATION

This part of the project did not present goals, activities or indicators; only a budget.

Although not defined in the PRODOC, we would like to make some observations on the matter:

- It is worth noting that in the first two years the General Coordination of the project was decentralized (Popayán), and in addition to this it had four sub-regional coordinators.
- The work on relevant activities in the first two years was more the result of the logic of the PRODOC than actual project coordination. The project document was in any case well constructed, and became a sufficient guide to lead project implementation.
- The administrative chaos of this period reflected a serious problem in the capacity of staff from UAESPNN to carry out mega-projects alongside their regular functions.
- The transfer of the General Coordination to a strong team in Bogotá, since 2005, resolved the administrative disorder and centralized the technical execution of the project. At present the administrative area functions efficiently.

- Although persons who work in the region recognize this positive change, the project's lack of belonging in the region is sometimes mentioned.

Consistency of the goal and the critical management of environmental goods and services derived from water.

It is recognized that the results achieved and the impacts obtained by this proposal in strategic themes set the bases for a system founded on the principles of biodiversity conservation in the Massif, and increased participatory commitment towards conservation management. However, there is a conspicuous lack of outputs associated with the conservation of goods and services that these provide, especially the resource of water.

It is unfortunate that a proposal of this magnitude, and one that is generated from a region characterized by the value water (it is referred to as the 'fluvial star') does not have indicators, and not even outputs from a theme as central as water resources.

Although there is mention in all the project results of the importance of water, there was neither analysis nor description of activities relating to the theme of water. However, this is more through a lack of developing this component while preparing the project, than one of project execution.

In short, despite a sense of ownership about the importance of water resources in the region, and although many of the central aims of the specific actions carried out actually revolved around this theme, the advances made in the area of environmental goods and services, especially water, are critical.

4.4 RECOMMENDATIONS

It is important to conclude that the BIOMACIZO (Bio-Massif) project has strengthened the existing parks and especially the three new protected areas to a certain degree. In this aspect, it should be highlighted that they need a management plan and above all its implementation. Nevertheless, some elements of biodiversity in the Massif still need to be addressed, and these still need to be studied and protected.

When comparison is made of the percentages of ecosystems represented in the Colombian Massif, 25% of them do not have a program for formal protection, and they still need to be studied.

On the other hand, the progress achieved with the civil society reserves and with the sustainable and conservation-friendly production systems must be highlighted. These are specific results that should be framed within a conservation strategy for the Massif region.

So that these results, and the investment made, are not put at risk, a second project phase is recommended, with the suggestion that it centers on the following aspects:

- 1-. To advance in the study of environmental goods and services, especially water, and to strengthen the participation and engagement of indigenous groups and other local stakeholders linked with conservation and sustainable use of biodiversity and water resources.
- 2-. To continue with follow-up studies and monitoring of the populations of Spectacle Bear (*Thremarthus ornatus*), and to start with studies associated with the Andean Tapir (*Tapirus pinchaque*) and the Andean deer (*Pudu mephistophilis*), which are threatened native, indicative and endemic populations.
- 3-. To implement strategies for the protection of humid forest at lower altitudes in the montane forests of Valle del Cauca and Valle del Magdalena, and the same ecosystem of montane forest in the Eastern Cordillera.
- 4-. With the aim of guaranteeing technical, administrative and financial stability, and at the same time ordering the possible and numerous institutions involved in Phase II, the suggestion is that a Coordination Team should be under the direct control of UNDP (Figure 1). As can be seen in numbers 4.2.1 and 4.2.4, the proposed structure differs from the structure used in Phase 1.

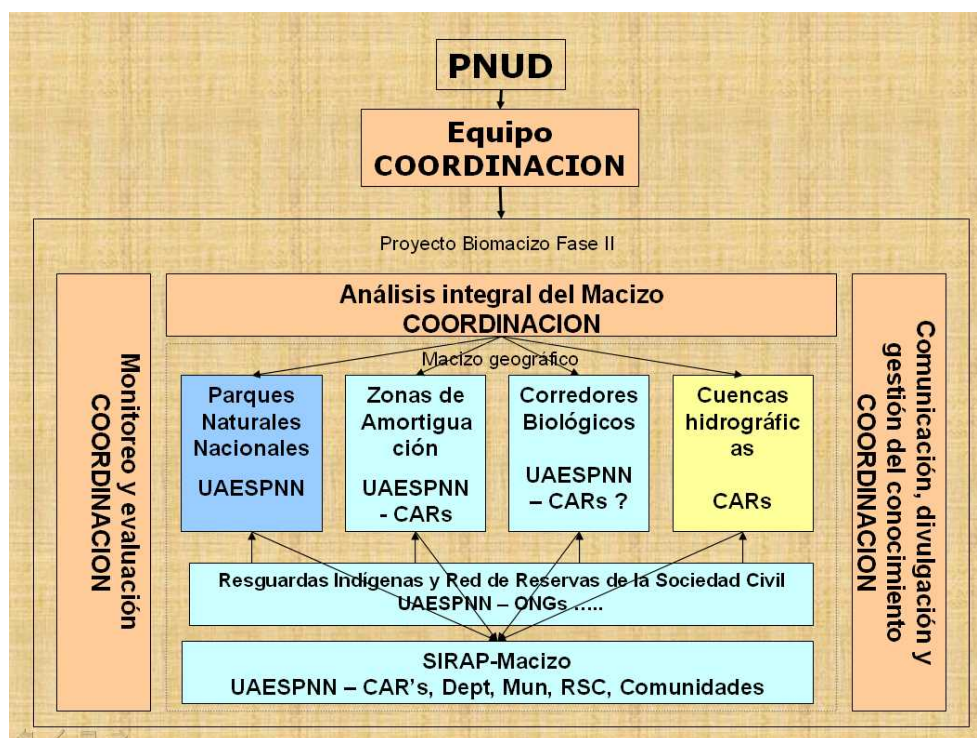


Figure 1: Basic structure proposed for Phase II

One of the first tasks that this Coordination Team should address is the preparation of a Plan for an Comprehensive Analysis of the Massif. In other words, it should define geographically the study area and clarify conceptually the limits of the Massif as a region. Likewise, and to comply with the main objective and the second indicator and the means of verification for the project, which were not addressed in Phase I, priority areas should be identified for conservation of water resources. This analysis should define and prioritize watersheds at the local, regional and national level. In addition, it should identify and clarify priority areas for the Conservation of Biodiversity. This will imply adjustment to the boundaries, identification, biophysical characteristics and needs of the biological corridors. This task requires a high-level scientific team, which would also function as advisors for other questions that emerge when carrying out the different activities.

Consequently, and based on the tasks previously mentioned, the Coordination Team would recommend and implement actions with the following institutions:

CARs

The preparation of a program for the design and implementation of management plans for (micro) watersheds, which include elements of conservation, recuperation and sustainable use of water. This program should be carried out in the ambit of discussion and participation of peasant and indigenous communities. The positive experiences achieved in Phase I, with the network of civil society reserves and the sustainable systems for conservation, are the pillar for consolidating this Program.

UAESPNN

To consolidate the process of re-adjusting the limits of the 7 National Parks, as well as updating and implementing the Management Plans. Declaration of the 3 new parks is fundamental. This process is well grounded through the achievements obtained in results 1 and 2 of Phase I.

In addition, Parks should continue strengthening the Regional System of Protected Areas for the Massif, ensuring the participation of all relevant stakeholders (CARs, Departments, Municipalities, indigenous communities, and civil society reserves, amongst others), and based on the solid knowledge of Conservation Science.

Finally, support should continue for the identification, registration and organization of networks of civil society reserves.

INDIGENOUS COMMUNITIES

In the scenario of biological corridors, watersheds and buffer zones, the relationship with the indigenous councils should be optimized, taking into account the possibilities for drafting agreement and contracts directly with indigenous communities that have the interest and the operational and organizational capacity to carry out concrete actions.

CARs and UAESPNN

In the case of the corridors already identified, it is recommended that Management Plans are produced and implemented. With regards to the buffer zones of the 7 National Parks, these should be defined and agreed between the CARs and UAESPNN.

FOLLOW-UP TO THE CONSULTANCY PROCESS

To overcome the difficulties in the hiring process that emerged in Phase 1 (see number 4.2.1), the Coordination Team should exercise supervision and follow-up of the institutions to be hired (CARs, UAESPNN, indigenous councils, networks, among others) as well as the consultants. This should facilitate high quality achievements from the consultants who are associated with the institutions, and that contractors who acquire training give back these skills to the hiring institutions.

FINANCIAL AND ADMINISTRATIVE IMPLEMENTATION

This scheme of an "Umbrella" Coordination Team with programs for application and implementation in the different institutions, it will provide solidity in the financial execution and in the efficiency of resources that are committed through co-funding. The institutions are the executing entities of the project.

OTHER TASKS OF THE COORDINATION TEAM

Finally, the Coordination Team should assume the Program for Communication, Dissemination and Education Campaigns, and a Monitoring and Evaluation Program of activities in Phase II.

STEERING COMMITTEE

Implementation would be of a steering committee as defined for Phase I, with the suggestion that it should have at least one representative from the scientific community, based on their curriculum vitae rather than institutional links.

4.5 LESSONS LEARNED

- The BIOMACIZO (Bio-Massif) project under the charge of UAESPNN supported the construction and consolidation of instruments such as management plans, strategic plans, land-zoning proposals, and paths for declaring new areas. As such, UAESPNN was strengthened as a leading institution in environmental management in the country.

- The Bio-Massif project, built under a vision of conservation, can promote processes in the field of regional sustainable development. It incorporated the idea of Conservation outside the field of National Parks.
- The multiple processes of the Bio-Massif project can begin obtaining new funds, financial sustainability, administrative efficiency and technical consolidation.
- Aside from the work of UAESPNN, it should be mentioned that some local actors (Pitalito, La Cruz, Copordañajuana) managed to consolidate and strengthen several individual projects under one common agenda, and united different stakeholders and institutions around one thematic area. This showed that it is possible to join institutions and stakeholders around one central theme, such as the Bio-Massif project.

4.6 ANNEXES TO THE EVALUATION REPORT

4.6.1 Objectives and outputs - Indicators

- (1) Source: PIR 2006
- (2) Source: PIR 2006 and some observations from the evaluation team
- (3) Source: Evaluation team

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|---|--|--|--------------------------|---|--|
| <p>Objective:</p> <p>To establish a protected area system under different regimes of land use, management categories and forms of land ownership, which (i) will conserve the complete mosaic of eco-regions and ecosystems that converge in the Colombian Massif, (ii) will provide a regional framework for conservation actions and (iii) will promote the commitment of indigenous groups and other local, regional and national stakeholders linked to biodiversity conservation.</p> | <p>Indicator 1 Percentage of paramos presently connected, which have been placed under some form of protected area.</p> | <p>Total hectares of paramos presently connected: 286,675</p> <p>a) Total hectares protected: 98,400 - Hermosas (49,600); - Puracé (11,275) - Nevado del Huila (37,525)</p> <p>b) Total hectares not protected: 188,275</p> | <p>At least 50%</p> | <p>43.58% that includes:</p> <p>Parks already established: Hermosas, Puracé and Nevado del Huila (98,400)</p> <p>Number of hectares of paramo in the new protected areas: (5,000) hectares of paramo proposed within the declaration of Doña Juana (for the CVDJ to be declared a national park, only the administrative act is required for it be concluded. Work in environmental land-use planning over 21.561 hectares of territory, jointly with the Regional Autonomous Corporations, as follows: (10,000) hectares of paramo in the Hermosas-Huila corridor, proposed as released for conservation; (10,000) hectares of paramo in the Nevado del Huila-Puracé corridor, to be worked on with Guambiano, Totoroes and Kisgoes indigenous; (1,561) hectares in the Guacharos-Puracé corridor.</p> <p>In addition there are a number of hectares within processes by the Corporations: Regional Autonomous Corporation of Alto Magdalena (CAM) and the Regional Autonomous Corporation of Cauca (CRC): Puracé municipality (48,467), Silvia (28,449), Totoró (25,267), Toribio (27,376). CORTOLIMA and the Regional Autonomous Corporation of Valle del Cauca (CVC). Work has started with the South-Andean Regional Office of National Natural Parks (DTSA) and CRC to revise the joint commissions on paramos.</p> <p>These hectares also include protected areas that have been declared by the municipalities as a result of their basic plans and schemes for land-use planning.</p> | <p>Grading: satisfactory</p> <p>Sustainability: once the different forms of conservation are formalized and well managed, conservation of the paramos is guaranteed.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|--|---|--|--|
| | <p><u>Indicator 2</u> Area (hectares) of montane forest under some form of conservation.</p> | <p>Total hectares of montane forest in the protected areas (255,000). - Las Hermosas National Natural Park (85,000) - Nevado del Huila National Natural Park (108,000) - PNN Puracé (53,000) - Cueva de los Guacharos National Natural Park (9,000)</p> | <p>At least 255,000 hectares newly protected.</p> | <p>(313,00) hectares of forest in the process of being conserved under different figures. These include different management categories and figures of environmental land-use planning, such as: Civil Society Natural Reserves (RNSC), Biological Corridors, and protected lands within the plans and land-zoning schemes.</p> | <p>Grading: Highly satisfactory Sustainability: once the different forms of conservation are formalized and well managed, conservation of the montane forests is guaranteed.</p> |
| | <p><u>Indicator 3</u> Number of areas covered by private reserves, indigenous and peasant conservation areas.</p> | <p>(0)* Private reserves and indigenous and peasant conservation areas.</p> | <p>At least 50</p> | <p>671 civil society reserves have been identified, of which 124 are registered in the National Register of Civil Society Reserves.</p> | <p>Grading: Highly satisfactory Sustainability: Being recorded in the National Register of Civil Society Reserves guarantees their permanence.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|--|---|--|---|--|---|
| <p>Result 1: Four National Parks and their buffer zones operationally consolidated, and processes for joint management underway with local communities.</p> | <p><u>Indicator 4</u> Number of organizations and inhabitants within and near to the parks who participated in conservation actions and programs.</p> | <p>Total: 52 - (8) Las Hermosas PNN - (24) Nevado del Huila PNN - (4) La Cueva de los Guácharos PNN - (16) Puracé PNN</p> | <p>Increase of more than 60% (31 new organizations)</p> | <p>Total: 31 (60% increase) organizations and institutions. In addition (4,484) family-farms, which involve (22,420) inhabitants, participate in conservation processes. (10) Agreements have been reached with regional and local institutions to articulate conservation processes. (1) Agreement for the Massif SIRAP: 5 corporations (18) Local Protected Area Committees (COLAPs) have been formed, which involve main stakeholders.</p> | <p>Grading: Highly satisfactory Sustainability: Civil society organization around the Bio-Massif project generated expectation and hope for the theme of conservation.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|---|--|---|---|
| | <p><u>Indicator 5</u> Existence of vehicles, communication systems and infrastructure suited to the needs of each park, as identified during the development of management plans for each park.</p> | <p>(3) Vehicles (4) Motorbikes (4) Computers (1) Communication system with 40% coverage.</p> <p>Infrastructure existing for more than 10 years without maintenance.</p> | <p>For each park to have vehicles, communication systems and infrastructure suited for its operation and as outlined in its management plan.</p> | <p>During the diagnostic process for developing management plans for each National Natural Park, supported by this project, the needs of each park were identified in terms of strengthening their operational capacity. The project has managed to consolidate and acquire the following:</p> <ul style="list-style-type: none"> - (1) Infrastructure with maintenance actions (Tarpeya) - (2) Maintenance program and contracts ready - (1) Improvement of DTSA infrastructure - (2) Hardware and software for the institutional GIS and the Guambía community - (5) Field teams for characterization - (1) Map of ecosystems and coverage, scale 1: 200.000 - (1) Set of satellite images for the project area - (1) Network for information management - (13) Desktop computers - (10) Portable computers - (14) Motorbikes - (8) Vehicles - (14) Printers - (43) Software and licences - (27) Computer accessories - (65) Research equipment - (8) Communication equipment - (5) Measuring equipment - (1) Digital camera <p>Furthermore, hiring is in process for the maintenance of infrastructure works for Cueva de los Guacharos and Puracé PNN, which enables access to these areas by visitors to be improved.</p> | <p>Grading: Highly satisfactory</p> <p>Sustainability: This result was achieved, however UAESPNN must find ways to maintain and when necessary replace this infrastructure.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|--|---|---|--|---|
| | <p><u>Indicator 6</u> Existence of management plans for the parks, developed in a participatory way.</p> | <p>There did not previously exist a management plan with participatory input.</p> <p><u>Observation:</u> There did exist some management actions and certain preparatory actions for the formulation of management plans: - (1) guidelines for the development of management plans. - (4) planning exercises for the management of areas not adopted by resolution. - (1) sector in the area of influence of the PNN Nevado del Huila was using sustainable conservation systems with 300 families.</p> | <p>Existence of 1 management plan developed in a participatory way for each of the parks included in the project.</p> | <p>The Parks Unit finished adjusting and validating, in a participatory way, the route for adopting management plans for areas within the National Parks System. In this way the process for preparing management plans for four parks was started (Nevado de Huila, Puracé, Cueva de los Guácharos and Las Hermosas) with the participation of local stakeholders identified during the diagnostic phase. Now these management plans have only to be adopted by UAESPNN resolution. The results are: (4) National Parks with basic management plans. (4) Project portfolios. (4) Management Plan executive summaries.</p> | <p>Grading: Highly satisfactory</p> <p>Sustainability: Updating and implementation is one of the UAESPNN functions.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|---|--|---------------------------|---|--|---|
| <p>Result 2: Three new protected areas comprising highly diverse and well-conserved habitat, established and operating under a mixture of protection categories and management authorities (including combinations of the local, regional, national levels and indigenous), increasing the area of ecosystems being conserved.</p> | <p>Indicator 7 Existence of a wide consultation on new protected areas.</p> | <p>Not in existence.</p> | <p>Existence of 3 social processes based around the interest in declaring three new areas within the National Natural Parks System.</p> | <p>The consolidation of social processes that evolve from the creation 3 new national park areas, attained the inclusion of the following stakeholders: (11) Mayors committed through a signed agreement on the establishment of the Regional Conservation Unit for the Complejo Volcánico Doña Juana. (13) Institutions committed through a signed agreement for environmental and territorial zoning of the Serranía de Churumbelos. (5) Institutions committed through a signed agreement on the declaration of the Serranía de Minas.</p> <p>The inclusion of these stakeholders was further demonstrated by their participation in the following: Complejo Volcánico Doña Juana: - 2 training events with social communicators. - 3 spaces for training and project management. - Formation of a network of community radio stations, the 'living voices' of Doña Juana. - Formation of a regional unit for biodiversity conservation and sustainable development (12 municipal administrators, 20 social organizations, 8 community radio stations). - A manifesto signed by communities in the rural settlements of Paramito Alto de Ledesmas, Alto Sano and Loma Larga. Serranía de Minas: - 8 workshops on environmental awareness and 5 biological expeditions. - A conservation agreement with 45 signatories. - An information event on the limits that will be declared. Churumbelos: - 8 inter-institutional meetings. - 12 information workshops on the Environmental Land-Use and Management Plan –POMACH. - Development of a diagnostic on land ownership. - 7 work agreements, signed - An agreement of inter-institutional cooperation, signed - 71 events with strategic stakeholders</p> | <p>Grading: Highly satisfactory</p> <p>Sustainability: Declaration of these new national parks will give them a permanent legal status. It is now the task of UAESPNN to take advantage and continue these social processes for managing the new areas.</p> |
| <p>JOHN DONATO, WILLEM VAN WYNGAARDEN</p> | | | | <p>30 JULIO 2007</p> | |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|---|---|---|---|
| | <u>Indicator 8</u> Number of areas that have been officially declared and registered as part of the Massif Protected Areas System (SAPM) | There existed two (2) preliminary diagnostics in the new areas (one for Churumbelos and one for Doña Juana) | Three (3) new areas in the process of being declared. | The design and construction of the Massif Protected Areas System (SAPM) has come about during the project implementation, with a methodology and proposal for institutional organization. It is being put into practice in the project and there already functions a Steering Committee and a Technical Committee. There is progress in developing a Prospective Plan for the Massif Protected Areas System (SAPM) and a signed agreement that formalizes the creation of the SAPM; so they are no longer talked of as protected areas registered in the Regional Protected Areas System (SIRAP). There have also been advances in the processes to declare the three (3) new areas of the System of National Natural Parks (SPNN) - Serranía de Minas, Complejo Volcánico Doña Juana and Serranía de Los Churumbelos. Technical studies for Complejo Volcánico Doña Juana and the Serranía de los Churumbelos are already approved by the Colombian Academy for Physical and Exact Sciences., with their formal declaration in the hands of the Ministry for the Environment. | Grading: Highly satisfactory Sustainability: Declaration of these new national parks will give them a permanent legal status. |
| | <u>Indicator 9</u> Number of biological and socio-economic studies required for declaring the new protected areas. | (2) preliminary diagnostics (one for Churumbelos and one for Doña Juana). | Three (3) biological and socio-economic studies to declare the new protected areas. | (3) documents with the biological and socio-economic studies required to declare the new protected areas, completed and presented to the Academy of Sciences. The one for Serranía de Minas is currently being revised and adjusted; while the academy has approved the Complejo Volcánico Doña Juana and the Serranía de los Churumbelos. | Grading: Highly satisfactory Sustainability: Once the biological and socio-economic conditions are known, this should influence the management of these areas. |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|---|--|--|--|--|--|
| <p>Result 3: Coordinated and operational networks of private reserves and indigenous and peasant conservation areas, established in four zones that link with four existing parks and the main eco-regions of the Massif, increasing connectivity and continuity of the main habitat blocks.</p> | <p><u>Indicator 10</u> Number of protected areas that are identified on the departmental and municipal Plans for Territorial Ordering / Land-Use (POTs).</p> | <p>(16) reserves registered. (53) conservation initiatives that are not necessarily protected areas in the land-zoning plans (POTs) of the municipalities.</p> | <p>The number of protected areas identified in the departments and municipalities, as well as in the CARs, has increased by at least 30%, including Civil Society Natural Reserves, and at least fifteen (15) have started the process of establish local networks of protected areas (Systems of Local Protected Areas – SILAPs, Local Protected Area Committees – COLAPs, etc)</p> | <p>(31) regional level protected areas have been declared, under categories such as Forest Protective Reserve, Forest Protective Productive Reserve, and Regional Natural Park.</p> <p>(14) protected areas have been declared by municipalities, such as Municipal Parks and Municipal Natural Parks.</p> <p>(671) civil society reserves have been identified, of which (159) are recorded in the National Register of Civil Society Reserves.</p> <p>(16) Systems of Local Protected Areas – SILAPs, have been established: Acevedo, Palestina, San Agustín, Pitalito, Iquira, Palermo, Teruel, La Plata, Tarqui, Saladoblanco, Isnos, Oporapa, Pital, Gigante, Algeciras and La Argentina.</p> <p>(1) Municipal Protected Areas System (SIMAP) has been formed: Roncesvalles</p> <p>(18) Local Protected Area Committees (COLAPs) have been established: Acevedo, Palestina, San Agustín, Pitalito, Iquira, Palermo, Teruel, La Plata, Tarqui, Saladoblanco, Isnos, Oporapa, Pital, Gigante, Algeciras, La Argentina, Sotará and Roncesvalles.</p> | <p>Grading: Highly satisfactory</p> <p>Sustainability: The formation of regional and local entities on the importance of conservation in their territories, and its incorporation in their plans for land-zoning, is a guarantee for the continuation of the conservation program.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|--|--|--|--|--|---|
| | <u>Indicator 11</u> Number of reserves in the buffer zones and corridors. | (0)* areas of privates reserves and indigenous and peasant conservation areas. | At least 50 | (671) civil society reserves have been identified, located in the buffer zones and in corridors between the parks, of which (124) are recorded in the National Register of Civil Society Reserves. | Grading: Highly satisfactory Sustainability: The relationship between the National Register of Civil Society Reserves and UAESPNN guarantees the continuation of this process. |
| Result 4: Alternative land-use practices for three productive systems that currently threaten biodiversity in the Massif, assessed through pilot projects that will be validated by trials in peasant farmer plots that form part of the new Massif Protected Areas System (SAPM). | <u>Indicator 12</u> Number of areas for field trials of the pilot projects, identified through participatory evaluations looking at production and environment. | (0) areas identified. | At least one for each pilot project: a) Alternative cattle-farming practices. b) Productive systems for potato cultivation. c) Sustainable management of montane forests. | 21 sectors were identified that cover 202 settlements belonging to 24 municipalities in the four departments of Cauca, Huila, Tolima and Caquetá. These form part of the areas of influence and the corridors between the parks. They include: - 3 areas identified in Totoro and Guambia. - 1 area in Kisgo. - 1 area in the Serranía de Peñas Blancas. - 1 area in the sub-riverbasin of the Piedras River - 2 areas in Puracé municipality | Grading: Satisfactory Sustainability: So that positive results from this first phase are not lost, it is necessary to institutionalize support in some way. |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|--|-------------------------------|---|--|
| | <p><u>Indicator 13</u></p> <p>Number of field trials being carried out for:</p> <p>a) Alternative cattle-farming practices. b) Productive systems for potato cultivation. c) Sustainable management of montane forests.</p> | <p>a) Zero b) Zero c) Zero</p> | <p>a) 6 b) 8 c) 1</p> | <p>a) Alternative livestock practices: Silvia (Guambiano indigenous group), Toribfo (Paeces indigenous group), Puracé (Yanaconas indigenous group), La Plata y La Argentina (peasants and Coconucos indigenous group), Roncesvalles (peasants) <u>In total: 15 field trials</u></p> <p>b) Productive systems for potato cultivation: Silvia (Guambiano indigenous group), Totoró (Totoroes indigenous group), Puracé and Sotará (Coconucos and Yanaconas indigenous group) In total: 4 experiences in recovering ancestral practices and seed.</p> <p>c) Plan for the Sustainable Management of Montane Forests: Management plans were not developed for the montane forests, taking into account the discussion around the General Forestry Law during these last three years of project implementation. It was only in 2006, through Law 1021, that a mandate was approved according to which the Regional Autonomous Corporations should formulate General Plans for Forestry Land-Use within the next two years. It is hoped to address this task in the second project phase. Nevertheless, proposals were made for natural regeneration and enrichment/productive management of forest clearings, supported by technical studies of forest cover.</p> | <p>Grading: Marginally satisfactory</p> <p>Sustainability: So that positive results from this first phase are not lost, it is necessary to institutionalize support in some way.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|--|--|--|--|---|---|
| | <p><u>Indicator 14</u> Number of localities where the alternative practices have been successfully replicated, to validate and refine the experiences.</p> | <p>(3) three localities (Teruel, Iquira and Santa María)</p> <p>* Observation: These localities are working in sustainable alternative practices and through the Ecoandino project, supported by the PMA, being carried out with 300 families in the buffer zone of the PNN Nevado del Huila.</p> | <p>At least 10 localities to validate and refine the experiences.</p> | <p>The project worked on replicating experiences mainly among peasants, from small-holding to small-holding, within areas with productive systems that are relatively homogenous; rather than the transfer of models from one place to another as stipulated.</p> <p>This change in methodology for replicating the field trials was due mainly to the need to work through local experiences and with local personnel that could guarantee ownership and the appropriate adaptation of practices to local needs of each area, which depending on the social characteristics of each area. It was identified that this would be more successful through the methodology of peasant-to-peasant replication of experiences.</p> | <p>Grading: Marginally satisfactory (experiences were replications, but there is no direction on where to concentrate the different types of alternative practices).</p> <p>Sustainability: So that positive results from this first phase are not lost, it is necessary to institutionalize support in some way.</p> |
| <p>Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM).</p> | <p><u>Indicator 15</u> A methodology for planning and management of the Massif National Natural Parks, adapted or developed for other categories of protected areas in the Massif Protected Areas System (SAPM).</p> | <p>There is no common methodology. The 4 National Parks have adopted management measures developed in 1998 with different methodologies, which are not unified in their structure.</p> | <p>Methodology replicable for planning and management of the Massif PNN.</p> | <p>A methodological guide was prepared with relevant formats for developing the PNN management plans. It was tested and validated by the development of 4 management plans for PNN in the Massif, which are now in the process of being published and adopted by resolution. The following was carried out:</p> <ul style="list-style-type: none"> - (1) analysis of the effectiveness of management in the four National Parks. These results form part of the adjustment of the management plans for the parks. - (1) Software for Analysis of the Effectiveness of Protected Area Management, adjusted and in use in the Parks within this project. | <p>Grading: Marginally satisfactory (emphasis on management of the PNN and no adaptive management for other forms of conservation).</p> <p>Sustainability: Methodologies have not been developed for other forms of conservation.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|--|--|---|--|
| | <p><u>Indicator 16</u> The capacity among team members of the Special Administrative Unit of the National Natural Parks System (UAESPNN) to guarantee social participation in conservation.</p> | <p>In the UAESPNN there exists a policy on social participation in conservation.</p> | <p>Officials adopt and put into practice the policy on social participation in conservation.</p> | <p>Different events and workshops were used to construct a methodology of management planning, formulation of management plans, construction of the Massif Protected Areas System (SAPM), and implementation of the SSC. Staff took ownership of the process and multiplied the means of participatory management, as proposed in the policy on social participation in conservation. The following can be considered concrete experiences:</p> <ul style="list-style-type: none"> - (4) events to inform about management plans, in order to include local proposals on the management and participation of inter-institutional spaces in the buffer zones. - (1) SSC proposal (including vegetable gardens) that minimize the impact in protected areas and generate land-use models for the SAPM, implemented in the PNN Nevado del Huila, Las Hermosas and Puracé. - (2) municipal agreements that establish Local Protected Area Committees (COLAPs), in Roncesvalles and Teruel. - (1) inter-institutional agreement (with all the CARs within the project zone) to advance in the theme of the Massif SIRAP and definition of the Z.A. - (10) new events with municipal mayors and local organizations in Doña Juana, Serranía de Minas, Altofragua, Hermosas, Puracé, Guacharos and Nevado del Huila. - (1) new agreement with the Mayor's Office of Santander de Quilichao, the Santander Water Company, the CRC and Parks, to guarantee the sustainability of the municipal park. | <p>Grading: Satisfactory.</p> <p>Sustainability: The effort was important, although it was directed or taken by contractors that do not form a structural part of UAESPNN and this can put sustainability at risk.</p> |
| | <p><u>Indicator 17</u> There are various regulatory intercultural norms that have been defined by consensus for peasant and indigenous reserves.</p> | <p>Based on the experience of applying the policy on social participation, there are results that enable mechanisms to be established for developing intercultural agreements around conservation.</p> | <p>Regulatory norms defined.</p> | <p>Intercultural agreements have existed with some indigenous communities of the sector. However at the national level it is the duty of the Ministry of the Interior to manage agreements with indigenous communities. The office for social participation within UAESPNN and the project itself must be in agreement with the guidelines developed from the national level. For this reason, the development of the Massif Protected Areas System (SAPM) jointly with the indigenous communities in the region is a main strength to be replicated in the development of the SINAP.</p> | <p>Grading: Marginally satisfactory (in process of being formalized).</p> <p>Sustainability: The regulatory norms are essential so that other forms of conservation can be sustainable.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
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| | <u>Indicator 18</u> The existence of an established Massif Protected Areas System (SAPM). | (0) There was no SAPM | SAPM formally established. | A methodology has been developed for the creation of the Massif Protected Areas System (SAPM), which has a proposed organic structure from the local to the national. It is designed and endorsed by the main environmental institutions of the region - Regional Autonomous Corporations (CARs) - and has been socialized with the main local stakeholders (peasant reserves, foundations, private companies, etc).SAPM is in process of being formed. | Grading: Marginally satisfactory (still in process). Sustainability: The participation of many stakeholders from the region is a good indicator of its potential for continuity. |
| Result No. 6. Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management. | <u>Indicator 19</u> A communications strategy that involves the communities, as a support mechanism for project development. | (0) There is no communications strategy for project development. There are different environmental projects and programs that are not articulated. | A communications strategy that involves local communities as support to project development. | (1) A communications strategy that includes: the community radio stations in the municipalities of Pitalito, La Cruz, Belén de los Andaquíes and Yurayaco, have produced 554 programs so far, and 142 programs in 2007, with a high participation from the community and different institutions, through the Local Committees and Regional Committees. This initiative is being adopted in the Regional Autonomous Corporations of Alto Magdalena (CAM) and Nariño (CorpoNariño) as a model of communication-education. It has been proposed as a model to be applied in other areas of the National Natural Parks System. With regards to dissemination of information and positioning, there was progress in the production of materials that give visibility to the project at the local, regional and national level. Materials such as fliers, banners and collapsible displays were produced for the project area. Progress continues for putting up Illuminated displays at airports of Popayán, Pasto, Neiva and Ibagué. Support continues for local and regional level events as spaces for outreach and information. | Grading: Satisfactory (there are many elements, although it lacks a structure). Sustainability: A large part of these activities are carried out by volunteers which, on the one hand, guarantees continuity at low costs, but on the other these persons cannot be obliged to remain. |
| | <u>Indicator 20</u> Number of published information leaflets about pre-hispanic paths in conservation areas. | (0) No publications nor actions on pre-hispanic paths. Local information on the existence of pre-hispanic paths has not been systematized. | At least one leaflet with national information on pre-hispanic paths. | The leaflet on the National Pre-Hispanic Path between Quizgó and Puerto Quinchana has been laid-out and is being published. It should be printed in December 2006. Similarly, the path of the Andaquíes, which links the settlements of Belén de los Andaquíes (Caqueta) and Acevedo (Huila), is being identified. | Grading: Marginally satisfactory (draft). Sustainability: Once completed, this should be part of a local, regional and national eco-tourism strategy so that interest is not lost. |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|--|--|---|--|---|---|
| | <u>Indicator 21</u> Percentage annual increase in inscriptions for the conservation competition. | (0) No local or regional initiatives such as competitions to motivate conservation initiatives. | Increase by at least 15% in annual inscriptions. | Inscriptions until now have quadrupled since the start of the competition. Since 2004, the Regional Poetry Competition on the Colombian Massif has been held annually, promoted by the Los Guayacanes environmental movement and with support from the Biomacizo project. Local participation is encouraged in this cultural recognition of the environment. In 2004 there were 117 inscriptions, and for 2005 the number of inscriptions rose to 498. | Grading: Marginally satisfactory (competition on the margins of conservation). Sustainability: The project has only supported once, so this will probably continue. |
| Result No. 7 An established system for incorporating the principles of biodiversity conservation within social and institutional planning processes in the Massif, and to coordinate activities of the main programs and stakeholders in conservation. | <u>Indicator 22</u> Number of municipal, departmental and institutional plans that include elements of biodiversity conservation in their planning processes. | (0)* Municipal, departmental and institutional plans that include the theme of conservation and protected areas. * Observation: The (64) municipalities of the Massif in Cauca have an instrument for territorial ordering / land-use. The Governor's Offices have development plans and the CARs have management plans, which are prior to the project and in fulfillment of the national norms. These do not include the issue of conservation through the establishment or management of protected areas. . | At least 50% of: - Municipalities (32) - Departments (Regional Autonomous Corporations) (3) have incorporated biodiversity conservation strategies into their own planning strategies. | 28% of municipalities, 33% of departments and 100% of CARs have adopted development plans that include biodiversity conservation components. - 18 municipalities. - 2 departments, through efforts by the Biomacizo project, have included a component for the conservation of protected areas and strategic ecosystems in their plans and programmes. - 6 Triennial plans of the Corporations are in the process of including biodiversity conservation elements, the inclusion of the issue of a Regional Protected Areas System (SIRAP) will be worked on jointly. There exist other instruments for planning and management that incorporate the theme of in-situ biodiversity conservation. - 4 signed agreements and 2 specific agreements (Santander de Quilichao and CAM) for the development of actions towards biodiversity conservation. - 1 process of participation in the Departmental Protected Areas System (SIDAP) in Valle del Cauca, PNN Las Hermosas. - 2 processes for participation in the plans for land-use and management of the watersheds of the Tulúa and Amaime Rivers. - 1 framework agreement for environmental land-use in the Conservation Corridor of the Central Andes: Tolima sector, which includes the process for declaring a new protected area (40,000 ha) in Roncesvalles. - 1 conservation and management strategy for the corridor between PNN Las Hermosas and PNN Nevado del Huila (resguardos) | Grading: Satisfactory. Sustainability: The formation of institutions in conservations issues guarantees the permanence of this element in their land-zoning plans, development plans, etc. |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|---|--|---|--|---|
| | <p>Indicator 23 Number of conservation and sustainable land-use projects presented to different funding entities and approved by them, whether international or national, as a result of training activities and advice from this project.</p> | <p>(0) No conservation or sustainable land-use project approved.</p> | <p>Increase in the number of conservation projects.</p> | <p>(18) Projects approved through different funding sources: - 7 projects for implementation during 2004-2006, from the Fund for Environmental Action (Fondo para la Acción Ambiental). - 3 projects approved by the Fund for Environmental Action, to strengthen community processes (network of reserves in the Piedras River basin, and the establishment of reserves in San Agustín and Papallaqta) - 4 projects (food security) from the NOAT, Puerto Quinchana, and approved by the French Fund, for support to productive initiatives in the Guacharos-Puracé biological corridor. - 3 projects approved by the NGOs Campesinas del Roble and Aspatru in Huila; the indigenous cabildo of Ronegro in Huila; and Corporación Esfera Azul in Miranda, Cauca. - 1 project approved by the Ministry for the Environment (SINA2) for Serranía de Minas and Puracé.</p> | <p>Grading: Satisfactory. Sustainability: Training in project preparation at different levels guarantees the continuity of this activity.</p> |

| Project Objectives (1) | Description of Indicator (1) | Baseline of Indicator (1) | Target (end project) (1) | Progress at 30 June 2007 (2) | Grading – Sustainability (3) |
|------------------------|--|---|---|--|--|
| | <p>Indicator 24 Number of agreements signed by the implementing organization with local communities and public and private entities, for joint conservation action.</p> | <p>(9) Agreements for joint action with public and private conservation entities.</p> | <p>Increase in the number of agreements signed between local communities and public and private entities.</p> | <p>During project implementation (24) agreements were signed on behalf of National Parks (central and territorial divisions) for joint conservation actions. (2) of these agreements are highlighted, which are still in progress and are considered a considerable support to the specific results of the Biomacizo project. These are:</p> <ul style="list-style-type: none"> - Indigenous Cabildo of Guambia and National Parks, which aims to: contribute to the recovery of the paramo and high-Andean systems of the paramos of Las Delicias and Moras, known culturally as the Paramo de Mama Dominga, through the organizational and technical strengthening of the Guambiano people, the recovery of their thought (<i>Nam Misak</i>), and focussing on the conservation of sacred sites (paramos, lakes, water sources, open air and sub-terrain spaces) to ensure the appropriate management of natural resources; and through the mitigation of impacts caused by cattle farming and potato cultivation, through the establishment of viable environmental productive systems. - The National Service for Learning (SENA) in Huila and National Parks, which aims to: unite efforts to strengthen, through formative processes in occupational training for rural youth, the sustainable management of natural resources and sustainable production, the conservation and sustainable use of biodiversity, and the management of public and private protected areas in the biological corridor of Guacharos-Puracé, and in the area of influence of the PNN of Puracé and Cueva de los Guacharos in Huila. <p>(1) statement of intent has been signed by National Parks and the five corporations interested in forming the Massif Protected Areas System: Regional Autonomous Corporation of Alto Magdalena (CAM), the Regional Autonomous Corporation of Cauca (CRC), the Regional Autonomous Corporation of Tolima (CORTOLIMA), the Regional Autonomous Corporation of Nariño (CORPONARIÑO), and the Corporation for Sustainable Development in Southern Amazonia (CORPOAMAZONIA)</p> | <p>Grading: Highly satisfactory.</p> <p>Sustainability: These agreements could be a continuity for activities agreed upon, if the public and private entities give importance to this theme.</p> |

4.6.2 Evaluation Terms of Reference

TERMS OF REFERENCE

PROJECT UNDP-GEF COL 01/G31 "CONSERVATION OF MONTANE FOREST AND PARAMO IN THE COLOMBIAN MASSIF"

TERMS OF REFERENCE FOR THE FINAL EVALUATION MISSION OF PHASE I

1. INTRODUCTION

a) UNDP/GEF as body for monitoring and evaluation (M&E)

The policy for monitoring and evaluation (M&E) at UNDP/GEF project level has four objectives: i) to monitor and evaluate the results and impacts; ii) to provide a basis for decision making with regards to adjustments and necessary improvements; iii) to promote responsibility in the use of resources; and iv) to provide, through the document, feedback and the dissemination of lessons learned.

In accordance with UNDP/GEF policies and procedures for M&E, all regular and medium-sized projects supported by GEF should be subject to a final evaluation once they have been carried out. A final evaluation of a GEF-funded project (or of a previous phase) is required before requesting the concept for additional funding (or subsequent phases of the same project) and should be included in the GEF work program.

Final evaluations are carried out to determine the importance, functioning and success of the project. Observation is made of each sign of potential impact and the sustainability of results, including the contribution to developing institutional capacity and the achievement of global environmental goals. Also the lessons learned permit recommendations to improve the preparation and execution of other UNDP/GEF projects.

b) Project objectives and their context within the country

Global objective

To conserve the globally important biological diversity and ecosystem dynamics of the Andean Montane Forest and Paramo of the Colombian Massif. In addition, the national objective includes conservation of the environmental goods and services that these provide, especially water resources.

Purpose

To establish a system of protected areas under different regimes of land use, management categories and forms of ownership, that will: (i) conserve the complete mosaic of eco-regions and ecosystems that converge in the Colombian Massif; (ii) provide a regional framework for conservation actions; and (iii) promote the participation and engagement of indigenous groups and other local, regional and national stakeholders associated with biodiversity conservation.

Context

The Colombian Massif is situated in south-west Colombia, at the inception of the Andean Cordillera and a little to the north of where the Central and Western Cordilleras cross. Politically it covers 36,780 km², including more than 65 municipalities in the departments of Cauca, Huila, Nariño, Putumayo, Tolima and Caquetá. The core of the Massif (the target area for this project) refers to a smaller area of approximately 20,000 km², which covers 33 municipalities.

The Colombian Massif has an especially high biological patrimony given its wide range of topography and climates, and the influence of the three bio-geographical regions that converge in this region: Pacific, Andean and Amazon. It is characterized by maintaining large blocks of intact paramo vegetation, with high levels of endemism, which provide key functions both for the supply and regulation of water, and as a carbon sink. The montane Andean forests are especially rich in species diversity and have high levels of endemism as a result of the different conditions within and between each Cordillera; this indicates that of the seven eco-regions of montane forest pointed out by experts for Colombia, five of them converge in the Colombian Massif. For that reason it forms a unique mosaic and unparalleled composition of species and habitat diversity; more than 10% of the Colombian flora species, 60% of all Andean fauna species, and it is especially rich in birds (586 species recorded) and mammals (73 species recorded), including the 28% of mammals in danger of extinction in Colombia (Spectacle bear and Mountain danta).

The region's living conditions are difficult with low indices of quality of life, along with unsatisfied basic needs, below the national average levels. The regional economy is based mainly on livestock and agriculture, with mostly small and medium-sized producers, situated mainly between Las Hermosas and Nevado del Huila National Natural Parks (PNN) and between Nevado del Huila and Puracé PNN.

The Massif is recognized for its cultural patrimony. Seven indigenous groups live in the region (Paeces, Yanaconas, Guambianos, Kokonucos, Totoroes, Inganos and Kamtza), and these groups are situated in the Autonomous Resguardos that cover approximately 18% of the project area. Their perceptions of the Universe are centered on the sacredness of the environment and of natural phenomena, so they constitute important partners in the search for biodiversity conservation in the Massif.

The National Biodiversity Strategy and Action Plan proposes consolidating the national system of protected areas – SINAP – to include the system of National Parks as well as a series of regional, local, private and public reserves under different management categories, thereby widening the responsibility of participants in the management of protected areas. Through Decree 1124 of 1999, UAESPNN was made responsible for leading the creation of the SINAP and for coordinating it.

II. EVALUATION OBJECTIVES

The Special Administrative Unit for the System of National Natural Parks (UAESPNN), the entity that carries out the technical execution of the project, and UNDP as the implementing agency, consider that it is pertinent and opportune to carry out the final evaluation mission of Phase I of the project, to then incorporate the knowledge and experience of the evaluators in the adjustments that are considered appropriate for handing over a highly satisfactory product, as well as receiving their recommendations on the thematic and methodological focus for the preparation of the second project phase.

With the evaluation, we hope to have fresh opinions about the first project phase, and recommendations that will enable us to make a successful project from this participatory experience.

The main stakeholders to be taken into account in the evaluation are the project partners, among whom the following stand out: the CARs (CRC, CVC, CAM, Cortolima, Corponariño, Corpoamazonia), indigenous and peasant communities, Mayor's Offices, Governor's Offices, national institutions such as IGAC, INCODER, IDEAM, NGOs, academic institutions such as SENA and the University of Cauca, and international entities such as WWF, etc.

III. EXPECTED OUTPUTS FROM THE EVALUATION

The expected outputs from the Evaluation are described within each of the items of the following content:

3.1 Executive summary

- Brief description of the project
- Context and purpose of the evaluation
- Conclusions, main recommendations and lessons learned

3.2 Introduction

- Purpose of the evaluation
- Key questions
- Methodology for the evaluation
- Structure of the evaluation

3.3 The project and context for its development

- Start and duration of the project
- Problems identified in project implementation
- Immediate objectives and project development
- Main stakeholders
- Expected results

3.4 Results and conclusions

- Aside from the description of results, all the criteria marked with (R) should be graded with the following categories: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory.

3.4.1 Project Development

- **Conceptualization (R)**. It should give an approximate indication of the processes, methodologies and concepts used in formulating the project; an appreciation of the possible problems in conceptualization, and whether the selected intervention strategy tackled the root of the main causes and threats in the project area. It should also include a concept of the logical framework and whether the different components and activities of the project, for achieving the objective, are appropriate, viable and in accordance with the institutional and legal context of the project. It should also determine if defined indicators for project execution were applied, the measurement of success, and if the lessons of other relevant projects (e.g. similar in their focus area) were incorporated in the project formulation.
- **The project in the context of the country's planning**. This determines the level of relevance and coherence since the project's inception with national, sectoral and regional development plans, and with environmental and development policy.
- **Participation of stakeholders (R)**. This determines the diffusion of information, the consultancy process and the participation of stakeholders in the preparatory stages.
- **Other aspects**. To determine, through the revision of project preparatory processes, which were the comparative advantages of the UNDP as Implementing Agency for this project, and the alliances between projects and other interventions in the environmental sector.

3.4.2 Project Execution

- **Approaches to project execution (R)**. This subheading should include analysis of the following aspects:

- i) Use of the logical framework as a management tool during project execution, and the changes made to it in response to conditions and/or the feedback that required changes in M&E activities.
 - ii) Other elements that indicate the adaptability of management, in an understanding and realistic way, to a work plan that reflects the changes in arrangements for improving project execution.
 - iii) Use and setting-up of electronic information technologies in the project, to support execution, participation and supervision, as well as other project activities.
 - iv) General operational relations between the institutions involved and others, and how these relations have contributed to the execution and to efficient achievements of the project objectives.
 - v) Technical skills associated with the project and their role in project development, management and achievements.
- **Monitoring and evaluation (R)**. This should include analysis on follow-up to the activities during project execution.
 - **Participation of stakeholders (R)**. This item should include analysis of the mechanisms for the diffusion of information during project execution, and the level of participation of stakeholders in management, with emphasis on the following:
 - i) The production and diffusion of information generated by the project.
 - ii) Local use of resources and participation of stakeholders in project execution and decision-making, and an analysis of the strengths and weaknesses of the approach adopted by the project in this area.
 - iii) The establishment of alliances and relations for collaboration made by the project with local, national and international entities, and the effects that these have had on project execution.
 - iv) Linking of government institutions in the project execution and their role.
 - v) Institutionalization of the project in UAESPNN.
 - **Financial Planning**. This includes an analysis of:
 - i) Real project cost by objectives, results and activities.
 - ii) Cost/effectiveness of the achievements.
 - iii) Financial management.
 - iv) Co-funding.
 - **Sustainability**. The extent to which the benefits of the project will continue, within or outside the domain of the project after the first phase has been executed. Relevant factors include, for example: development of a sustainability strategy, establishment of financing and economic instruments and mechanisms, supports made by project objectives so that stakeholders address environmental planning.
 - **Means of execution**. The efficiency of UNDP counterparts should be considered, and the participation of the project coordination unit in the criteria of eligibility, preparation of project instruments, the selection, recruiting, assignation of experts, consultants and national members of staff, and in the definition of tasks and responsibilities; factors that could have affected the execution and sustainability of the project.

3.4.3 Results

- **Achievement of the results / achievement of the objectives (R)**: Includes a description and the extent to which the project objectives (environment and development) were reached using the grading: highly satisfactory, satisfactory, marginally satisfactory, and unsatisfactory.

The evaluators should establish correctly the achievements, results and impacts referring to the project baseline.

- This section should also include revision of the following:
 - **Sustainability:** Includes consideration of the extent to which the benefits will continue, within or outside the project domain after the assistance from GEF in this phase has finished.
 - Contribution to increasing the skills of national personnel.

3.4.4 Recommendations

- Corrective actions in project preparation, execution, monitoring and evaluation.
- Actions to follow or to be strengthened the initial benefits of the project.
- Future directions to consolidate the main objectives.

3.4.5 Lessons learned

- The successful cases should be highlighted and contextualized, along with those that need to be strengthened.
- The means through which the lessons and experiences of the project will be replicated should be determined or extrapolated in the preparation and execution of other projects, even for the second phase.

3.4.6 Annexes to the evaluation report

- Evaluation TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents revised
- Questionnaires used and summary of results
- Comments from stakeholders (only in the case of discrepancies with results and conclusions from the evaluation).

It is foreseen that the final document of the evaluation report will not exceed 100 pages. The deadline for presentation to UNDP and UAESPNN of the final draft document should be exceed the third week, a deadline that includes the request and gathering of comments from stakeholders previously indicated by UAESPNN if there are discrepancies between the comments and the results the evaluation team and the parties already mentioned, and these should be explained in an annex attached to the final report.

IV. METHODOLOGICAL STEPS FOR THE EVALUATION

The methodology that will be used by the evaluation team should be presented in detail and should include, among others, the following information:

- Revision of documentation (desk work)
- List of documentation that will be consulted
- Interviews
- Field visits
- Questionnaires
- Techniques for participation and other mechanisms for meetings and data analysis

V. EVALUATION TEAM

- A team of 2 experts was foreseen for the final evaluation mission of the first: one expert in the institutional and financing area, and one expert in conservation biology or ecology.

VI. ARRANGEMENTS FOR IMPLEMENTATION

- **Management arrangements.** The country office is generally the main operational point for the evaluation. It will be responsible for communication with the project team to fix the interviews with the main actors, to arrange the field visits, to coordinate with government the base of national consultants, and to ensure the opportune availability of logistics and arrangements for travel within the country for the evaluation team.
- **Timeframe** for the specific process of the evaluations; three weeks have been suggested, in which time the following will be carried out:
 - Desk work
 - Reports for the evaluators
 - Field visits, interviews, questionnaires
 - Debriefings
 - Validation of preliminary results with the main actors, the presentation of preliminary reports for comments, meetings and other types of mechanisms for feedback.
 - Preparation of the final evaluation report.
- **Resources needed.** The following logistics will be provided:
 - Travel expenses and transport
 - Fixing interviews and field visits, etc.

VII. ANNEXES WITH TERMS OF REFERENCE

Annex 1: Terminology in the GEF guidelines for final evaluations

Annex 2: List of documents that will be revised by the evaluators, and planning of visits.

TERMINOLOGY IN THE GEF GUIDELINES FOR FINAL EVALUATIONS

Implementation Approach includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

Some elements of an effective implementation approach may include:

- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders in the country/region
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- Feedback from M&E activities used for adaptive management.

Country Ownership is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable. The project concept has its origin within the national sectoral and development plans.

Some elements of effective country ownership may include:

- Project Concept has its origin within the national sectoral and development plans
- Outcomes (or potential outcomes) from the project have been incorporated into the national sectoral and development plans
- Relevant country representatives (e.g., governmental official, civil society, etc.) are actively involved in project identification, planning and/or implementation
- The recipient government has maintained financial commitment to the project
- The government has approved policies and/or modified regulatory frameworks in line with the project's objectives

Stakeholder Participation/Public Involvement consist of three related, and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF-financed project. The term also applies to those potentially adversely affected by a project.

Examples of effective public involvement include:

- **Information dissemination**
 - Implementation of appropriate outreach/public awareness campaigns
- **Consultation and stakeholder participation**
 - Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation, and evaluation of project activities
- **Stakeholder participation**
 - Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure
 - Building partnerships among different project stakeholders
 - Fulfillment of commitments to local stakeholders and stakeholders considered to be adequately involved.

- **Sustainability** measures the extent to which benefits continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Relevant factors to improve the sustainability of project outcomes include:
 - Development and implementation of a sustainability strategy
 - Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives).
 - Development of suitable organizational arrangements by public and/or private sector
 - Development of policy and regulatory frameworks that further the project objectives
 - Incorporation of environmental and ecological factors affecting future flow of benefits.
 - Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.)
 - Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes)
 - Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities
 - Achieving stakeholders consensus regarding courses of action on project activities.

- **Replication approach**, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).

Examples of replication approaches include:

- Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc).
 - Expansion of demonstration projects.
 - Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions.
 - Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.
-
- **Financial Planning** includes actual project cost by activity, financial management (including disbursement issues), and co-financing. If a financial audit has been conducted the major findings should be presented in the TE.

Effective financial plans include:

- Identification of potential sources of co-financing as well as leveraged and associated financing.
- Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables
- Due diligence due diligence in the management of funds and financial audits.

Co-financing includes: Concessions, credits, equity investments, contributions in-kind,

other contributions mobilized for the project from other multilateral agencies, bilateral agencies for development cooperation, NGOs, private sector and beneficiaries. (Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6).

Leveraged resources are additional resources: Beyond those committed to the project itself at the time of approval, and that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept.

Cost-effective factors include:

- Compliance with the incremental cost criteria (e.g. GEF funds are used to finance a component of a project that would not have taken place without GEF funding.) and securing co-funding and associated funding.
- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned.
- The project did not exceed levels of similar project costs in similar contexts.

Monitoring & Evaluation. Monitoring is the periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is a process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make decisions based on the evidence of information on the project implementation stage, performance indicators, level of funding still available, etc, building on the project's logical framework.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures, and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data, and stakeholder participation.

Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that are sustainable after project completion.

Financial Planning and Co-Funding

* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged

since inception and indicate how these resources are contributing to the project's ultimate objective.

SUPPORT LOGISTICS

Documents to be consulted:

1. PRODOC: English and Spanish
2. All Annual PIRs
3. Audit Reports
4. Final Reports and Documents of project contractors, for which there will be database from the Documentation Centre, so that for their revision the Evaluators can determine which are of interest and proceed to obtain them for consultation. In principle we suggest the following: management plans for Cueva de Los Guacharos, Hermosas, Nevado del Huila and Puracé National Natural Parks (PNN); documents presented to the Academy of Exact Physical and Natural Sciences, for the declaration of the new areas Serranía de Minas, Serranía de los Churumbelos and Complejo Volcánico Doña Juana; Diagnostic and proposal for land-use analysis and legalization of protected areas and new areas to be declared; Document on establishing a program for monitoring and habitat of the Andean Bear (*tremarctos ornatus*) and Mountain Danta (*Tapirus pinchaque*) in the Colombian Massif.; Document on the thematic area of GIS for generating geographic information on the distribution of habitat for the Andean Bear (*tremarctos ornatus*) and the Mountain Danta (*Tapirus pinchaque*) in the Colombian Massif; Documents on advances with the System of Protected Areas for the Colombian Massif (databases, SIRAP group report, methodological guide for the creation of reserves, analysis document and proposal for adequacy for the SIRAP of the Colombian Massif); Document on sustainable systems for conservation; Communications and Environmental Education strategy; final reports from Project Coordinators.
5. Database of the file, for consultation and the provision of information required.
6. Financial database.
7. Database of counterparts and agreements.
8. Database of contractors and follow-up.

Interviews:

1. Project Management and Coordination, and Project Official: Implementing Agency
2. South-Andean, South-Western and Amazonia-Orinoquia Regional Offices and Program Heads for National Natural Parks in the project area.
3. CARs: CRC and CAM
4. Indigenous: ACIN, Guambia and Inganos
5. Peasants: Puracé and Huila PNN Buffer Zones
6. Municipalities: Pitalito, La Cruz, L Argentina and Teruel
7. Institutions: Guacharos-Puracé Biological Corridor, and SENA
8. Civil Society Reserves: Puracé PNN

4.6.3 Itinerary

| DAY | AGENDA | OBJECTIVE & RESULTS | ATTENDEES |
|-----------------------------|---|---|---|
| Day 1 (25 October 3:30 p.m) | Meeting in Bogotá with UAESPNN, project presentation, agenda and handover of materials. | OBJECTIVE: To present the development of political guidelines of UAESPNN. To receive a presentation on the project and vision of the advances made by Phase I, from the Director General of UAESPNN and the coordination team. | Vice-Minister or Delegate, Office for International Affairs, Director General, Area for Cooperation Projects, Project Coordination team, 3 Regional Directors, Technical Assistant, Planning Coordination. UNDP. |
| | Venue: National Parks (UAESPNN), floor 4, Auditorium. | | |
| Days 2, 3 (26,27 October) | Study of documentation. | OBJECTIVE: To revise documentation from the BIOMACIZO (Bio-Massif) project, with the aim of analyzing the progress of each project result. | This may also include the presentation of results shown in the documentation, by thematic advisers. |
| | Venue: National Parks (UAESPNN), floor 4, Meeting Room. | | |
| Day 4 (30 October) | Meeting in Popayán with DTSA, DTSO and DTAO, program heads, presentation of results. | OBJECTIVE: Socialization by the Regional Directors and program heads of the process in general, the important processes and lessons learned on project implementation. | Each of the program heads and the Regional Directors make a general presentation of results obtained within National Parks from the project, highlighting especially the strengthening of the national parks and their processes. Under the focus of lessons learned. |
| 8:00 a.m. – 6:00 p.m. | Management Plans | Result 1: Four National Parks and their buffer zones operationally consolidated, and processes for joint management underway with local communities. | |
| | Venue: Popayán, MONASTERIO HOTEL | Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM). | Assistant Technical Manager, Regional Directors, Professional Grade 19, Program Heads, General Coordinator |
| Day 5 (31 October) | Meeting with indigenous communities, ACIN, CRIC, Inganos. | OBJECTIVE: To show how the project is viewed by the indigenous communities, the development of this through lessons learned, and the proposal for relations in a second phase | South-Andean Regional Director, Nevado del Huila PNN Program Head, PNNNH professional, General Coordinators, ACIN legal representative, CRIC environmental advisor, Inganos representative. |

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|--------------------------|---|--|--|
| | | <p>Result 3: Coordinated and operational networks of private reserves and indigenous and peasant conservation areas, established in four zones that link with four existing parks and the main eco-regions of the Massif, increasing connectivity and continuity of the main habitat blocks.</p> <p>Result 4: Alternative land-use practices for three productive systems that currently threaten biodiversity in the Massif, assessed through pilot projects that will be validated by trials in peasant farmer plots that form part of the new Massif Protected Areas System (SAPM).</p> | |
| | Venue: Popayán, MONASTERIO HOTEL | <p>Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM).</p> | |
| Day 6 (1 November) | Civil Society Reserves, Puracé PNN. | <p>OBJECTIVE: To know the community viewpoint on achievements made by the project regarding ownership of environmental management for sustainable territorial management.</p> | Regional Director, Puracé PNN Program Head. |
| | Piedras River | <p>Result 3: Coordinated and operational networks of private reserves and indigenous and peasant conservation areas, established in four zones that link with four existing parks and the main eco-regions of the Massif, increasing connectivity and continuity of the main habitat blocks.</p> | Parks technical person. Local Actors:(10) Edwin Moreno |
| | FIELD VISIT | | |
| Day 7 (2 November) | Meeting with technical group, Massif SIRAP. | <p>OBJECTIVE: To know the joint work with regional environmental actors, for the development of shared strategies for the protection of the Massif area.</p> | Technical professionals from the CARs, Regional Directors. |
| 6:00 p.m. | | <p>Result 6: Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management.</p> | Heads of Program General Coordinator. |
| | | <p>Result 7: An established system for incorporating the principles of biodiversity conservation within social and institutional planning processes in the Massif, and to coordinate activities of the main programs and stakeholders in conservation.</p> | |
| Days 8, 9 (3,4 November) | Visit to Doña Juana Volcanic Complex. | <p>OBJECTIVE: To analyze the process of creating a new area, and the awareness achieved in the community for establishing it.</p> | South-Andean Regional Director, General Coordinator, Local Director (citizen radios), Director, Corpodoñajuana (Tuesday 15) Delegate, Corponariño (Tuesday 15) |
| | Venue: La Cruz - Nariño | <p>Result 2: Three new protected areas comprising highly diverse and well-conserved habitat, established and operating under a mixture of protection categories and management authorities (including combinations of the local, regional, national levels and indigenous), increasing the area of ecosystems being conserved.</p> | |
| | | <p>Result 6: Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management.</p> | |

| | | | |
|---|---|--|--|
| Days 10,11,12 (7,8,9 November) | Visit to Guacharos- Puracé Corridor: - SSC -Reserves -SENA Pitalito - Citizen Radios -CAM | OBJECTIVE: To visualize different practices for sustainable environmental management and the coordination of these among different institutional and local actors. | Assistant Technical Director, Cueva de los Guacharos Program Head, SIRAP facilitator General Coordinator SIRAP-CAM Coordinator SENA Regional Director, Pitalito CBGP Director Biomacizo Project Communications Coordinator Local Actors. |
| | | Aspects of local protected area systems, municipal parks, regional areas, and sustainable conservation systems, will be presented. | |
| | | Result 4: Alternative land-use practices for three productive systems that currently threaten biodiversity in the Massif, assessed through pilot projects that will be validated by trials in peasant farmer plots that form part of the new Massif Protected Areas System (SAPM). Result 5: A set of adaptive management tools, developed and put into practice to facilitate the creation, operation, monitoring, funding and future expansion of the Massif Protected Areas System (SAPM). Result 6: Information in multiple formats, programs and education campaigns, used to raise awareness among local communities about the importance of biodiversity conservation in the Massif and to increase their engagement in participatory conservation management. Result 7: An established system for incorporating the principles of biodiversity conservation within social and institutional planning processes in the Massif, and to coordinate activities of the main programs and stakeholders in conservation. | |
| Days 13,14,15, 16 (10,11,12,13 November) | Feedback, validation of preliminary results, and preparation of final evaluation report. | | |
| | Interviews with key people at the national level, that are included in the mission. (Evaluators). | | |
| Day 17 (14 November) 08:30 a.m. | Meeting, National Parks (JAESPNN) General Management Technical Assistance General Coordination Venue: Floor 4, Auditorium | Exchange of criteria and preparation of the presentation for the executing entity and the implementing agency. | Director General, UAESPNN Projects Area Regional Directors Assistant Technical Director Project General Coordinator UNDP |
| Day 18 (15 November) 02:30 p.m. | Ministerial meeting: Minister Vice-Minister for the Environment Office for International Affairs Venue: Colombia Room .M.A.V.D.T | Presentation of results by evaluators for the executing entity and the implementing agency. | Minister Vice-Minister for the Environment Head of Office for International Affairs Director General, National Parks, Projects Area, Assistant Technical Director, General Coordinator UNDP |

4.6.4 List of People Interviewed

| INSTITUTION | PEOPLE INTERVIEWED |
|---|---|
| UNDP | Lita Paparoni |
| | Luisz Olmedo Martinez |
| UAESPNN (Bogota Office) | Julia Miranda (Director) |
| | Cesar Rey (Assistant Technical Director) |
| | Emilio ... (Assistant Technical Director) |
| | Sandra Sguerra (Sinap) |
| UAESPNN (Massif Region) | Yaneth Noguera (South-Andean Regional Director) |
| | Liliana Mosquera (PNN Purace) |
| | Efraim Rodriguez (PNN Nevados Del Huila) |
| | Claudia Acevedo (PNN Las Hermosas) |
| | Milton Rojas (PNN Alto Fragua) |
| | Italo Rodriguez (PNN Cueva De Los Guacharos) |
| BioMacizo / Bio-Massif (Coordination) | Gustavo Guerrero Ruiz |
| | Luisa Fernanda Aguilar |
| | Marcela Rodriguez |
| | Viviana Rodriguez |
| BioMacizo / Bio-Massif (Contractors) | Hector Restrepo |
| | Lina Marisol Romero |
| | Herminso Pulecio |
| | Irena Montenegro |
| | Miriam Escobar |
| | Claudia Cervera |
| | Mauricio Guzman |
| | Sandra Diaz |
| Regional Autonomous Corporations (CARs) | Julo Cesar Ridriguez (CRC) |
| | CORPONARIÑO |
| Indigenous Communities | CRIC |
| | Cabildes Guambianos |
| La Cruz – Doña Juana | Mayor of La Cruz |
| | School Director |
| | Doña Juana Foundation |
| Corredor Guacharos - Purace | Joaquim Sanchez (SENA – Pitalito) |
| | Peasants - Montaña negra settlement |
| | Teachers - El Porvenir school |
| | San Augustin Local Committee of Protected Areas |
| | SERANKWA (San Augustin Network of Sivil Society Reserves) |
| | Peasants - Jerico settlement |

4.6.5 Summary of Field Visits

| Departament | Municipality | CAR | PNN | Biological Corridors | Nueva Area |
|-------------|---|-------------|--------|--|-------------------------|
| Huila | 1. San Agustín 2. Palestina 3. Pitalito | CAM | Puracé | - Guacharos - Puracé - Guacharos - Puracé | |
| Departament | Municipality | CAR | PNN | Biological Corridors | Nueva Area |
| Cauca | 4. Popayán Puracé 5. Río Piedras | CRC | Puracé | - Buffer Zones | |
| Departament | Municipality | CAR | PNN | Biological Corridors | Nueva Area |
| Nariño | 6. La Cruz | Corponariño | | - Guacharos - Puracé | - Doña Juana Complex |

4.6.6 List of documents revised

Project documents:

- Project Document GEF MACIZO (English)
- Project Document GEF MACIZO (Español)

PIR:

- BioMacizo PIR 2004
- BioMacizo PIR 2005
- BioMacizo PIR 2006

Financial Reports:

- PRESENTACION FINANCIERA BIOMACIZO
- BD CONTRAPARTIDAS UAESPNN.xls
- BD CONTRAPARTIDAS.xls
- BD CONTRATOS 2005.xls
- BD CONTRATOS 2006.xls
- BD CONVENIOS SEGUIMIENTO.xls
- EJECUCION TOTAL A SEP_06.xls
- TASA DE CAMBIO.xls
- INFORME CONTRALORIA PROYECTO_COL_01_G31_2004.pdf
- INFORME AMEZQUITA PROYECTO_COL_01_G31_2005.pdf

Synthesis Reports:

- Informe_Sintesis_Analitica_Biomacizo_Resultados_1_2_5.doc

- Informe_Sintesis_Análitica_Biomacizo_Resultados_7_3_5.doc

Presentations:

- PLANEACIÓN DEL MANEJO.ppt
- PREDIAL.ppt
- Nuevas Areas.ppt
- Comunicaciones presentacion_final.ppt
- Programa de conservación y monitoreo oso y danta.ppt
- PNN CUEVA DE LOS GUACHAROS.ppt
- PNN LAS HERMOSAS.ppt
- PNN Nevado del Huila.ppt
- PNN Purace.ppt
- PNN Alto FRAGUA.ppt
- SIRAP.ppt
- Formulación de PROYECTOS.ppt

Others:

- El SIRAP del Macizo Colombiano. Un enlace entre la anticipación y la acción

Preliminary Plan Massif SIRAP

4.6.7 Questionnaires used and summary of results

There was no use of pre-designed or fixed questionnaires, and interviews were not formal in structure. However, no opportunity was lost to obtain information from persons directly with the project.

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Hernández-Camacho, J, A. Hurtado, R. Ortiz Y T. Walschburger, 1992. Centros de endemismo en Colombia. Pp. 175-190 en: Halffer, G. (ed.), La diversidad biológica de Iberoamérica. Acta Zoológica Mexicana, México.

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