

Mid-Term Review

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**GEF Project “Sustainable Management and Conservation
of Biodiversity in the Magdalena River Basin”**

Deliverable 4

Final Report

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ACRONYMS

AP	Protected Area
APR	Regional Protected Areas
AUNAP	National Aquaculture and Fisheries Authority (by its acronym in Spanish)
CAR	Regional Autonomous Corporation (by its acronym in Spanish)
CDB	Convention on Biological Diversity
CORMAGDALENA	Regional Autonomous Corporation of Río Grande de la Magdalena (by its acronym in Spanish)
DMI	Integrated Management Districts (by its acronym in Spanish)
DRMI	Regional District of Integrated (by its acronym in Spanish)
GEF	Global Environment Facility
GoC	Government of Colombia
IAvH	Alexander von Humboldt Biological Resources Research Institute (by its acronym in Spanish)
IDB	Inter-American Development Bank
IDEAM	Institute of Hydrology, Meteorology, and Environmental Studies of Colombia
MADS	Ministry of Environment and Sustainable Development (by its acronym in Spanish)
MTR	Mid-Term Review
NGO	Non-Government Organization
MP	Management Plan
PNN	Natural National Parks
PNR	National Restoration Park
AOP	Annual Operative Plan
SDP	Small Donations Program
ProDoc	Project Document
RFPR	Regional Protective Forest Reserve (by its acronym in Spanish)

SIAC	Environmental Information System of Colombia (by its acronym in Spanish)
SINAP	Protected Areas National System (by its acronym in Spanish)
TNC	The Nature Conservancy
PCU	Project Coordinating Unit
UNDP	United Nations Development Programme
WWF	World Wildlife Fund

1 EXECUTIVE SUMMARY

Project description

The Project objective is to contribute to the conservation and sustainable use of biodiversity in the Magdalena river watershed through the protection of priority freshwater habitats, improved ecosystem health, governance and strengthening of local capacity.

For this, the following three components and six outcome indicators are proposed:

Component 1. Conservation of priority areas in the Magdalena River Basin

Component 2. Ecosystem health management

Component 3. Monitoring and evaluation

Summary of evaluation ratings	
Criteria	Score
Relevance	2 (R)
Effectiveness	3 (MU)
Efficiency	3 (MU)
Sustainability	2 (MU)
Impact	1 (I)

Table Evaluation Rating

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

Main conclusions and recommendations

Conclusions

- The Project is of high relevance for the country, several years after its conception, it is considered as a pertinent and priority initiative for the Magdalena River basin.

- The lag between the time in which the Project was formulated until its execution finally started, derived in the need to adjust the original design the context. Modifications made include various Outputs scope, work sites and, in general terms, intervention focus.
- In terms of progress towards meeting the Project objective, only two of the nine result indicators are reported as completed (1.1 and 2.1), while indicator 4.2 shows progress as planned. No significant progress is reported in relation to the other six indicators.
- After 80% of the implementation period, a 29% average progress is reported in the three components, with an execution of 48% of the available budget. Consequently, there is a high risk that the Project objective will not be met. Likewise, it is possible that several originally planned results will not be met, and others will present significant deficiencies.

Recommendations

- A comprehensive review of the project Outcome framework is recommended for formalizing and coming clear the outcome indicators, targets and outputs scope.
- In parallel with the shock plan, it is recommended that the Project initiates an exit strategy in conjunction with partners and stakeholders involved.
- It is recommended to leave a portfolio of projects formulated and given to different donor profiles, to follow up on different scales of intervention.
- It is recommended to strengthen the team's management tools and capacities in areas such as strategic and operational planning, monitoring and evaluation, internal information and communication systems, and knowledge management.
- A critical element for success is to strengthen administrative team capacity to ensure agile purchasing and contracting processes, which also involves greater precision in planning and coordinated work with each component.

2 INTRODUCTION

2.1 Background

Magdalena River basin constitutes an area of vital environmental and socioeconomic importance in Colombia. Its surface area of 270,895 km², houses 77% of the population, produces 86% of the Gross Domestic Product -GDP, 75% of hydraulic energy, 70% of agricultural production and 50% of continental fishing (TNC, 2016). Its altitude variability has facilitated a great diversity of high global relevance sites for the threatened species conservation. However, ecosystems like freshwater ecosystems are poorly represented in protected areas (4,68% of the total area). The Colombian Fifth National Biodiversity Report (2014) before the Convention on Biological Diversity (CBD), points out the need to increase

representativeness of these ecosystems in the Protected Areas National System -SINAP, complying with the # 11 Aichi goal.

Freshwater ecosystems' health is threatened by significant pressures, among these are water regime alteration due to the presence of reservoirs, dikes, and obstruction of channels, causing changes in sediment levels, loss of biodiversity and connectivity between bodies of water, among others. Another threat is the fishing overexploitation, registering 85% reduction of the resource between 1974 and 1995. What is mentioned above shows the threat degree of fish populations, some species are found in the Red Book of Freshwater Fish of Colombia (Lasso, CA et al, 2011). Currently, the National Aquaculture and Fisheries Authority (AUNAP) and the Regional Autonomous Corporation of Río Grande de la Magdalena (CORMAGDALENA), implement strategies to strengthen artisanal fishing at the Magdalena River, but current efforts must be complemented with conservation criteria. It is a priority to improve the commercial approach of the entrepreneurship.

The basin is managed by multiple actors of different scales, operating with dissimilar sectoral and / or spatial visions, with insufficient scientific information and applying few criteria based on freshwater ecosystems health for environmental management (eg: licenses, permits and, territorial planning approval). In this sense, it is relevant to support the country's efforts to consolidate the Colombian Environmental Information System (SIAC), which seeks to facilitate the generation and exchange of environmental information for decision-making at national, regional, and local levels.

2.1.1 Purpose of the evaluation

The Mid-Term Review (MTR) analyzes progress in relation to the objectives, Outcomes framework, indicators, work plan and other relevant aspects of the Project execution, with a view to proposing adjustments and changes to improve its performance and achieve the goals proposed during the remaining period of execution.

This MTR is seen as an important opportunity to provide donors, government, and Project partners with an independent assessment of the relevance and achievement of Outcomes. The specific objectives of the evaluation are:

- a. To carry out a diagnosis that shows the current situation of the project execution, concerning to the execution of activities and Outputs, as well as the expected at the midterm evaluation.
- b. To evaluate the relationship of expected and planned Outputs with the achievement of project results indicators, identifying the real contribution to conservation, to freshwater ecosystem sustainable use and biodiversity in Magdalena-Cauca Basin.

- c. To evaluate the degree of progress and fulfillment obtained in the project execution, identifying qualitatively and quantitatively the achievements in technical and institutional framework, as well as lessons learned in these two aspects.
- d. To evaluate project sustainability in institutional and financial terms, as well as the role and / or participation of different entities involved and the degree of ownership and / or participation of its users, beneficiaries, or local communities.
- e. To identify possible alternatives to improve the project, which may include adjustments in the project activities schedule, as well as management arrangements, budget and / or indicators, among others.
- f. To evaluate the relevance of monitoring and Outcome indicators (output / outcome) of each component proposed at the project formulation stage and to propose the necessary adjustments to them, in accordance with the current execution scheme and its social, political, and financial environment, as well as to suggest measures aimed at improving supervision.

2.1.2 Main stakeholders

This project is implemented by the Inter-American Development Bank (IDB) with funds operated by the Global Environmental Facility (GEF). The Executing Agency is the Natura Foundation (NF), the Project Coordination Unit (PCU), led by the Technical Sub-Directorate of NF, oversees the project implementation, a Coordinator, a technician for each Component (3), a governance and fishing resource management coordinator, an administrative-financial coordinator, a planning and monitoring assistant, and two territorial managers. Additionally, alliances have been established with the Regional Autonomous Corporations (CAR) and there are three regional work clusters (Caribe, Magdalena Medio and Eje Cafetero) to supervise the project execution.

To ensure project governance, a Project Steering Committee was created, which is made up by Ministry of Environment and Sustainable Development (MADS), Inter-American Development Bank (IDB), CORMAGDALENA, Institute of Hydrology, Meteorology and Environmental Studies (IDEAM), the Adaptation Fund, and is led by Natura Foundation. In addition, a Technical Committee made up by technical staff from MADS, IDEAM, CORMAGDALENA and Adaptation Fund has been created, which, depending on the nature of the issues to be discussed, may invite other organizations such as Natural National Parks (PPN), The Nature Conservancy (TNC), CARS, academy, among others. This committee is chaired by Natura Foundation.

2.2 Project description

2.2.1 Summary of Program and comments on its design

The general objective of the Project is to contribute to the conservation and sustainable use of biodiversity in the Magdalena river watershed through the protection of priority freshwater habitats, improved ecosystem health, governance and strengthening of local capacity.

Due to the complexity of the threats, it was prioritized to address the following challenges for the conservation of freshwater ecosystems: i) low carbon sustainable growth, ii) protecting the nation's natural capital and guarantee sustainable use of it, and improving environmental governance, and iii) reducing vulnerability to climate change and natural disasters and achieving resilient economic growth. Due to the extension of the basin and to be effective in addressing these threats, a portfolio of nine (9) conservation areas was prioritized as territorial units for the implementation of the Project.

According to the Project document, the following Outcomes and Outputs Components were established (Table 1):

Table 1 Components, Outcomes and Outputs of the Project

Component	Outcome	Output
1. Conservation of priority areas in the Magdalena River Basin	1.1. - At least 160,000 hectares of priority freshwater ecosystems declared as protected areas (5).	1.1.1 – At least 5 new protected areas have the technical studies and management plans for the declaration process.
	1.2 - At least two legal instruments (environmental determinants) approved and applied to improve freshwater ecosystem’s health.	1.2.1 – At least 3 planning instruments developed (i.e. ecological connectivity, land cover and use, etc.) for Landscape Conservation Mosaics (500,000 ha).
	1.3 - Improved management effectiveness (from 35.6 to 50.6) of new and existing protected areas covering 348,377 ha.	1.3.1 – Management Plans for the new (5) and existing (4) protected areas are implemented (including, equipment, facilities, training, governance strengthening, etc.)
2. Ecosystem health management	2.1 – Freshwater habitats and population (10% reduction of total catches of juveniles <i>Prochilodus magdalenae</i> and <i>Pseudoplatystoma magdaleniatum</i>) enhanced in priority areas.	2.1.1 – Fisheries management plans (3) that include environmental sustainability guidelines developed for Barbacoas, Zapatosa and Ayapel (Mojana System).
		2.1.2 – Recovery of critical riparian and watershed habitats implemented for at least 300 hectares (co-financing).
	2.2 – Planning instruments (i.e. Basin Management Plan, POMCAs, POTs) for national, regional and local levels, which include the mainstreaming of freshwater ecosystems’ health and biodiversity considerations, approved and implemented.	2.2.1 – Hydrological models (3) that represent strategic hydro-systems developed and applied to understand the impacts of three main threats to aquatic biodiversity (sediments transfer, free-flow interruptions and environmental flows). 2.2 – Technical guidelines for freshwater biodiversity conservation criteria developed and included in at least 3 planning tools in the local (POT), regional

		(POMCA) and national level (Strategic Plan for Magdalena Basin)
		2.2.3 – At least 30 staff from environmental institutions at national (ANLA, MADS), regional (CARs) and local (municipalities) levels trained in technologies for ecosystem's health management.
		2.2.4 – New and refurbished hydro-meteorological monitoring stations placed along Magdalena river. (co-financing).
3. Monitoring and evaluation	3.1 – Environmental Information System of Colombia's (SIAC) has implemented mechanisms for monitoring freshwater ecosystems and associated biodiversity.	3.1.1 – Fresh water ecosystem health monitoring System designed
		3.1.2 – Measurement and analysis of key monitoring indicators conducted, including indicators associated with project's outputs.
		3.1.3 – Project's communication strategy designed and implemented.
		3.1.4 – Project evaluations conducted.

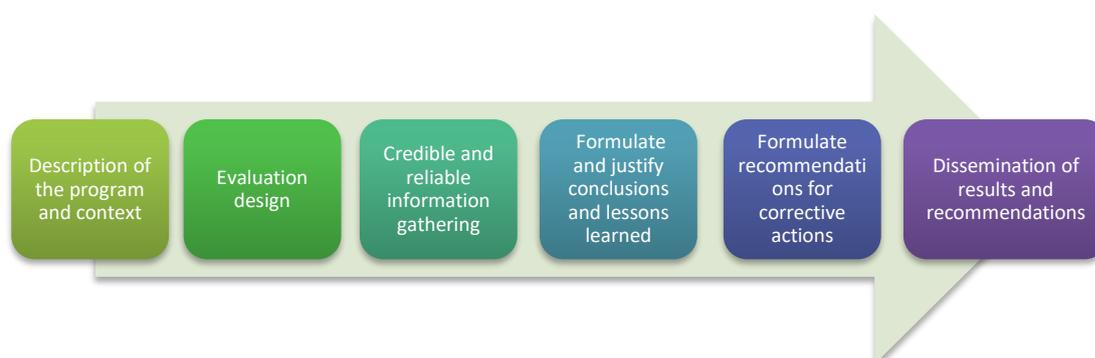
Elaboration: José Galindo; Source: ProDoc, 2016

2.3 Evaluation Methodology

2.3.1 Design/general approach

Since the beginning of the MTR, there has been an active interaction between the evaluators, PCU, Natura Foundation and other parties involved, in order to accelerate the evaluation process and allow timely feedback on the findings. A participatory and inclusive approach was used at all times, based on data derived from programmatic, financial and monitoring documents, as well as a reasonable level of direct participation of the parties involved. As a result of the evaluation process, conclusions were reached on the activities carried out and their contribution to the central objective and the three Project Components. The MTR process followed is shown in the following Graphic1. Initially, a kick-off meeting was held on October 15, 2020 between representatives of the Project team and the evaluator. The objective was the presentation of the Project and the definition of communication channels, the coordination of information delivery, delivery of Outputs and organization of the mission (Graphic 1).

Graphic 1 Mid Term Review Process



Based on the review, a detailed description of the Project was made that included the justification of the approach and the problems identified in the design phase, the established objectives, Components and their respective activities. Subsequently, the evaluation framework is established that combines the guiding questions for the five key criteria and the four categories of Project performance evaluation (Project formulation and design, project execution, results, monitoring and evaluation). This initial exercise defines the scope and criteria to assess the relevance, efficiency, effectiveness, impact and sustainability of the interventions carried out.

Subsequently, interviews were carried out with different actors and a mission was carried out to the Project implementation sites, the details are shown in section 1.4.3. Initial findings were presented to the PCU for the purpose of obtaining clarification, filling information gaps, and obtaining valuable feedback.

The information collected was transcribed and ordered, later it was grouped into several categories that concentrate the ideas, concepts or similar themes found in the evaluation. Finally, a triangulation technique was applied that involved a double or triple check of the results of the data analysis.

2.3.2 Sources of data

Secondary Information

As the first task of the evaluation, a list of key documents was requested (Annex 2), in addition, the PCU created a Google Drive folder to store information relevant to the evaluation.

As part of the evaluation, secondary information was reviewed, particularly evaluation reports of two similar projects financed by the GEF: Consolidation of the National System of Protected Areas (SINAP) at the national and regional levels; and Sustainable use of biodiversity in dry ecosystems to guarantee the flow of ecosystem services and mitigate deforestation and desertification processes. They were selected for their similarity in terms of components, intervention approaches, and defined geographic area.

Interviews and field visits

Based on the description of the Project and considering the objectives of the evaluation, guiding questions (Annex 4) were developed for the five key criteria and the four categories of Project performance evaluation (project formulation and design, project execution, results, monitoring and evaluation).

The collection of primary information through an evaluation mission made it possible to enrich the vision of the Project context. The mission was carried out from November 23 to December 2, 2020, the developed agenda is presented in Annex 1. During the mission, two information gathering methods were applied based on the agreed agenda: i) semi-structured interviews; ii) visits to the Project execution sites.

In total, 25 interviews were carried out, each one had an approximate duration of 45 minutes; the first 11 interviews were conducted through the zoom platform, while the rest were conducted in person. As a complement to the interviews, visits were made to the Project implementation sites, this allowed for first-hand collation of the implementation of the activities, taking direct contact with the actors in the territory.

2.3.3 Limitations

It is important to note that during the evaluation there were certain limitations due to the new normal that is being experienced by the COVID-19 pandemic. In this sense, and in order for the evaluation to be feasible, credible and useful, special care was taken with the different methods applied, in order to reduce the information gaps and other inconveniences that could arise. Key actors of the Project were limited in their availability for face-to-face interviews, for which reason they coordinated with the PCU to reduce these gaps and coordinate non-face interviews, which were conducted by Zoom or Skype.

3 COMPARATIVE ANALYSIS

This chapter presents a comparative analysis of two projects financed by the GEF, in order to contrast them with the performance of the Project, to identify lessons learned and good practices that can be incorporated during the remaining time of execution. The two projects that were selected for their similarity in terms of components, intervention approaches, and defined geographic area are: Consolidation of the National System of Protected Areas (SINAP) at National and Regional Levels; and Conservation and Sustainable Use of Biodiversity in Dry Ecosystems to Guarantee the Flow of Ecosystem Services and to Mitigate the Processes of Deforestation and Desertification

Project	Project 1: Consolidation of the National System of Protected Areas (SINAP) at National and Regional Levels.	Project 2: Conservation and Sustainable Use of Biodiversity in Dry Ecosystems to Guarantee the Flow of Ecosystem Services and to Mitigate the Processes of Deforestation and Desertification	Project 3: Sustainable Management and Conservation of Biodiversity in the Magdalena River Basin
	<p>Component 1: 1. Strengthening of the National System of Protected Areas (SINAP). Component 2: Strengthening regional subsystems of Protected Areas. Component 3: Increase ecosystem representativeness of the SINAP.</p>	<p>Component 1: Strengthened implementation of the regulatory and land use planning framework facilitates the reduction of dry ecosystem deforestation and desertification processes. Component 2: Delivery of multiple global environmental benefits through the declaration of Pas and/or conservation agreements, REDD+ practices, and SLM activities that strengthen the conservation and sustainable use of dry ecosystems.</p>	<p>Component 1: Conservation of priority areas in the Magdalena River Basin. Component 2: Ecosystem health management. Component 3: Monitoring and evaluation.</p>
Design	Start: May 2017	Start: March 2014	Star: January 2017
	<p>Implementing Agency: IDB Executing Partner: World Wide Fund for Nature (WWF)</p>	<p>Implementing Agency: United Nations Development Program (UNDP) Executing Partner: MADS; CORPOCESAR, CORPOGUAJIRA, CARDIQUE, CORTOLIMA, CVC, CAM</p>	<p>Implementing Agency: IDB Executing Partner: Natura Foundation</p>
	<p>Implementation area: 1. Reserve Cuchilla - El Choque; 2. RFPR El Robledal 3. RFPR Nacimiento del Río Bogota 4. RFPR Páramo de Rabanal</p>	<p>Implementation area: 1. Cañas River Basin - Municipality of Dibulla 2. Garupal River Basin - Municipality of Valledupar</p>	<p>Implementation area: Lower Magdalena: 1. Ciénaga Zapatosa 2. Ciénaga Ayapel 3. La Mojana Complex</p>

	<ul style="list-style-type: none"> 5. RFPR Páramo El Frailejona 6. Anapoima and Apulo tropical dry forest 7. Jerusalem and Beltrán tropical dry forest 8. El Tablazo 9. Páramo El Almorzadero 10. El Rasgón Humid Andean Forests 11. PNR Cerro La Judía 12. PNR Santurbán 13. Microbasin Río Tona 14. Arid zone Chicamocha river canyon 15. Unidad Biogeográfica Siscunsi-Ocetá 16. Cuchilla San Cayetano 17. Páramo de Mamapacha y Bijagual 18. PNR Santurbán-salazar de Las Palmas 19. PNR Sisavita 20. PNR Almorzadero este 21. PNR Santurbán – Arboledas 	<ul style="list-style-type: none"> 3. Arroyo Grande Basin - Municipality of San Juan de Nepomuceno 4. River Yaví Basin - Municipality of Natagaima 5. River Basin Dagua - Municipality of Dagua 6. Aipe River Basin - Municipality of Aipe 	<p>Middle Magdalena:</p> <ul style="list-style-type: none"> 4. Ciénaga de Río Claro 5. Ciénaga Barbacoas Complex <p>Cauca Corridor:</p> <ul style="list-style-type: none"> 6. Integrated Management Districts (IMD) Génova 7. IMD Salento 8. DCS Barbas – Bremen 9. La Vieja River Corridor
	GEF financing: USD 4,157,000	GEF financing: USD 8,787,819	GEF financing: USD 6,363,600
Implementation	Progress in the achievement of the Components: Component 1: 69% Component 2: 39,4% Component 3: 60%	Progress in the achievement of the Components: Component 1: 66% Component 2: 24%	Progress in the achievement of the Components: Component 1: 35% Component 2: 1% Component 3: 50%
	Budget Execution in the Mid-Term Component 1: 77% Component 2: 37% Component 3: 63% Total Execution: 54%	Budget Execution in the Mid-Term Component 1: 63% Component 2: 82% Component 3: 100% Total Execution: 62%%	Budget Execution in the Mid-Term Component 1: 40% Component 2: 42% Component 3: 39% Total Execution: 48%%
	Design changes The project was adapted to contribute more assertively to the consolidation of SINAP, a specific Output was included for the construction of the public policy of SINAP 2020-2030. The baseline information for some PAs has been updated.	Design changes Changes were made to incorporate a socio-economic intervention that links local communities with the objectives of the Project.	Design changes Changes were made at the Output level (scope and area of intervention) and a new Component was incorporated to integrate and give coherence to the intervention of the 3 components originally proposed in the ProDoc.

Source: IDB, 2020. GEF SINAP Project Mid-Term Evaluation; UNDP, 2019. Final Evaluation of the Dry Forest Project.

3.1 Recommendations and applicable to the project learned lessons

1. Regarding partners' role, agreements with the CARs must have more continuity and stimulate the execution of their work plans with the project planning.
2. It is recommended that the executing and implementing agency seeks procedures to streamline procurement and purchasing processes, to improve execution and program compliance reporting.
3. COVID-19 pandemic can risk co-financing contributions fulfillment. It will be necessary to update the co-financing amounts to have real information for decision-making.
4. There are other types of conservation schemes, linked to the sustainable use of natural resources, which are complementary to preservation PAs and are part of an integral system. It is important to promote community tourism development schemes, ecotourism, and other modalities, compatible with conservation and sustainable use of natural resources.
5. Regarding to interventions sustainability, it is important to consolidate the financing commitments to continue the activities initiated by the project. Beyond the mobilization of resources, it is also important that the complementary work of different actors and sectors at the national, regional, and local levels, be strengthened.
6. It is advisable to strengthen actors' dialogue spaces to ensure sustainability of actions carried out by the project. Likewise, it is recommended that, for the sustainability of the project's actions, it should ensure that development plans include management plans for protected areas (PAs).
7. Locally based organizations have an advantage in implementing their activities and fostering a transformational change towards sustainable and family development. In this sense, local grassroots organizations should be supported and strengthened in the implementation of different activities.
8. It is important that the Outputs developed by the project are available to the public. It is recommended that the information be published on the web.
9. It is essential to strengthen capacity building for environmental authorities to promote PA management planning, especially with the execution of management plans and their monitoring.
10. The project must project its success, in order to support institutions involved in strengthening their conservation and sustainable development agenda.
11. It is recommended to develop an institutional approach strategy so that the project achievements and results are considered in the long-term planning instruments.
12. To mitigate the socio-economic impacts associated with dry forest conservation actions, the Dry Forest project rightly developed a community strengthening strategy to favor the adoption of practices associated with conservation, quality life improving and food security of populations ensuring in the project polygon.
13. It is important to define and facilitate a formal institutional space, preferably led by the CARs, to articulate the different project outputs and prepare an exit strategy in each polygon of the project.
14. The project must seek articulation with other projects (GEF, UN programs, KfW, USAID) and define responsibilities and commitments to ensure that the project's

outputs, processes, and capacities installed are accepted and supported at the end of the project. On the other hand, it is necessary to build agreements with community leaders and entities in territory to avoid efforts duplication or processes abandonment due to lack of clarity once the project is closed.

15. It is essential that the project generates knowledge exchanges between communities and officials of territorial entities to strengthen learned lessons.
16. The socialization of the existing information regarding the Outputs obtained by the project must be fluid enough to prevent the different partners and related institutions from having the perception or not knowing the results of the project.
17. It is important to establish alliances with the local and regional academic sector, so that the monitoring networks generated by the project have continuity and can do a local follow-up, so this information becomes a useful input for decision-making. Additionally, it is suggested to create a clear and specific link with the CARs so that they can know and have the information obtained.
18. It is recommended to carry out the systematization of the entire intervention (documentary or in videos), with an emphasis on the collateral benefits that make visible the achievements and challenges, especially in social aspects.
19. It is suggested that all productive initiatives promoted by the project to be linked to training and strengthening processes aimed at improving achievements.

4 PROGRAM JUSTIFICATION / RELEVANCE

This chapter analyzes the context and original assumptions behind the project, to determine if its design was adequate to address existing barriers to contribute to the biodiversity conservation and sustainable use in the Magdalena basin. The chapter deepens the project relevance and provides information on how it was adapted to achieve the desired Outcomes.

4.1 Changes in the project context and review of assumptions

The project's conception and design process began around 2013, based on The Nature Conservancy's previous work, which defined a portfolio of priority conservation areas along the Magdalena River Basin. On this basis, a project proposal was developed under TNC leadership, with the IDB as the Implementing Agency. Once the Project Document (ProDoc) was approved by the Global Environment Facility (GEF), the IDB did not reach an agreement with TNC, so it opted for a competitive process through which Natura Foundation was selected. It was an organization that met the requirements and was willing to face the challenge. This had an important impact, since the executing partner practically adopted a project that had been thought and designed by other institution.

The political and institutional context also underwent important changes in relation to the date on which the project was designed, on one hand there was a government change at central level in 2018 and later there was a change of local authorities in 2020. These changes affected the rotation of authorities and key personnel in the institutions linked to the project management, which, on this opportunity, was accompanied by a change in the institutions' priorities and approaches. For example, despite recognizing the need for governance tools, new authorities considered that it was not necessary to develop a management plan for the fishing sector, arguing that it had already been tried before without success and that fishermen would not agree to the plan, so the priority was to make direct investments in the territory.

Given the lag that exists between the date the project is designed and when it is finally implemented, some of the planned outputs in the design stage, had already been started or even completed by other actors. This is the case of the declaration of protected areas, whose implementation route in some CARs, had begun before the project did. Another case consists of the hydraulic modeling, which at the start date had already been developed by the Mojana Sector Adaptation Fund, where the Ciénaga de Ayapel is located, for this reason the emphasis given from the original design, was to model in order to know and manage this body of water sediments.

The Guarantee Law was also an important challenge that affected the project dynamics at its startup, since it made impossible to sign the necessary agreements with partners and authorities for the Natura Foundation can start operating. Beyond the impact on startup times, this had an impact on the Valle del Cauca Corporation's decision of not to be part of the project, which is why it was not possible to intervene in the Sonso and Jamundí wetlands (Alto Cauca River) with the project.

During the initial stage of project execution, an engineering problem was registered in the Hidroituango Project (Middle and Lower Cauca River), which quickly became a considerable a health and physical integrity risk for all the population settled in the project area of influence, especially for the Mojana and Ciénaga de Ayapel sector. For these reasons, during the first semester of 2018, no actions were managed with the corresponding CAR (CVS), thus preventing project team integrity and investments from the risk.

Finally, the implementation was severely limited by mobility restrictions and lockdowns due to COVID-19, which affected the development of project activities, especially field visits,

which made it difficult to meet goals. This mainly affected the possibility of maintaining field work, so it was not possible to have adequate contact or follow-up with the authorities, implementation partners and communities.

4.2 Validity of the project logic

The interviewed actors observe that the project design responds, in general terms, to needs and priorities identified by national authorities, together with the institutions that actively participated in its design, such as MADS and IDEAM.

From a different perspective, the interviews show that the design presents three components that, by themselves, could be independent projects. It evidences the need for connectors that give the intervention an integral character, but on the other hand, the need of reading of the project in community, which allows a greater articulation between outputs and components. In addition, there is no concatenation or logical order of the activities, which were developed simultaneously; For example, management plans are carried out at the same time as the ecohydrological monitoring and modeling system, so they do not necessarily have inputs from the monitoring system or the Outcomes that a modeling could provide.

Documents analyzed do not clearly show a theory of change that allows identifying logical sequence of Outcomes to achieve the project objective. It supposes an atomized intervention with a high risk of dispersion in Outputs development and consequently, diluting the impact over a wide area.

According to interviewees' opinion, the logic of the intervention has not yet managed to mainstream the gender approach, likewise, there is a weakness in sociocultural aspects that determines conditions for the change of habits, patterns and behaviors that the project seeks to promote. Collected testimonies during field visits confirm this weakness, identified through the interviews, in relation to a low presence of teams that operate directly in the territory during execution period, a situation evidently aggravated by the existing restrictions for Covid-19. However, a greater presence of the project in territory during the second semester of 2020 should be highlighted, as an adaptive response to the need to accelerate the execution of lagged Outputs and activities.

Although a fluid relationship is maintained with the executing partners, particularly at the central level, given that there are concrete commitments, and many partners participate in

the project's Steering Committee; the link and commitment of institutional actors at local level is still weak.

4.3 Project relevance continuation

The project is highly relevant for the country because its intervention is carried out in the Magdalena - Cauca Basin, which is considered the main environmental and socioeconomic axis of Colombia, since it represents 23.6% of the national surface (269,129 km²), provides 302,922 Mm³ / year (13.2% of national total). In addition, it represents 75% of national agricultural production. 70% of hydraulic energy and 95% of thermoelectricity originate in this basin. Much of Colombia's freshwater fishing comes from the Magdalena River Basin.

At threatened species level, according to the Colombia fifth national biodiversity report for the CBD, a significant number of threatened species were identified at Magdalena Basin (arthropods, bony fish, cartilaginous fish, amphibians, birds, mammals, reptiles and invertebrates). In addition, the project contributes to the country's commitments to meet # 11 Aichi Target, related to inland water ecosystems.

At national level, the project is consistent with the National Development Plan (2014-2018) in its Objectives 2 and 3, linked to the sustainable use of natural capital and reducing vulnerability to disaster risks and climate change. It is also consistent with the National Policy for Biodiversity Management and its Ecosystem Services, and the Policy for Integrated Management of Water Resources, among others. Likewise, it contributes to Objectives 1 and 2 of GEF's biodiversity focal area, specifically in improving the efficiency of protected areas management and biodiversity conservation in landscapes and seascapes.

Several years after its original design, the project remains a high relevance and is considered a priority initiative for Magdalena River basin. By now, no other projects or initiatives have been identified for a similar scope and ambition.

4.4 Consequences for the project continuation / reform

Despite context changes and the lag between the year in which the formulation started (2013) and the implementation began (January 2017), during the project start, indicators and goals were not reviewed or updated. First changes recorded in the design stage, were verified in mid-2018, while a second group of changes was proposed from the first half of 2020.

The changes made include various outputs' scope, work sites and, in general terms, intervention approach (Table 2). These changes were agreed with the Project Steering Committee but have not been notified to IDB or GEF yet.

Table 2 Modifications to the logical framework of the project

ProDoc	Modifications	Comments
<p>Outcome 2: Improved conservation of freshwater ecosystems in the Magdalena river basin</p> <ul style="list-style-type: none"> Indicators: <ul style="list-style-type: none"> 2.1 New protected areas declared 2.2 Legal instruments for conservation (environmental determinants) adopted by the CARs in the mosaics areas 	<ul style="list-style-type: none"> Indicators: <ul style="list-style-type: none"> 2.3 Biological corridors established in the conservation mosaics 2.4 Project's outputs that considered gender approach 	<p>2.2 indicator is modified to demonstrate the ecological connectivity through numbers agreements.</p> <p>Indicator 2.4 is included to ensure that 5 of the Project Outputs consider and include a gender approach.</p>
<p>Outcome 4: Improved populations of threatened fish species in Barbacoas and Zapatosa.</p> <ul style="list-style-type: none"> Indicators: <ul style="list-style-type: none"> 4.1 Reduction of total catches of juvenile <i>Prochilodus magdalenae</i> 4.2: Reduction of total catches of juvenile <i>Pseudoplatystoma magdaleniatum</i> 	<ul style="list-style-type: none"> Indicators: <ul style="list-style-type: none"> 4.3 The annual average of catch-per-unit-effort (for ten commercial species) 4.4: Beneficiaries of sustainable fisheries management projects 	<p>In 2019, the project requests to deactivate the initially proposed indicators because the two species of interest in the project have migratory habits, so it is very difficult to be able to continuously monitor them. Instead, it is proposed to use as a precautionary measure to use the average CPUE for the whole diversity of species of commercial importance" landed and / or caught in the Zapatosa and Barbacoas wetlands.</p>
<p>Output 1.1: Technical studies and management plans for protected areas developed</p> <ol style="list-style-type: none"> Ciénaga de Zapatosa Complejo de Humedales Río Claro – Cocorna Sur Ciénaga de Barbacoas Wetlands Complex Laguna de Sonso Wetlands Complex Jumandi Wetlands Complex 	<p>Areas of intervention:</p> <ol style="list-style-type: none"> Ciénaga de Chiqueros Ciénaga de Corrales and El Ocho 	<p>For this Output, the project modifies two intervention areas of Laguna del Sonso (4) and Jumandi (5), due to the fact that the negotiations did not take place with the CAR of Alto Cauca. It is reported that there was no response from the authority in about 1 year of project management.</p>
<p>Output 1.2: Planning instruments for Landscape Conservation Mosaics developed</p> <ul style="list-style-type: none"> Indicador: 3 of Instruments 	<p>Output 1.2.1 Planning proposals prepared to strengthen ecological connectivity in mosaic areas.</p> <ul style="list-style-type: none"> Indicator 1: 2 planning proposals 	<p>The project indicates that the proposed Output exceeded its competencies of the project and those of the Natura Foundation, since it was not possible to achieve that the results obtained are included and adapted by the CARs</p>

<p>environmental and territorial planning for Landscape Conservation Mosaics developed</p>	<ul style="list-style-type: none"> • Indicator 2: 100% implemented 	<p>because a conservation mosaic is not a legal figure of territorial ordering. The project adjusted the Output to 2 by-outputs.</p>
<p>Fishery management plans that include environmental sustainability guidelines developed</p> <ul style="list-style-type: none"> • Indicator: 3 Plans • Areas of intervention: <ul style="list-style-type: none"> • Ciénaga de Barbacoas • Ciénaga de Zapatosa • Ciénaga de Ayapel (Mojana Complex) 	<p>Output 2.1 Action Plan implemented to advance the sustainable fisheries management route</p> <ul style="list-style-type: none"> • Indicator: 3 Agreements signed for the management and conservation of the fishing resource • Areas of intervention: <ol style="list-style-type: none"> 1. Ciénaga de Barbacoas 2. Ciénaga de Zapatosa 	<p>The first modification proposal for this Output is due to the fact that the management plans exceeded the scope and time required for its formulation, in addition its formulation would require a significant amount of resources, leaving little for its implementation. In addition, the consultations made to the fishermen revealed that they did not want a new plan.</p>
	<p>Output 2.1 Designed governance models implemented</p> <ul style="list-style-type: none"> • Indicator: 20 Agreements signed for the management and conservation of the fishing resource 	<p>The second modification occurs because the beneficiaries showed their dissatisfaction with the lack of support and allocation of resources to improve the management of the fishing sector, they requested that efforts be made to implement actions. It becomes part of a new Component 4, a proposal that was born in 2020 by the Technical Coordinator.</p>
<p>Output 2.2: Plan de comercialización para la pesca sostenible en la Ciénaga de Barbacoas implementado</p> <ul style="list-style-type: none"> • Indicator: 1 Purchase - sale agreement 	<p>Output 2.2: Marketing plan for the sustainable fishing sector between Puerto Berrio and Banco Magdalena</p> <ul style="list-style-type: none"> • Indicator: 1 Purchase - sale agreement 	<p>In the first modification of the project, he proposes to expand the intervention area since from Puerto Berrio to Banco Magdalena it is an important area for fishing.</p>
	<p>Output 2.2: Pilot interventions implemented</p> <ul style="list-style-type: none"> • Indicator: 1 Intervention 	<p>The second modification is made in order to strengthen marketing. this Output becomes part of a new Component 4, a proposal that was implemented in 2020 by the Technical Coordinator.</p>
<p>Outcome 2.4 Hydrological models (3) that represent strategic hydro-systems developed and applied to understand the impacts of three main threats to aquatic biodiversity</p> <p>Areas of intervention:</p> <ol style="list-style-type: none"> 1. Rio La Vieja Corridor (includes DMI Genova, DMI Salento and DCS Barbas Bremen) 	<p>Output 2.4. Ecohydrological models that represent strategic hydro-systems for conservation, developed</p> <p>Areas of intervention:</p> <ol style="list-style-type: none"> 1. Rio La Vieja Corridor (includes DMI Genova, DMI Salento and DCS Barbas Bremen) 	<p>The Output undergoes a modification in relation to the modeling approach, going from hydrological to ecohydrological.</p>

<p>2. La Mojana Wetlands Complex (includes DMI Ciénaga de Ayapel)</p> <p>3. Ciénaga de Zapatos Wetlands Complex</p>	<p>2. La Mojana Wetlands Complex (includes DMI Ciénaga de Ayapel)</p> <p>3. Zapatos Wetlands Complex</p>	
<p>Environmental Information System of Colombia's (SIAC) has implemented mechanisms for monitoring freshwater ecosystems and associated biodiversity.</p> <ul style="list-style-type: none"> • Areas of intervention: Not defined 	<ul style="list-style-type: none"> • Areas of intervention: Areas of intervention of Components 1 and 2. 	<p>This Output, initially, had not defined a specific area to develop the strengthening of the SIAC. Subsequently, based on preliminary work, it was defined that the intervention areas would be the same as for Component 1 and 2.</p>
<p>Output 3.2: Fresh water ecosystem health monitoring System designed</p> <ul style="list-style-type: none"> • Indicator: 100% implemented 	<p>Output 3.3: Monitoring and evaluation systems implemented</p> <ul style="list-style-type: none"> • Indicator: 1 M&E System 	<p>The project decides to make Output 3.2 inactive, and instead proposes Output 3.3 which is based on its predecessor.</p>
<p>Output 3.3: Project's communication strategy and implemented.</p> <ul style="list-style-type: none"> • Indicator: 100% implemented 	<p>Output 3.4: Awareness raising campaigns designed/implemented</p> <ul style="list-style-type: none"> • Indicator: 1 campaign 	<p>The project decides to modify the Output, thus its name, its number and its indicator, however, its scope is maintained.</p>
<p>Output 3.4: Project evaluations conducted</p> <ul style="list-style-type: none"> • Indicator: 2 evaluation reports 	<p>Output 3.5: Supervision reports completed</p> <ul style="list-style-type: none"> • Indicator: 2 reports 	<p>The project decides to modify the Output, thus its name, its number and its indicator, however, its scope is maintained.</p>
	<p>Component 4</p> <ul style="list-style-type: none"> • Output 4.1: Governance and participation, • Output 4.2: Small Community Initiatives • Output 4.3: Conservation Agreements, fishing and marketing actions • Output 4.4: Support for the Gender Equity approach and productive alternatives 	<p>Component 4 groups Outputs that are distributed in other Components; seeks to reinforce the relationship and coherence in the intervention, give impetus to actions that were stopped or slowed down as a result of the COVID - 19, and the articulation and integration of the project actions in the management and planning instruments that guarantee their sustainability over time.</p>

Elaboration: José Galindo; Source: ProDoc, 2016; Progress Reports, 2017 -2020

5 EFFECTIVENESS

Effectiveness refers to progress in the fulfillment of planned activities in relation to different outputs and Outcomes achievement. This chapter analyzes results in terms of Outputs

achieved compared to projected goals. It will evaluate if the project activities were carried out as scheduled and if achieved the expected Outputs.

5.1 Project Outcomes Achievement

5.1.1 Planned Effects and Contribution to Purpose

In terms of effectiveness at achieving Outcomes, one year after project closure, only two of the nine Outcome indicators are reported as completed (1.1 and 2.1), while indicator 4.2 shows progress as planned. The project monitoring system does not report any progress in the other six indicators fulfillment, which contribute to the project purpose (Table 3), although it is clarified that the semi-annual reports and PMR reports show progress at the activity level.

Table 3 Progress in achieving the Outcome indicators

Indicator	Baseline	End of project goal	Planned progress to 2020	Progress reported to 2020	% Advance to 2020	% Progress towards the final goal
1.1: Freshwater ecosystems representation in the SINAP (%)	9.54%	10%	-	0.79%	100%	100%
2.1: New protected areas declared in the Magdalena River basin (Ha)	0	160,000	80,000	169,536	100%	100%
2.2: Legal instruments for conservation (environmental determinants) adopted by the CARs in the mosaics areas*	0	2	-	-	-	0%
2.3: Ecological connectivity corridors in the area of established conservation mosaics (#)*	0	2	-	-	-	0%
2.4: Number of Outputs of the Outcomes matrix that include a gender approach (#)*	0	5	-	-	-	0%
3.1: Management effectiveness score of the 9 protected areas (average%)*	35.60%	51%	-	-	-	0%

Indicator	Baseline	End of project goal	Planned progress to 2020	Progress reported to 2020	% Advance to 2020	% Progress towards the final goal
4.1: Annual Average Catch Per Unit Effort-CPUE of the Set of the 10 most commercially important fish species (kg/d)*	4	4	-	-	-	0%
4.2: Beneficiaries of initiatives to improve fishing resources (broken down into Men - Women) (#)	0	300	80	80	100%	27%
5.1: Freshwater ecosystems health indicators included in the monitoring systems that compose the SIAC (#)	0	5	0	0%	0%	0%

Elaboration: José Galindo; Source: Project Progress Monitoring Report, 2020

* For the indicators with the following (*), the project had no mid-term progress planned.

5.1.2 Unplanned effects that are, however, consistent with the project purpose

Although it is not an effect originally planned by the project, the stakeholders interviewed value eco-hydrological modeling as one of the outputs with potential to leave a legacy for Colombia. Although it has been considered for more than thirty years that it is necessary to integrate physical, chemical, and biological variables in a new generation of eco-hydrological models in the region, the contribution made by the project is considered an innovative one to the Colombian milieu.

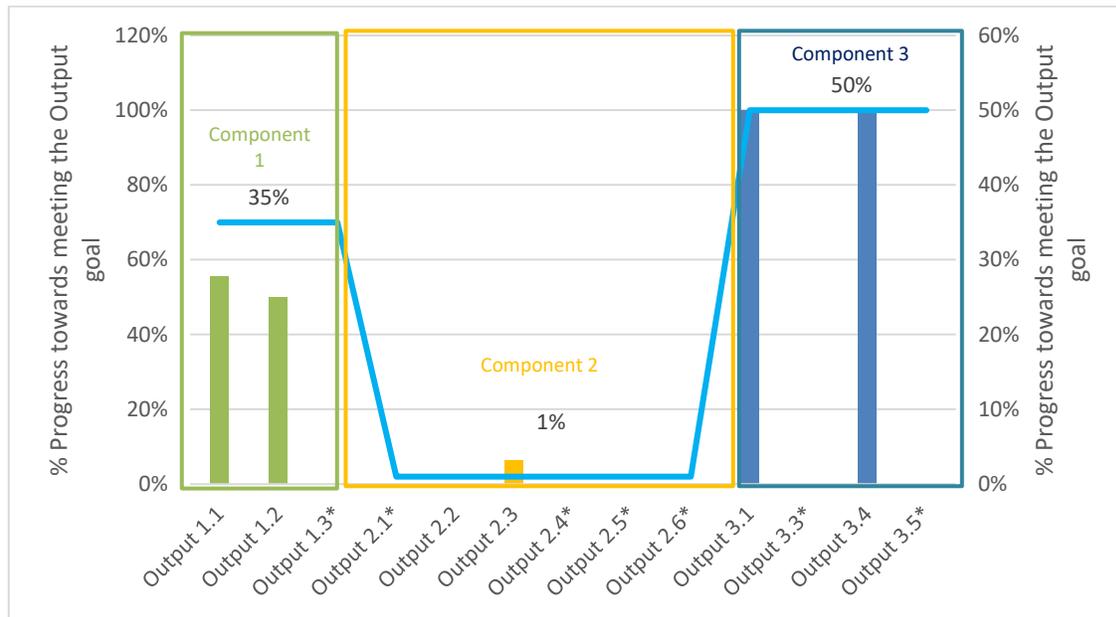
Another unplanned effect that results from the formulation processes of management plans, consists on facilitation of spaces for multisectoral participation, which have been pleasantly recognized by different sites of project intervention. In some cases, it is mentioned that the actors meet for the first time since the post-conflict.

5.2 Achievements of project outputs and their effects on the project realization

5.2.1 Planned and current to date

Graph 2 presents a panoramic view of the different components and Outputs progress until now, based on what is reported by the project's monitoring system.

Graphic 2 Progress in the fulfillment of the Components and Outputs of the project



Elaboration: José Galindo; Source: Project Progress Monitoring Report, 2020

5.2.1.1 Component 1

In general terms, Component 1 reports greater progress in its outputs and may show an impact related to the project purpose. Interviewees consider that it presents a moderate risk of not complying with what was originally planned. The greatest consequence lies in the short time available to implement management plans activities, since as can be seen in the following Table, in some cases plans will be ready for approval just months before the end of the project.

Output 1.2 would be aimed at achieving the proposed goal, the two mosaics have been designed, conservation and fishing conventions and agreements have been developed, as part of the other effective conservation measures. However, it is essential to work on institutions' appropriation without losing sight of the opportunity offered by the tool to improve decision-making and strengthen land-use planning processes in long term. Output 1.3 has been affected by delays at hiring equipment, to this has been added the difficulties to enter in the field, however, local teams have been incorporated to advance with certain actions.

It is important to point out that this Component has had good coordination and incidence with other projects such as GEF-SINAP, executed by WWF, which developed the Colombia Guide for Management Plans, in which the Magdalena project collaborated with the chapter related to regional protected areas. This tool realization was reflected this year in the its virtual presentation. Each Outputs progress is shown in the following table:

Table 4 Component 1 Outputs Progress

Component 1	Base line	Advanc e (MTR)	Goal	Comments																					
Output 1.1: Management Plans (MP) or protected areas technical studies.	0	7	9	<p>The output, after modifications, went on the declaration route and the elaboration of the management plans (depending on the area of intervention). Several milestones were reached in 2019, and some have been completed this year. Below there is a summary of the declarations progress and MP in the Project APRs:</p> <table border="1"> <thead> <tr> <th>APRs</th> <th>Goal</th> <th>% Advance</th> </tr> </thead> <tbody> <tr> <td>DRMI Ciénaga de corrales and El Ocho</td> <td>1 declaration</td> <td>100%</td> </tr> <tr> <td>DRMI Ciénaga de Barbacoas</td> <td>1 declaration 1 MP</td> <td>100%</td> </tr> <tr> <td>DRMI Ciénaga de Chiqueros</td> <td>1 MP</td> <td>50%</td> </tr> <tr> <td>Río Claro</td> <td>1 declaration 1 MP</td> <td>100%</td> </tr> <tr> <td>DRMI Ayapel</td> <td>1 PM (actual)</td> <td>100%</td> </tr> <tr> <td>DRMI Zapatosa</td> <td>1 declaration 1 MP</td> <td>100% 30%</td> </tr> </tbody> </table>	APRs	Goal	% Advance	DRMI Ciénaga de corrales and El Ocho	1 declaration	100%	DRMI Ciénaga de Barbacoas	1 declaration 1 MP	100%	DRMI Ciénaga de Chiqueros	1 MP	50%	Río Claro	1 declaration 1 MP	100%	DRMI Ayapel	1 PM (actual)	100%	DRMI Zapatosa	1 declaration 1 MP	100% 30%
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Río Claro	1 declaration 1 MP	100%																							
DRMI Ayapel	1 PM (actual)	100%																							
DRMI Zapatosa	1 declaration 1 MP	100% 30%																							
Output 1.2: Planning proposal implemented to strengthen ecological connectivity in mosaic areas	0	2	2	<p>In 2019, the design of 2 conservation mosaics and their implementation routes were completed, the areas defined for the mosaics were the Cenagoso de Zapatosa Complex and the Ciénaga de Barbacoas.</p> <p>In the Mosaic of Zapatosa, the proposal of priority actions for territorial strengthening was identified and shared with the Joint Commission, to evaluate the institutional articulation with the PAT of Corporations involved.</p> <p>In the case of the Barbacoas Conservation Mosaic, an agreement was signed with Biodiversa Foundation for the implementation of specific actions. In addition, the initial proposal to strengthen the governance system of the Barbacoas mosaic, was characterized and made.</p>																					
Output 1.3: Management plans for new and existing protected areas implemented	0	0	9	<p>The project has advanced in the elaboration of agreements with organizations that have incidence in the field, to implement the Action Plans (AP) and the restoration actions. The results for the APRs are as follows:</p> <table border="1"> <thead> <tr> <th>APRs</th> <th>Goal</th> <th>% Advance</th> </tr> </thead> <tbody> <tr> <td>DRMI Ciénaga de Barbacoas</td> <td>1 AP implemented</td> <td>0%</td> </tr> </tbody> </table>	APRs	Goal	% Advance	DRMI Ciénaga de Barbacoas	1 AP implemented	0%															
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				DRMI Ciénaga de Chiqueros	1 implemented	AP	0%
				DRMI Bosques Mármoles y Pantágoras	1 implemented	AP	0%
				DRMI Ciénaga de Ayapel	1 implemented	AP	0%
				DRMI Zapatosa	1 implemented	AP	0%
				DRMI Génova	1 implemented	AP	10%
				DRMI Salento	1 implemented	AP	10%
				DCS Barbas - Bremen	1 implemented	AP	10%
				DRMI Guásimo	1 implemented	AP	10%

Elaboración: José Galindo; Fuente: Informes de Avance Semestrales del Proyecto, 2017 - 2020

5.2.1.2 Component 2

Component 2 is the least advanced in terms of its implementation, its performance does not achieve the expected Outcomes in terms of ecosystems health, so far. This component presents a high risk of not complying with most of its outputs, in best-case scenario, it is estimated that it will present significant deficiencies considering the short time available to make up for lost time.

The 6 Outputs that were originally planned within this component, hardly any significant progress is reported regarding Output 2.4 eco-hydrological modeling. Regarding this output advancement, fortunately it had already completed the 3 information gathering campaigns and the modeling exercises, before the Pandemic. Therefore, Outcomes of trophic modeling have already been presented, and the rest of the Outputs have already been reviewed and commented by IDEAM and MADS. The coordinated work between the Environmental Quality Laboratory and the National Modeling Center -IDEAM, stands out. Furthermore, within the project framework, many computer equipment, materials, and supplies for monitoring were acquired and delivered to IDEAM.

Team members think that it could be the greatest legacy of the project. However, the scope of the modeling developed, involved time and resources that exceed the project limits, so the modeling results are not feeding neither management plans nor the monitoring system, so far, as it was originally established.

Output 2.1, aimed at fisheries management, was modified in such a way that there is a reasonable risk that the investments impact would be diluted in a bunch of interventions housed in an extremely wide territorial space, without fulfilling the main objective of providing authority with a binding and long-term planning tool. The changes made do not have a sufficiently solid justification and represent a loss in the component orientation, however, investments made generate a social base that must be used to accelerate the execution during 2021.

Output 2.2 has practically nothing to report during this period, except for coordination with authorities to define the areas of intervention and identify best practices that can be replicated. On the other hand, the team in charge of designing the Fishing Marketing Strengthening Plan in Ciénaga de Zapatososa just started its activities in December 2020. Consequently, this Output shows a high risk of non-compliance, since it seems like there are no conditions to formally start the implementation of activities in territory.

Output 2.3 is reported to be underway, despite the limitations of COVID 19. Although it seems like it has lost the original focus of prioritizing large landowners and has yet to make clear the scope and formality expected of conservation agreements. Consequently, the Output has a high risk of non-compliance, since the physical progress barely reaches 6% of the goal, and now no conservation agreement has been achieved, as originally planned.

Regarding Outputs 2.5 and 2.6, their compliance is linked to outcomes generated by output 2.4. In this sense, it considers a reasonable risk of not meeting the goal established for both Outputs. The following table shows the component progress.

Table 5 Component 2 Outputs Progress

Component 2	Base line	Advanc e (MTR)	Go al	Comments
Output 2.1: Designed governance models implemented	0	0	20	During the first quarter of 2020, it moved forward the work with 35 Community Initiatives of Zapatososa and Barbacoa to provide technical support in the adjustment of their action plans and budgets and thus facilitate the Work Memoranda of Agreement signing. On average, a 14.5% progress is identified in the implementation of the initiatives (all in different stages of progress).
Output 2.2: Pilot interventions	-	-	1	No significant progress is reported until now.

implemented (Marketing Strengthening)														
Output 2.3: Private areas under conservation agreements for swamps recovery.	-	19,3	300	<table border="1"> <thead> <tr> <th>Intervention area</th> <th>% Advance</th> </tr> </thead> <tbody> <tr> <td>Private areas Ciénaga de Ayapel (40 Ha)</td> <td>65%</td> </tr> <tr> <td>Private areas Ciénaga de Zapatosa (183 Ha)</td> <td>90%</td> </tr> <tr> <td>Private areas Ciénaga de Barbacoas y Chiqueros (43 Ha)</td> <td>23%</td> </tr> <tr> <td>Private areas Carare y Chucurí (34 Ha)</td> <td>12%</td> </tr> </tbody> </table> <p>5 community nurseries have been implemented, 19,13 ha have been restored in beach areas in corners and caños rounds in Ciénega de Zapatosa and 10 floating islands were established.</p>	Intervention area	% Advance	Private areas Ciénaga de Ayapel (40 Ha)	65%	Private areas Ciénaga de Zapatosa (183 Ha)	90%	Private areas Ciénaga de Barbacoas y Chiqueros (43 Ha)	23%	Private areas Carare y Chucurí (34 Ha)	12%
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Output 2.4: Ecohydrological models that represent strategic hydro-systems for conservation, developed	-	-	3	A PMEH team was formed with experts in charge of designing and executing models. For 2019, there were 3 hydrological models (Cesar river basin, San Jorge river basin, La Vieja river basin), and the hydrodynamic models for the Ciénaga de Ayapel and Zapatosa. During 2020, progress was made by refining the models, as well as in two biotic-trophic models running and calibration (Ayapel and Zapatosa)										
Output 2.5: Technical guidelines for fresh water biodiversity conservation developed to be considered in the environmental planning and management instruments	-	-	2	No significant progress is reported until now.										
Output 2.6: Environmental institutions from the national, regional and local level, trained on ecosystem's health management	-	30	30	No significant progress is reported until now.										

Elaboration: José Galindo; Source: Semiannual Project Progress Reports, 2017 - 2020

5.2.1.3 Component 3

Component 3 execution shows a considerable delay, particularly regarding the design and implementation of monitoring systems for fresh aquaculture ecosystems. Much of the delay is related to the contracting of the aquatic ecosystem monitoring design by the Alexander von Humboldt Biological Resources Research Institute (IAvH). It is noticed that they were very careful when collecting information on monitoring aquatic ecosystems. In addition, they invested time to ensure that the process was participatory so that the selected indicators are more like reality.

This contracting, in addition to taking longer than budgeted, it delivered an oversized Output both in terms of the beneficiary institution conditions and needs to host this design, and also in terms of scope and resources available for its implementation within the project framework.

Although, it is considered that the risk of non-compliance of Outputs 3.1 and 3.2 is relatively low, it is noted that it is possible to find significant deficiencies, considering the short time available to carry out the first information gathering, ensuring capacity and appropriation of the related institutions. There is an opportunity for synergies between Component 2 and 3, since Output 3.1 will take advantage of the information generated by the Component 2 campaigns to feed the monitoring system, considering that due to experienced delays, only one campaign can be developed in the 2021.

An approach error is identified in relation to Output 3.2, since within this project monitoring tools such as METT, files are reported, when conceptually this Output should not be related to the project's monitoring and evaluation tools.

On the other hand, there is an important weakness in terms of strategic communication that must accompany and strengthen the different interventions in territory. Although a communication strategy development is reported in 2018, in interviewees' opinion shows that the communication Outputs developed do not fulfill an advocacy role, generation of favorable opinion and strategic support for the entire intervention. During the mission, it was found that some local authorities were not aware of the project, in other cases they had had their first information meeting days before the mission. In general terms, the need to strengthen project profile and identity, is observed. Considering its current position as a "nature project", positioning the project is also key in order to make visible the institutions

that remain in territory, whose ownership is essential for the project's interventions sustainability.

The following table shows the progress reported by the project in relation to Component 3.

Table 6 Component 3 Outputs Progress

Component 3	Base line	Advanc e (MTR)	Goal	Comment
Output 3.1: SIAC Proposal for strengthening designed in order to improve fresh water ecosystem health monitoring	-	-	1	In 2018 the design of the monitoring system began. In 2019, progress was made in the construction of the action plan to strengthen Colombia's environmental information system - SIAC. Information provided by the Humboldt Institute related to the work route that involves optimization of IDEAM IRSR and the Aquatic Ecosystems Monitoring Protocol was used in which the project indicators of aquatic ecosystems will be stored.
Output 3.3: Ecosystem health monitoring system implemented	-	40%	100%	In 2019, the METT sheet was applied in the 8 PAs. Monitoring system and its indicators are designed, but the first data collection campaign has not yet been developed. The design proposal left by the IAvH Output was aimed at strengthening the Colombian Water Resources Information System (SIRH) to define the first indicators that will become visible on January 2021.
Output 3.4: Awareness campaigns designed / implemented	-	1	1	It has a communication strategy. Several communication pieces have been developed such as an explanatory video of the project, agendas, calendars, DRMI infographics and press releases. In addition, the Magdalena Pacífico territories meeting was held. The project accompanied the Sempegua House of Culture strengthening and began with social networks opening and management.
Output 3.5: Mid-term evaluation and final evaluation developed	0	0	2	It was planned that the MTR hiring process would begin at the end of 2019, however, this was only achieved by mid-2020.

Elaboration: José Galindo; Source: Semiannual Project Progress Reports, 2017 - 2020

In a transversal way, for all the indicators, in mid-2019 the implementation of the Gender Equality Strategy began, through different gender approach inclusion instruments in different project actions. This approach was included in the formulation of 35 community initiative projects, within the Alliance with SDP, which were prepared by community organizations supported by the Project.

5.3 Project Impact for beneficiaries

In relation to the expected impact, the major contribution of the project is concentrated around the creation and management plans of protected areas. This result constitutes a contribution to the country's efforts to comply international commitments such as Aichi targets. CAR value the support received by the project, which has allowed them to accelerate processes that were dammed and optimize the use of their resources.

Some institutional actors value the project's contribution in terms of innovation that eco-hydrological modeling represents for the country. Although it is still under construction, conformation of work teams and the expectation that it will be officially used by IDEAM, stand out.

Different interviewees consider that the project is generating a valuable contribution for the fishing authority to strengthen its knowledge at a technical level and for decision makers. In addition, the turn that was given to the output, related to the monitoring and indicators system, allowed to strengthen the actions carried out by IDEAM, since for the first time biological variables were included in a system (HRIS), as well as the inclusion of hydrobiological and social variables in the official protocols for water resource monitoring and its aquatic ecosystems in Colombia.

Opportunities to improve communities' living conditions have multiplied thanks to the competitive funds and participation in project activities such as restoration. According to testimonies, in some cases these resources have been key to strengthening families resilience in the COVID 19 context.

6 EFFICIENCY

Efficiency refers to progress in planned activities fulfillment, in relation to the percentage of progress towards the achievement of different milestones and key processes. This chapter

analyzes the results in terms of Outputs achieved, compared to projected goals. It will evaluate whether the project activities are in line with the schedule and budgetary plans, making the best use of invested resources.

6.1 Project finance management

6.1.1 Process / procedure monitoring and quality control

Operational monitoring is carried out directly from the Project through the Microsoft Project tool. However, according to the interviews, there have been problems in planning activities and budgeting, and an adequate planning monitoring is not carried out. It has been observed that it is possible that the Microsoft Project tool is not being used sufficiently, but as an administrative monitoring tool. In this sense, weaknesses are noted in Outcome indicators measurement and at the same time a risk of over-estimating the Outputs progress registered of Component 3, is identified.

Project general supervision and quality control is undertaken by Natura Foundation Technical Directorate; while at a third level, IDB acts as the Implementing Agency that supervises the project through tools and spaces such as Semiannual Progress Reports and Steering Committees. IDB carries out monitoring through management tools used by the Bank for all its projects, such as Outcomes Matrix, Risk Matrix, PEP / AOP, and the Project Monitoring Report system, which is a monitoring instrument that provides quantitative and qualitative information regarding the project progress.

In general, project execution and operation are governed by GEF Operations Manual prepared in February 2017. The manual seeks to comply with clauses stipulated in the ATN / FM-15981-CO Financing Agreement between Natura Foundation and IDB. The Manual is a general guide for the implementation, execution, administration, coordination, monitoring, and evaluation of each of the Project Components. It is not for Natura Foundation exclusive use only but can be accessed by any project partner. The Manual establishes General Project Coordinator responsibilities and clearly separates them from those assigned to the Financial Administrative Coordinator and Technical Coordinators, Steering Committee, and others. Regarding the follow-up, monitoring, auditing, and evaluation mechanisms to guarantee efficiency and effectiveness in the acquisition of goods and services, the Project has followed these mechanisms:

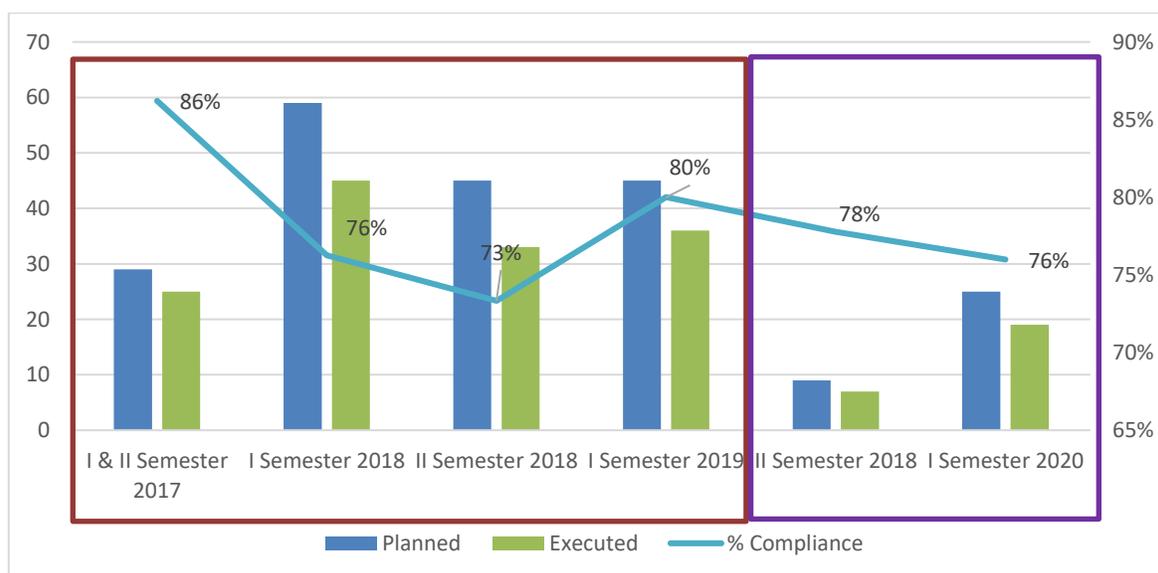
Table 7 Mechanisms for follow-up, monitoring, auditing and evaluation

Mechanism	Established in the Manual	Executed by the Project
Annual Operating Plans (AOP)	X	X
Financially audited States	X	X
Outcomes Matrix	X	X
Semiannual progress reports	X	X
Project implementation review for the GEF	X	
Results report of comprehensive participatory evaluation	X	

Elaboration: José Galindo; Source: Operations Manual, 2017

of the key tools in planning are AOP, and they had a certain particularity which is that, from the project implementation until the first semester of 2019, their compliance was measured based on the number of scheduled activities that were completed. However, executing an activity such as hiring a consultancy did not ensure that it was contributing to the achievement of an indicator or an outcome. Thus, from the second half of 2019, it is proposed to measure AOP fulfillment based on milestones achieved (Graph 3).

Graphic 3 Compliance with AOPs



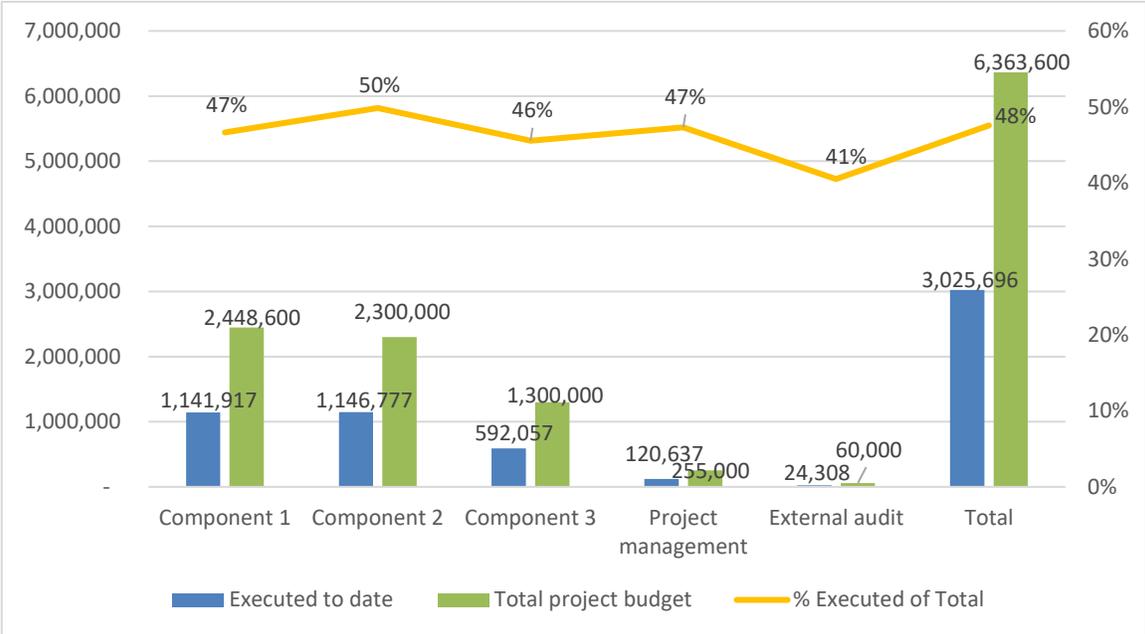
Elaboration: José Galindo; Source: Semiannual Project Progress Reports, 2017 - 2020

6.1.2 Costs and cost controls

According to ProDoc, the budget financed by the GEF amounts to USD 6.36 million for the 5 years of implementation. Based on the information provided by the Project, until October 2020 around USD 3.02 million had been executed, equivalent to 48% of the total available

resources. As shown in Graph 4, 42% of the resources have been allocated to Component 2, which to date has executed close to USD 1.14 million.

Graphic 4 Budget Execution by Component



Elaboration: José Galindo; Source: Project Financial Statements, 2017 – 2020

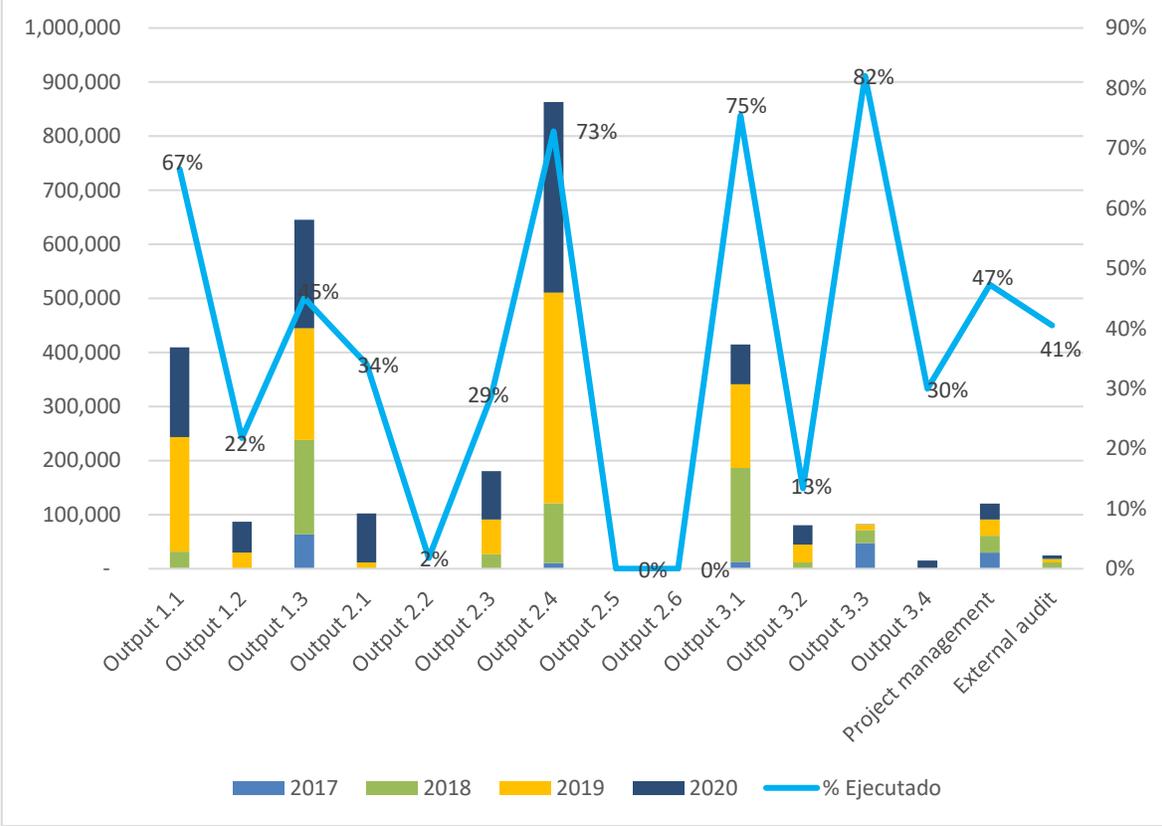
In relation to the expenses at the Output level, those that report greater investment than planned are Output 1.1 (67%), Output 2.4 (73%), Output 3.1 (75%), and Output 3.3 (82%) (Graph 5). In contrast, Outputs 2.2, 2.5, 2.6 and 3.4 do not report any financial execution, because the activities associated with said Outputs have not started. At the level of execution by years, 2019 reports the highest value (USD 1.14 million), possibly due to the hiring of the consultancy with the IAvH.

Additionally, as part of the Operational Manual and GEF policies, the MTR is carried out when at least 40% of the contribution resources have been disbursed or fulfilled 50% of the time from the entry into force of the Agreement, The thing that happens first. The evaluation began when 85% of the total time available for the entire Project had elapsed, that is, there is a significant delay.

The adoption of the aforementioned standards and practices, based on IDB guidelines, represented a considerable effort for Natura Foundation and the Project, in this sense, it is valued as an exercise in institutional strengthening. However, Natura Foundation needs to

strengthen its capacity to improve the agility with which it carries out purchasing and acquisitions processes under IDB standards.

Graphic 5 Budget Execution by Output and Year



Elaboration: José Galindo; Source: Project Financial Statements, 2017 - 2020

6.1.3 Reports on schedule and delivery; Project Outputs Achievement; Project problems and risks; Project Finance

The project prepares progress reports every six months, which are presented to the Technical Committee with same periodicity. This has been a project peculiarity since generally Committees are held annually. Reports are prepared based on information from AOPs, Audited Financial Statements, Acquisition Plan and Outcomes Matrix. Reports include a description of the progress in meeting goals and objectives, analyze problems that have arisen during execution, and describe measures to mitigate risks that could affect the Project.

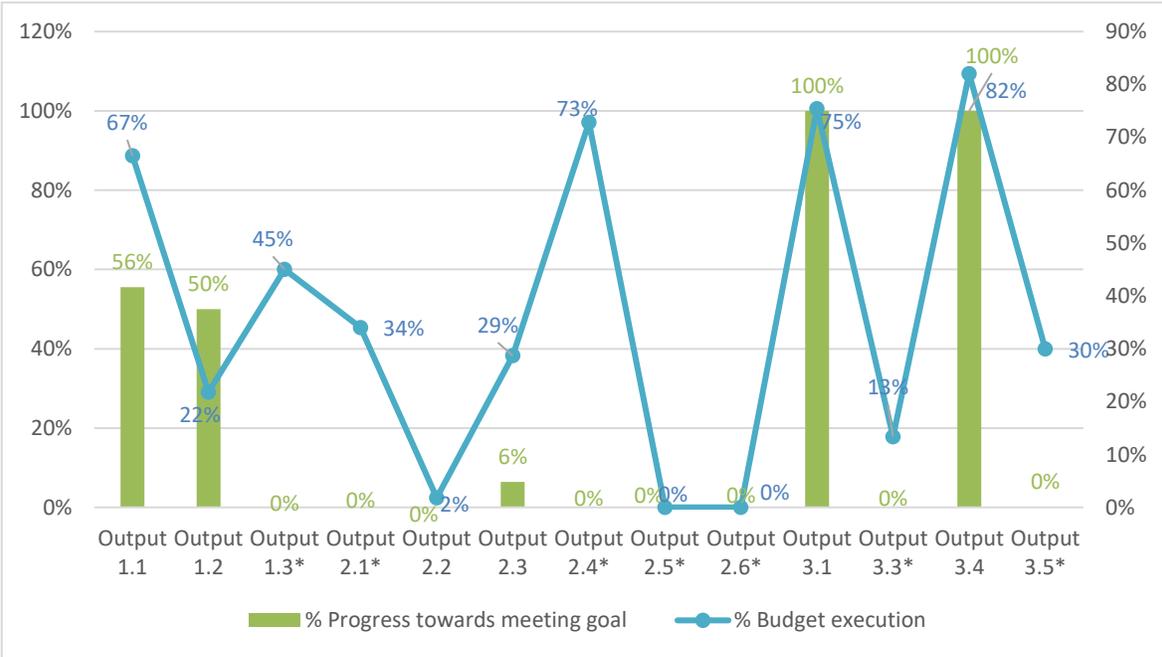
Regarding annual audited reports, the Project has executed them in accordance with the Agreement and Operations Manual, annually. The financial statement reports were made

for the 2017 – 2019 period. Reports show that the financial management was adequate, and do not indicate major considerations of small variations between the IDB disbursements amounts and project execution, which correspond to differences that are pending for adjustment.

6.2 Cost effectiveness

The project cost effectiveness is low after 80% of the implementation period, considering that the average progress reported in the three components is 29%, with an execution of 48% of the available budget. In terms of Outputs, two of them (3.1 and 3.4) reported have met 100% the goal with fewer resources than budgeted. In both cases, reported level draws attention, so it is appropriate to review this goal estimate. Outputs 1.3, 2.1, 2.3 and 2.4 have made significant investments without reaching their goal, however progress has been reported in terms of activities carried out.

Graphic 6 Budget Execution vs% of Implementation by Outcome



Elaboration: José Galindo; Source: Semiannual Project Progress Reports, 2017 - 2020; Project Financial Statements, 2017 - 2020

6.3 Problems in project execution

The Project has had to face a series of difficulties throughout its implementation, some of which are beyond control of the executing agency, such as Guarantees Law enforcement during regional elections, which prevented the agreements required by NF to work CAR.

Components 1 and 3 register three coordinators in the period; high levels of work team rotation and instability led to the loss of processes memory and generated uncertainty in partners and beneficiaries. On the other hand, difficulties related to occupational health and safety of a part of the team are evident, considering the risk inherent in the intervention areas. Faced with this, the Project has contracted technical assistance services in occupational health and safety.

According to several interviewees, it was confirmed that the project team had little presence in territory and its execution was mostly centralized in Bogotá. From the second semester of 2020, a change in strategy towards a greater territorial presence in response to mobility limitations due to COVID 19, is evident.

Weakness in the operation of management tools is frequently mentioned, particularly in terms of planning, coordination, monitoring and follow-up. During the last few months, a significant number of technicians and field personnel have been hired since it is important to invest in generating trustful relationships and also that a single work team is formed so it can link partners to execute various tasks locally.

There is a lack of a shared team reading of the project design, the elements that connect components, and the need to concatenate the intervention. This resulted in an atomized and dispersed management, which could be decisive for the PCU to not being able to direct contractors to fulfill their Outputs in time and within the project framework. Although the inputs generated are high technical quality ones, they were not adjusted to the project reality.

In general, a weakness is mentioned in terms of team internal communication, as well as its strategic communication management to support the components' execution. The Project showed weakness in political management at different levels, particularly because of authorities and managerial positions' rotation in participating institutions. It is important that both the executing agency and the implementing agency agree on a protocol to present and link new authorities, and thus support the project positioning with new authorities.

COVID-19 has affected the execution of the entire project to be further lagged. However, this year has also allowed an institutional reflection on the project to review the intervention strategy, a "crash plan" to rescue Outputs that had not managed to take off, such as governance and fishery resource management, as well as improving the entire intervention coherence.

To address COVID 19, examples of adaptive management are mentioned, such as management of special permits to work with IDEAM laboratory, rental of equipment, advance remote analysis of results, incorporation of additional field personnel to advance with certain Outputs and seeking support from local partners such as Biodiversa, Alma and Mellizas foundations.

6.3.1 Executing agency capacity to identify problems

In general terms, it is considered that the executor's reaction capacity to identify problems found could be more agile. Possibly the biggest mistake was assuming that the project was still relevant, despite the time elapsed between design and implementation, so an in-depth review was deliberately avoided, and it would have allowed to update and correct output's scope in time.

The project took approximately 1 year to identify that several Outcomes exceeded the Project execution times, so they could not be executed according to design, or that they had already been carried out by other institutions. On the other hand, the Project failed to realize that articulation between three Components had been lost and that each one was operating as an isolated project.

Follow-up by Natura Foundation and supervision by IDB took time to show this, and it was only since February of this year that, with the entry of a new technical sub-management, a strategy was sought to articulate the three Components.

6.3.2 Executing agency capacity to analyze and propose solutions

Both the project team and the different levels involved in its management are recognized for their capacity and specific experience at implementing this type of project. Steering Committee meetings, for example, give an account of partners commitment and involvement level with the project. However, it is observed that although the capacity to identify problems existed, it took a long time to specify solutions. It is possible that initially, the executing

agency did not have the necessary flexibility to propose solutions on time. However, even now, changes assumed throughout the intervention, have not been made official with GEF.

6.4 Coordination with partners, allies and other local and regional actors

A positive aspect in the project management, lies in the coordination with different spaces generated by different institutions and organizations that were operating in the Magdalena River Basin. This has made it possible to take advantage of synergies and strengthen mutual work between different interventions that take place in territory, particularly with the project partner organizations. However, it is observed that beyond attending work meetings and participating in governance spaces, it is necessary for the project partners to start making concrete commitments for the closure and sustainability phase.

On the one hand, MADS involvement transcends Technical Committees, it maintains a key link role with other projects and national environmental policy processes. MADS has remained involved in the different processes and has been invited to participate in actions that are developed in field, such as the Ayapel and Zapatosa Swamp Management Plans, which have been subject to harmonization with the Ramsar Site Management Plans.

In IDEAM case, coordination is extended to Components 2 and 3, which allows continuity to the work that had been carried out with the Adaptation Fund in La Mojana. IDEAM's support has been key both for the gathering of hydrological information and in the accompaniment of hired consultants for eco-hydrological modeling. The continuous work with IDEAM in modeling the Basin, contributes to the consolidation of the country's Institutional Strategy for Monitoring Hydrological Resource.

In AUNAP case, coordination has been less fluid, the Agreement of Understanding with Natura Foundation was just signed in 2019. It is possible that the lack of clarity from the Project regarding Outputs and approaches for the use of fishery resources, has had an impact on less use of AUNAP institutional capacities.

The project has several cooperation partners that are based in territory, such as Alma and Mellizas Foundations, that have assumed the responsibility of executing various activities and Outputs. These are institutions with extensive experience in the Magdalena River, particularly working with communities and fishermen on swamps recovery and rehabilitation issues.

Although the activities with beneficiary communities of the restoration initiatives as well as competitive funds are just starting, testimonies collected throughout the mission confirm the enthusiasm and high relevance of these activities for those involved. Actors value the interventions positively but express their uncertainty for the post-COVID 19 reactivation phase and the future of the project.

7 CONCLUSIONS

- The Project is of high relevance for the country, several years after its conception, it is considered as a pertinent and priority initiative for the Magdalena River basin. By now, no other projects or initiatives have been identified with a similar scope and ambition.
- The design does not evidence a theory of change that allows identifying the logical sequence of results to achieve the project goal. In practice, it supposes an atomized intervention with a high risk of dispersion in outputs' development and also of diluting the impact over a wide territorial area.
- The lag between the time in which the Project was formulated until when the execution finally started, derived in the need of adjusting the original design to political and institutional context in the country. The first changes registered in the design are verified in mid-2018, while a second group of changes is proposed from the first half of 2020. Changes include the scope of various Outputs, work sites and in general terms, intervention approach.
- In terms of effectiveness in achieving Outcomes, one year after project closure, only two of the nine Outcome indicators are reported as completed (1.1 and 2.1), while indicator 4.2 shows progress as planned. No significant progress has been reported in relation to the other six indicators that contribute to the project purpose.
- In general terms, Component 1 reports greater progress regarding to its outputs and may show an impact in relation to the project purpose. It is considered that it presents a moderate risk of not complying with what was originally planned. The greatest consequence lies in the short time they will have to implement management plans activities.
- Component 2 is the least advanced in its implementation, its performance so far has not achieved the expected outcomes in terms of ecosystems health. This component presents a high risk of not complying with most of its Outputs, in best-case scenario, it

is estimated that it will have significant deficiencies considering the short time available to make up for lost time.

- Component 3 execution shows a considerable delay, particularly regarding the design and implementation of monitoring systems for fresh aquaculture ecosystems. Although Output 3.1 has met the entire goal, it is considered that the risk of non-compliance for outputs 3.3 and 3.4 is relatively low; although it is noted that it is possible to find significant deficiencies, considering the short time available to carry out the first information gathering, ensuring related institutions capacity and appropriation.
- In relation to the expected impact, the major contribution of the project is concentrated around the creation and management plans of protected areas; This result constitutes a contribution to the country's efforts to comply with international commitments such as Aichi goals. The project contribution is also valued in terms of the innovation that eco-hydrological modeling represents for the country.
- Cost effectiveness of the project is low. After 80% of the implementation period, a 29% average progress is reported in the three components, with an execution of 48% of the available budget. Consequently, there is a high risk that the Project objective will not be met. It is possible that several originally planned outcomes will not be met and others will have significant deficiencies.
- Among the main problems identified, team rotation and instability, stand out. Lack of a shared reading of the project, weaknesses in the use of management tools as well as in internal and external communication.
- The 2020 events have made it possible to review the intervention strategy and generate a "crash plan" to rescue Outputs that haven't taken off to improve the coherence of the entire intervention.

8 RECOMMENDATIONS

- A comprehensive review of the project's Outcomes framework is recommended, which formalizes and honest the Outcome indicators, the established goals and the scope of the Outputs, considering the context of the intervention and especially the time available until January 2022.
- It is recommended to give conceptual feedback to the work team to ensure that there is an integrated reading of the intervention, especially the new staff, on the scope and

methodological approach of key issues such as conservation agreements, management in conservation mosaics, equity, and gender approach.

- It gives the impression that the crash plan presents an orientation towards this direction, however, it still must land on a final proposal of indicators and goals, ensuring Outputs are clearly oriented towards the fulfillment of project Outcomes. It is essential that the exercise involves the entire project team and lands at the operational level in 2021 planning.
- In parallel to the shock plan, it is recommended that the Project begins the construction of an exit strategy in conjunction with partners and stakeholders involved. This implies a more political role for PCU in terms of consolidating alliances and creating conditions for the sustainability of the Project's interventions. Within this role, the Project should propose a systematic and organized multi-level political advocacy strategy, generating strategic interventions with municipalities, CAR, Governments, and the Fisheries Authority.
- As a complement to the exit strategy, it is recommended to leave a portfolio of projects formulated and given to different donor profiles, which can follow up the results at different intervention scales. IDB, NF and PCU must actively influence and identify opportunities for sustainability and follow-up within other projects in the design or execution phase.
- Due to the Project has a short time to close, and since there are delayed activities, it is important to give continuous and rigorous weekly monitoring to review progress, achievements, problems, and delays.
- It is recommended to strengthen the management tools and capacities of the team in areas such as strategic and operational planning, monitoring and evaluation, information systems and internal communication, effective time management, and knowledge management. Monitoring at the operational and strategic level must be structured, formal and systematic, for example, establishing weekly monitoring meetings or periodic updates of the risk profiles by site or output.
- Given that a large part of the staff has recently joined, it is recommended to invest in building a work team through generating opportunities for the team so they can know their strengths and weaknesses, acquire techniques to improve teamwork and tools to optimize the available human talent.
- Since the remaining time of the Project is short, it should be considered that possibly, when the closing is about to happen, consultancies and Outputs final deliveries will be

concentrated, so it is recommended to plan a staggered delivery schedule, which also allows progress in information transfer to partner institutions and beneficiaries.

- It is recommended to strengthen the identity and image of the Project, particularly in the territory where it is identified as "nature project". It is key that communication leaves more space and visibility to the actors and institutions that remain in the territory, as a key element of their appropriation and commitment to the sustainability of the Project.
- It is necessary to strengthen ties with actors and organizations that have local processes. There are many local initiatives, processes and portfolios from other organizations that are being carried out in the Magdalena River Basin so it is important to jointly review these actions so that the Project can support ongoing processes that allow it to achieve the expected Outcomes.
- A critical element for success is to strengthen the capacity of the administrative team to ensure agile purchasing and contracting processes, which also involves greater precision in planning and coordinated work with each component. Likewise, it is recommended to explore options with IDB to obtain greater flexibility in the administrative and logistical processes to comply the foreseen time.
- To speed up purchasing and procurement processes, it is suggested to prioritize direct contracting processes for executing partners that take care of technical assistance and investment complete packages.
- It is extremely important that the project maintains a presence in territory and strengthens recently incorporated local teams' capacity. However, it is essential that there is also a greater presence of NF and PCU coordinator at an institutional level, in the political role of keeping local authorities and technicians informed and committed to complement and reinforce team management in territory.

Component 1

- Management plans must have a more strategic reading of COVID-19, from a perspective of political priority on environmental issues and the consequent availability of resources, as an opportunity for economic reactivation, as well as concern regarding the increase in pressure on natural resources.
- The Project should tend to link technicians and representatives of local authorities (Corporations, Mayors, AUNAP, others) more actively, not only for planning design but also to generate concrete commitments regarding monitoring and sustainability.

- It is recommended to evaluate the possibility of continuing with the implementation of management plans according to specific contexts of each site. It is recommended to limit the intervention sites to a portfolio of areas that, until January 31, 2021, provide the minimum conditions to ensure that the project will be able to execute its resources.

Component 2

- It is recommended that the Project find a way to transfer administration and monitoring of all competitive funds to SDP or another specialized institution. Technical follow-up together with administrative management of each project, without counting on SDP technological package and experience, lead to a demanding and low cost-effective intervention.
- It is important to clarify, in strategic terms, the Component's changes and the treatment of governance and fishery resources issues, but it is also necessary to establish how these changes are related to the intervention array, their incidence in management plans, conservation agreements scope and the incidence of figures such as conservation mosaics.
- Eco-hydrological model should reinforce its institutional appropriation, seeking official recognition so that it can be formally installed as part of the outputs and activities carried out by the institution. It is recommended to strengthen the appropriation by institutions without losing sight of the opportunity offered by the tool to improve decision-making and land use planning processes in long term.
- This also supposes an active search of other projects and initiatives that are in design or execution stages and can accommodate their monitoring of progress, in terms of entering new data, model calibration and especially the use of these information resources in terms of territorial planning and decision-making processes.

Component 3

- An approach error is identified in relation to Output 3.2, since project monitoring tools such as METT files, are reported. It is recommended to include them within Output 3.5 as part of the Project's monitoring and evaluation tools.
- It is essential to ensure the first information collecting as quickly as possible, ensuring the capacity and ownership of related institutions.

- It is recommended that the Project review its communication plan to ensure that communication is used in a strategic way so that it is functional to the needs of each Output and process.

9 ANNEX

Annex 1: Mission Agenda

La agenda de la misión de evaluación del 22 de noviembre y 03 de diciembre fue la siguiente:

Objetivo: Interactuar por parte de la consultoría de Evaluación de Medio Término (EMT) con actores nacionales, regionales y locales, con quienes el Proyecto GEF Magdalena-Cauca VIVE viene consolidando sus resultados y productos

Fechas / Regiones: i) 22 noviembre / Bogotá

ii) 23 a 26 noviembre / Bajo Magdalena-Cauca

iii) 27 a 29 noviembre / Magdalena Medio

iv) 29 noviembre a 01 diciembre / Alto Cauca - Eje Cafetero

v) 02 diciembre / Bogotá

Participantes: José Fernando Galindo y Juan Carlos Alonso.

i) 22 noviembre / Bogotá

Domingo 22 de Noviembre			
Hora	Actividad	Alcance	Asistentes
4:00 – 8:00 pm	Desplazamiento Quito – Bogotá (AVIANCA)	-----	José Fernando Galindo
Alojamiento Hotel en Bogotá			

ii) 23 a 26 noviembre / Bajo Magdalena-Cauca

Lunes 23 de Noviembre: Bogotá - Valledupar			
Hora	Actividad	Alcance	Asistentes
11:00 am – 1:00 pm	Bogotá - Valledupar (AVIANCA)	-----	José Fernando Galindo Juan Carlos Alonso
1:00 – 2:30 pm	Almuerzo Valledupar		
2:30– 5:30 pm	Reuniones CORPAMAG CORPOCESAR	Entrevistas - EMT	José Fernando Galindo <ul style="list-style-type: none"> • 2:30 pm, Ingreso instalaciones CORPOCESAR. (Oficina POMCAS y Ordenamiento Territorial) • 3:00 pm, Entrevista virtual EMT a María Danies (CORPAMAG) • 4:30 pm, Entrevista presencial EMT Wilson Márquez (CORPOCESAR)
Alojamiento Valledupar - Hotel Sonesta			
Martes 24 de Noviembre: DRMI Complejo Cenagoso Zapatosa			
Hora	Actividad	Alcance	Asistentes
8:00 am – 12:00 am	Desplazamiento Valledupar-El Banco	Transporte Terrestre Proyecto Mag.-Cauc.	José Fernando Galindo Juan Carlos Alonso

11:30 am – 12:30 pm	Reuniones El Banco (Magdalena):	Reuniones El Banco (Magdalena):	<ul style="list-style-type: none"> • 11:30 am,
12:30 – 2:00 pm	Almuerzo El Banco		
2:30 – 6:30 pm	Reuniones El Banco (Magdalena): <ul style="list-style-type: none"> • Alcaldía • Coordinador Gobernanza y Pesca GEF Mag.-Cauc. • Colaboradores proyecto 	Entrevistas – EMT / Diálogo con equipo de trabajo del Proyecto GEF.	José Fernando Galindo <ul style="list-style-type: none"> • 2:00 p, Entrevista EMT Funcionario AUNAP para la Ciénaga de Zapatosa. Jorge Osorio • 3:00 pm, Entrevista EMT Carlos Viera (Coordinador Gobernanza y Pesca GEF Mag.-Cauc.) • 4:00 pm, Entrevista EMT Alcaldía El Banco Magdalena • 5:30 PM, Diálogo –Mesa Redonda– con equipo de trabajo GEF Mag.-Cauc. (+/- 12 colaboradores)
Alojamiento El Banco - Hotel JR			

Miércoles 25 de Noviembre: DRMI Complejo Cenagoso Zapatosa

Hora	Actividad	Alcance	Asistentes
7:30 – 12:00 m	Reuniones / Visitas de Campo: <ul style="list-style-type: none"> • El Banco • El cerrito 	Entrevistas EMT / Visita de campo	José Fernando Galindo <ul style="list-style-type: none"> • 7:30 am, Presentación Anderson López y Manuel Vertel • 7:50 am, Protocolo de Bioseguridad- Anderson López • 8:00 am, Recorrido a El Cerrito • 8:20 am, Visita al Vivero de la Asociación de Puerto Estrella- Rufino Segovia • 9:00 am, Visita Vivero “Sembrando Vida” de la Junta de Acción Comunal (JAC) El Cerrito- Luz Darys Garcia • 9:30 am, Entrevista EMT a Luz Darys Garcia • 10:30 am, Refrigerio • 11:00 am, Visita en lancha a Caño Fístola- Alfredo Benavides • 12:00 m, Desplazamiento hacia Chimichagua (Almuerzo)
1:00 – 2:00 pm	Almuerzo Chimichagua		
2:00 – 3:00 pm	Desplazamiento a Sempegua	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso
3:00 – 6:30 pm	Reuniones / Visitas de Campo: <ul style="list-style-type: none"> • Sempegua 	Entrevistas – EMT / Visita de campo	José Fernando Galindo <ul style="list-style-type: none"> • 3:00 pm, Recorrido área de restauración e islas flotantes en Rincón de Bijagual- Donny Cadena • 4:00 pm, Visita al vivero Cacique Pegua de la comunidad de Sempegua- Yoel Palomino

			<ul style="list-style-type: none"> • 4:30 pm, Entrevista EMT Cacique Pegua de la comunidad de Sempegua- Yoel Palomino • 5:30 pm, Visita a iniciativa “Mi Finquita” del Colectivo de Familias de Sempegua- Yoel Palomino • 6:00 pm, Visita a iniciativa “Casa de la Cultura la Chula” de Sempegua- Edelmira Méndez • 6:30 pm, Regreso de Sempegua al Banco (Transporte Terrestre)
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Nota. se sugiere llevar los siguientes elementos de protección personal: Sombrero-capucha, impermeable, botas pantaneras, bloqueador solar, repelente contra insectos, chaleco salvavidas, elementos de bioseguridad frente a Covid-19 (careta, tapabocas, alcohol y gel antibacterial)

Alojamiento El Banco - Hotel JR

Jueves 26 de Noviembre: Valledupar - Bogotá - Medellín

Hora	Actividad	Alcance	Asistentes
7:00–11:00 am	El Banco - Valledupar	Transporte Terrestre Proyecto Magdalena.- Cauca	José Fernando Galindo Juan Carlos Alonso
12:00m–1:00 pm	Almuerzo Valledupar		

1:00 – 3:00 pm	Valledupar - Bogotá (AVIANCA)	-----	José Fernando Galindo Juan Carlos Alonso
4:00 – 6:00 pm	Bogotá - Medellín (AVIANCA)	-----	José Fernando Galindo Juan Carlos Alonso
Alojamiento Medellín - Hotel IBIS			

iii) 27 a 29 noviembre / Magdalena Medio

Viernes 27 de Noviembre: Medellín - Santuario			
Hora	Actividad	Alcance	Asistentes
8:00-9:00 am	Reunión Virtual BID	Entrevistas – EMT	José Fernando Galindo • 8:00 am, Entrevista EMT BID: Fernando Balcazar / Olga Lucia Bautista
9:30-12:00 m	Reuniones: • CORANTIOQUIA • Colaboradores del Proyecto	Entrevistas – EMT Saludo-diálogo Directivas CORANTIOQUIA	José Fernando Galindo • 9:30 am, Entrevista EMT Luis Guillermo Marín (Profesional Especializado de la Subdirección de Ecosistemas) • 10:30 am, Entrevista Ana María Botero (áreas prioritarias Magdalena-medio GEF Magdalena-Cauca) • 11:30 am, Saludo-diálogo con Norma Nazarerth Grajales (Subdirectora Ecosistemas) y Adolfo (Coordinador de Áreas Protegidas) CORANTIOQUIA.

12:00 am - 2:30 pm	Medellín - Santuario	Transporte Terrestre Proyecto Magdalena.- Cauca. Almuerzo en el trayecto	José Fernando Galindo Juan Carlos Alonso
2:30 – 6:00 pm	Reuniones: • CORNARE • Colaboradores del Proyecto	Entrevistas – EMT	José Fernando Galindo • 2:30 pm, Entrevista EMT David Echeverri- Coordinador Oficina Bosques y Biodiversidad (CORNARE) • 3:30 pm, Entrevista Alba Lorena Garcia Parra (Ruta Declaratoria y Plan de Manejo Río Claro) GEF Magdalena-Cauca • 4:30 pm, Desplazamiento Reserva Río Claro
Alojamiento Reserva Río Claro			

Sábado 28 de Noviembre: DRMI Bosques, Mármoles y Pantágoras			
Hora	Actividad	Alcance	Asistentes
9:00-10:00 am	Desplazamiento corregimiento La Danta	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso David Echeverri - CORNARE

10:20 am - 12:00 m	<p>Reuniones La Danta:</p> <ul style="list-style-type: none"> • Asociación de Mamóleros de La Danta – ASOMARDANT • Junta de Acción Comunal La Paz San Francisco 	<p>Entrevistas – EMT</p> <p>Visitas de Campo</p>	<p>José Fernando Galindo</p> <ul style="list-style-type: none"> • 10:20 am, Entrevista EMT a Jhon Bayron Giraldo – (Gerente Asociación Marmoleros) • 11:20 am, Entrevista EMT Diego Rendón (Representante Junta de Acción Comunal JAC) -Vereda La Paz San Francisco
12:00 m – 1:00 pm	Desplazamiento al Eco Hotel Los Colores	Transporte Terrestre	<p>José Fernando Galindo</p> <p>Juan Carlos Alonso</p> <p>David Echeverri - CORNARE</p>
1 - 2:30 pm	Almuerzo Reserva Río Claro		
2:30 – 3:30 pm	<p>Reunión Puerto Triunfo- Vereda Tres Ranchos, La florida:</p> <ul style="list-style-type: none"> • Sector Turismo 	Entrevista – EMT	<p>José Fernando Galindo</p> <ul style="list-style-type: none"> • 2:30 pm, Entrevista EMT a Jorge Cortizos. Representante Sector Turismo. Instancia de Gobernanza “Equipo Dinamizador”
3:30 - 4:30 pm	Desplazamiento entrada Aquitania	Transporte Terrestre	José Fernando Galindo

			Juan Carlos Alonso David Echeverri - CORNARE
4:30 - 5:30 pm	Reunión Municipio de San Francisco	Entrevista – EMT	José Fernando Galindo • 4:30 pm, Entrevista EMT a Arcesio López, Representante Veredas AltaVista, La Fe y Pocitos (San Francisco). Instancia de Gobernanza “Equipo Dinamizador”.
Alojamiento Reserva Río Claro			

Domingo 29 de Noviembre: Medellín - Pereira			
Hora	Actividad	Alcance	Asistentes
9 -11:00 am	Reserva Río Claro - Medellín	Transporte Terrestre Proyecto Magdalena -Cauca	José Fernando Galindo Juan Carlos Alonso
12 - 1:00 pm	Almuerzo Medellín		
2 – 4:00 pm	Medellín – Pereira (Easy Fly)	-----	José Fernando Galindo Juan Carlos Alonso
Alojamiento Pereira - Hotel Soratama			

iv) 29 noviembre a 01 diciembre / Alto Cauca - Eje Cafetero

Lunes 30 de Noviembre: Pereira - Armenia			
Hora	Actividad	Alcance	Asistentes
8:00– 9:00 am	Reunión CARDER	Entrevistas EMT	José Fernando Galindo • 8:00 am, Entrevista EMT a Eduardo Londoño – Áreas Protegidas CARDER
9:00-10:30 am	Desplazamiento a DMI Guásimo	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso Luisa Fernanda Casas
10:30 am- 1:00 pm	Reuniones: • Junta de Acción Comunal • Colegio El Guásimo	Entrevistas EMT / Visita de Campo	José Fernando Galindo • 10:30 am, Entrevista EMT Uber Barreneche (Presidente Junta de Acción Comunal) • 11:30 am, Entrevista Jorge Hernán Lopez ó Constanza ó Profesora Guásimo •
1:00 – 2:00 pm	Almuerzo		

2:00- 4:00 pm	Desplazamiento a Armenia	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso Luisa Fernanda Casas
4:00-5:00 pm	Reunión CRQ	Entrevistas EMT	José Fernando Galindo • 4:00 pm, Entrevista Andrea de la Cadena – Áreas Protegidas CRQ
Alojamiento Armenia - Hotel Armenia			

Martes 01 de Diciembre: Áreas Protegidas Regionales CRQ			
Hora	Actividad	Alcance	Asistentes
7:00-8:00 am	Desplazamiento a DCS Barbas Bremen	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso Luisa Fernanda Casas
8:00 am – 11:00 am	Reuniones DCS Barbas-Bremen	Entrevistas EMT / Visita de Campo	José Fernando Galindo • 8:00 am, Entrevista EMT Mónica Andrea Arroyabe (Fundación Las Mellizas) ó Jorge Hernán López (Fundación Las Mellizas)

			<ul style="list-style-type: none"> • 9:00 am, Entrevista EMT Fernando Builes (Comité interinstitucional DCS Barbas-Bremen) • 10:00 am, Entrevista EMT Kennedy Bernal (Alcaldía Filanda)
11:00 am- 12:00 m	Desplazamiento Aeropuerto Armenia	Transporte Terrestre	José Fernando Galindo Juan Carlos Alonso Luisa Fernanda Casas
12:00 m – 1:00 pm	Almuerzo Aeropuerto		
1:45 – 3:00 pm	Armenia – Bogotá (AVIANCA)	-----	José Fernando Galindo Juan Carlos Alonso
Alojamiento Bogotá - IBIS Museo			

v) 02 diciembre / Bogotá

Miércoles 02 de Diciembre: Bogotá			
Hora	Actividad	Alcance	Asistentes

8:00 am - 12:30pm	Procesamiento datos e informaciones de la misión de campo	Análisis situacional del proyecto	José Fernando Galindo
12:30 – 2:00 pm	Almuerzo Bogotá		
2:30 – 5pm	Presentación resultados misión de campo al proyecto	Presentar al BID, Directivas Fundación Natura y Unidad Coordinadora de Proyecto-UCP, el primer análisis situacional	José Fernando Galindo
8:00 pm	Bogotá – Quito (COPA)	-----	José Fernando Galindo

****Transporte Fluvial:** Proyecto GEF Magdalena-Cauca VIVE / *****Transporte Terrestre:** Proyecto GEF Magdalena-Cauca VIVE

Annex 2: Documents reviewed

Título del documento
Documento del Proyecto (ProDoc).
Informe de arranque del proyecto
Marco de Resultados Estratégicos.
Matriz de indicadores por resultado (output)
Project Implementation Reports
Informes trimestrales y/o cuatrimestrales de progreso.
Informes parciales / finales de consultorías concluidas y en proceso.
Informes anuales de avance
Informes financieros, incluyendo datos sobre cofinanciación y presupuestos.
Informes de Auditoría
Planes Operativos Anuales (POA)
Minutas y decisiones de la Junta de Proyecto (Comité Directivo).
Materiales de comunicación sobre el proyecto.
Material de interés y relevantes a la evaluación producidos por el proyecto.
Manual Operativo del Proyecto

Annex 3: List of Institutions interviewed

De acuerdo con lo sugerido en los TdRs, será necesario coordinar entrevistas con las siguientes instituciones:

1. Ministerio de Ambiente y Desarrollo Sostenible-MADS
2. Instituto de Hidrología, Meteorología y Estudios Ambientales-IDEAM
3. Corporación Autónoma Regional del Río Grande de la Magdalena-CORMAGDALENA
4. Fondo de Adaptación
5. Corporaciones Autónomas Regionales-CAR (CORPAMAG, CORPOCESAR, CORANTIOQUIA, CORNARE, CVS, CRQ y CARDER)
6. Organizaciones No Gubernamentales-ONG (Fundación ALMA, The Nature Conservancy-TNC)
7. Autoridad Nacional de Acuicultura y Pesca-AUNAP
8. Universidad del Magdalena
9. Programa Pequeñas Donaciones GEF
10. Líderes o representantes de actores locales como comunidades, entes territoriales, organizaciones comunitarias, y/o personas relevantes vinculadas directa o indirectamente con el proyecto

Annex 4: Evaluation questions

Las preguntas servirán como base para ayudar al equipo de evaluación a comprender el contexto del proyecto y mantener el enfoque en las cuestiones más importantes que tienen que ser evaluadas y verificadas. Las preguntas serán aplicadas a los diferentes entrevistados, dependiendo del actor. Se procurará evitar preguntas cuyas respuestas sean binarias.

- ¿En qué medida se ha logrado el objetivo general del Proyecto GEF- Contribuir a la conservación y el uso sostenible de la biodiversidad en la cuenca del río Magdalena a través de la protección de hábitats de agua dulce prioritarios, la mejora de la salud de los ecosistemas, ¿la gobernanza y el fortalecimiento de la capacidad local?
- ¿En qué medida los componentes del proyecto, así como sus otras características (elección de socios, estructura de la unidad coordinadora, mecanismos de implementación, alcance, presupuesto, procesos administrativos, uso de recursos) permiten el alcance de los objetivos?
- ¿En qué medida el proyecto es relevante para las prioridades nacionales y las necesidades de los hombres y mujeres beneficiarios?
- Tal como está diseñado el proyecto ¿La lógica de intervención fue adecuada?
- ¿Los resultados del proyecto son claros y lógicos y se dirigen hacia necesidades claramente identificadas?
- ¿Responde la intervención a las prioridades de desarrollo del país o área de influencia?
- ¿En qué medida se ha logrado el efecto (outcome) o cuánto se ha progresado para alcanzarlo? ¿Qué factores han contribuido a lograr o no alcanzar los efectos buscados?
- ¿El enfoque y estrategias utilizadas fueron adecuadas para el logro o avance de los resultados esperados?
- ¿Existen estrategias y experiencias desarrolladas por el proyecto que tengan potencial de replicación?
- ¿Qué otros proyectos con financiamiento nacional y/o internacional se están ejecutando en los mismos territorios que este proyecto GEF?
- Con el fin de alimentar el Proyecto y aprovechar oportunidades existentes ¿Se tuvieron en cuenta otros proyectos a nivel nacional, regional y global y sus lecciones aprendidas?

- ¿Hay una estructura que asegure la buena participación de todos los socios?
- ¿Las responsabilidades entre socios están bien diseñadas y distribuidas y se han cumplido? ¿son pertinentes dichos arreglos?
- ¿Ha habido efectos o algún tipo de cambio de política?
- ¿Se consideraron apropiadamente los factores externos? ¿Qué tan flexibles fueron los distintos niveles de gestión para adaptarse al cambio?
- ¿Hay un plan de monitoreo con indicadores y líneas de base para medir el avance y eventual impacto del proyecto?
- Cómo ha sido en la práctica el cofinanciamiento en especie y en dinero?
- Describa cómo se realiza la selección, contratación, asignación de expertos, consultores y personal de contraparte
- ¿Se han logrado otros resultados no previstos en el diseño del proyecto?
- ¿Los beneficiarios están comprometidos a continuar trabajando sobre los objetivos del proyecto una vez que finalice?
- ¿Cuál ha sido el grado de participación y apropiación de los objetivos y de los resultados por la población beneficiaria en las distintas fases del proyecto?
- ¿Cuál ha sido el apoyo y la participación de las instituciones involucradas? ¿Ha existido fortalecimiento institucional?
- Enumere lo que a su juicio pueden ser lecciones aprendidas y que deban/puedan corregirse a futuro
- ¿Qué recomendaciones haría para mejorar la ejecución, resultados o impactos del proyecto?