



**WORLD WILDLIFE FUND INC (WWF)  
INTER-AMERICAN DEVELOPMENT BANK  
GLOBAL ENVIRONMENT FACILITY**

**MIDTERM EVALUATION (REVIEW)**

***“NATIONAL AND REGIONAL CONSOLIDATION OF THE NATIONAL  
SYSTEM OF PROTECTED AREAS (SINAP)”***

**GEFSEC ID: 5680**

**BID ID: CO-T1387;**

**Nº ATN/FM-15980-CO**

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Full size project**

**Partner Entities:**

**National Natural Parks – PNN**

**Ministry of the Environment and Sustainable Development-  
MADS**

**SIRAP Orinoquia,**

**SIRAP Northeastern Andes**

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## **COLOMBIA**

***“NATIONAL AND REGIONAL CONSOLIDATION OF  
THE NATIONAL SYSTEM OF PROTECTED AREAS  
(SINAP)”***

**MIDTERM  
EVALUATION  
(REVIEW)**

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## ACRONYMS USED IN THIS DOCUMENT

ACP	Acquisitions and Contracting Plan
AFOLU	Agriculture, Forestry and Land Use
AOP	Annual Operations Plan
AP	Action Plan
C	Component
CARs	Regional Autonomous Corporations (after their name in Spanish)
CC	Climate Change
CF	Carbon Footprint
CONPES	National Economic and Social Policy Council (after its name in Spanish)
COP	Conference of the Parties
CORMACARENA	Corporation for the Sustainable Development of the La Macarena Special Management Area
CORPAMAG	Magdalena Regional Autonomous Corporation (after its name in Spanish)
CORPOAMAZONIA	Southern Amazon Sustainable Development Corporation (after its name in Spanish)
CORPOBOYACÁ	Boyacá Regional Autonomous Corporation (after its name in Spanish)
CORPOURABÁ	Urabá Sustainable Development Corporation (after its name in Spanish)
CORPORINOQUIA	Orinoquia Regional Autonomous Corporation (after its name in Spanish)
CSNR	Civil Society Nature Reserves
CSO	Civil Society Organization
DNMI	National Integrated Management District (after its name in Spanish)
DRMI	Regional Integrated Management District (after its name in Spanish)
EA	Executing Agency
ECDBC	Colombian Low-Carbon Development Strategy (after its name in Spanish)
EEV	Ecological and Economic Valuation
FE	Final Evaluation
F&E	Follow-up and Evaluation
FN	Natura Foundation (after its name in Spanish)
GEF	Global Environmental Facility
GHG	Greenhouse Gases
GIZ	German Agency for International Cooperation (after its name in German)
GoCO	Colombian Government (after its name in Spanish)
HCV	High Conservation Value
HCVAs	High Conservation Value Areas
HeCo	Colombian Heritage (after its name in Spanish)
HMP	Landscape Management Tool (after its name in Spanish)
IA	Implementing Agency
IAvH	Alexander von Humboldt Biological Resource Research Institute (after its name in Spanish)
IDB/Bank	Interamerican Development Bank
IDEAM	Hydrology, Meteorology and Environmental Studies Institute (after its name in Spanish)
INE/RND	Environmental, Rural Development and Disaster Risk Management Division (after its name in Spanish)
IP	Indigenous Peoples
LL	Lesson Learned or Finding
LULUCF	Land Use, Land Use Change and Forestry
MADR	Ministry of Agriculture and Rural Development (after its name in Spanish)
MADS	Ministry of the Environment and Sustainable Development –formerly a part of MAVDT– (after its name in Spanish)
MAVDT	Ministry of the Environment, Housing and Territorial Development (after its name in Spanish)
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MP	Management Plan
MTE	Midterm Evaluation
N/A	Not Applicable
NDP	National Development Plan

NGO Non-governmental Organization  
 NRFP Non-refundable Financing Proposal  
 OP Operations Plan  
 PA Protected Area  
 PCU Project Coordinating Unit  
 PDD Project Design Document  
 PIF Project Identification Form  
 PIR Project Implementation Report  
 PMR Project Monitoring Report  
 PNN National Natural Parks of Colombia (after its name in Spanish)  
 PNPAS National Sustainable Palm Oil Program (after its name in Spanish)  
 POM Project Operations Manual  
 PROJECT "National and Regional Consolidation of the National System of Protected Areas (SINAP)"  
 REDD Reducing Emissions from Deforestation and Forest Degradation  
 RFPN National Protected Forest Reserves (after their name in Spanish)  
 RPAMC Regional Protected Area Management Committee Corporation (after its name in Spanish)  
 RUNAP National Integrated Protected Area Registry (after its name in Spanish)  
 SC Steering Committee  
 SD Sustainable Development  
 SIDAP State System of Protected Areas (after its name in Spanish)  
 SINAP National System of Protected Areas (after its name in Spanish)  
 SIRAP Regional System of Protected Areas (after its name in Spanish)  
 SNNCM National Normalization, Certification and Metrology System (after its name in Spanish)  
 TAC Technical Advisory Committee  
 TC Technical Cooperation  
 tC Tons of Carbon  
 TCA Technical Cooperation Agreement  
 TCD Technical Cooperation Document  
 tCDE Tons of Carbon Dioxide Equivalent  
 TNC The Nature Conservancy  
 TOR Terms of Reference  
 UAATAS Environmental and Social Technical Assistance and Auditing Units (after their name in Spanish)  
 UNFCCC United Nations Framework Convention on Climate Change  
 UPRA Rural Agricultural Planning Unit (after its name in Spanish)  
 WWF World Wide Fund for Nature (Formerly World Wildlife Fund)

# 1 EXECUTIVE SUMMARY

## 1.1 Key Aspects of Evaluation Approach and Methodology

The project's main objective is to “consolidate the management and planning of the National System of Protected Areas (SINAP) at the national and regional levels through the development of instruments capable of improving its management effectiveness, enhancing its ecosystem representativeness and strengthening the participation of regional stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics.”

Its methodology was designed to be as inclusive as possible and the evaluation process adopted an approach that prioritized the participation of the different stakeholders involved. The following data collection and analysis methods were used for evaluation purposes: i) the review of documentation; ii) (virtual) semi-structured interviews; iii) questionnaires; iv) the presentation of preliminary results. However, due to the COVID-19 pandemic, certain adjustments had to be made in order to carry out the entire evaluation process virtually, which represented a logistics coordination effort that yielded very positive results when it came to conducting interviews and focus groups. However, no direct in-field appraisals were possible, making it necessary to corroborate findings through a triangulation process involving different stakeholders and commitment fulfillment reports.

The evaluation focuses on five key criteria: relevance, impact, effectiveness, efficiency and sustainability. Table 5 contains a discussion of each of the scores that were taken into account.

## 1.2 Project Description

The project consists of the following three components:

**Component 1:** *SINAP strengthening initiative.*

**Component 2:** *SIRAP strengthening initiative.*

**Component 3:** *SINAP ecosystem representativeness enhancement initiative.*

Estimated project costs per component are listed in Table 1.

**Table 1:** Indicative Budget per Component (in thousands of USD\$)

CATEGORY	IBD GEF	COUNTERPART		TOTAL
		in kind	cash	
1. SINAP strengthening initiative	1,000	2,603	0	3,603
2. SIRAP strengthening initiative	2,000	4,104	2,395	8,499
3. SINAP ecosystem representativeness enhancement initiative	880	5,545	633	7,058
Monitoring, Evaluation, Communications	77	0	50	127
Project Management	140	0	700	840
Auditing	60	0	-	60
<b>TOTAL COSTS</b>	<b>4,157</b>	<b>12,251</b>	<b>3,778</b>	<b>20,187</b>

**Source:** IDB, 2018.

### 1.3 Grade Overview

The purpose of the Midterm Evaluation (MTE) is to provide an independent and in-depth assessment of the achievements made in the course of implementing the project. The MTE adheres to the guidelines, rules and procedures specified by the IBD and the GEF in the “*Guidelines for GEF Agencies Conducting Terminal Evaluations*,” as well as in the “*GEF Evaluation Office Ethical Guidelines*”.

The grades assigned to each subject taken into account are presented below, in accordance with our TOR (Table 5 provides a grading interpretation key).

**Table 2** **Grade Overview**

RESULT ASSESSMENT	GRADE
Relevance	Highly Satisfactory (HS)
Impact	Highly Satisfactory (HS)
Effectiveness	Highly Satisfactory (HS)
Efficiency	Satisfactory (S)
Sustainability	Probable (P)

**Note:** Ranking numbers are directly proportional to grade quality: the higher the number, the better the grade associated with it.

**Sources:** GEF Format, 2018. Results were obtained in the course of the 2020 evaluation.

### 1.4 Main Findings

#### 1.4.1 Design, execution and relevance analysis

The project harmonizes the needs and priorities of its beneficiaries and stakeholders. Its results are clearly linked with development issues and national and international legislation. It is worth pointing out that:

- *The results framework is structured vertically, in alignment with the issues identified and national and international legislation.*
- *The project's objectives, results, products and goals have been well defined and address serious national issues. An element that was left out of the project design but subsequently assertively inserted in its execution was the task of supporting national SINAP consolidation policy (Product 1.6).*
- *The risks identified in the TCD were logical and consistent with relevant development issues and have been updated. However, certain situations have affected the project: changes in associate personnel and the COVID-19 outbreak.*
- *Throughout its implementation process, the GEF-SINAP project has been adapted to contribute more assertively to the consolidation of the SINAP.*
- *The project team has made effective use of monitoring and evaluation tools in keeping track of its activities.*
- *In order to coordinate executive and operational tasks, several effective work meetings with associates have been conducted and synergy with other projects has been developed.*

#### 1.4.2 Impact, Effectiveness and Efficiency

Since the first indicator, “management effectiveness in 11 protected areas,” cannot be properly measured, we suggest postponing its assessment until 2021, at which time we would, hopefully, be able to measure the project’s contribution to management plan execution.

An overview of the remaining impact indicators has been provided in the table below:

**Table 3** **GEF-SINAP Impact Indicators**

IMPACT INDICATORS: Increase in strategic ecosystem representativeness in the Orinoquía and the Northeastern Andes	GEF SINAP Goal	Ha suggested in the portfolio	PROGR ESS AS OF FY2020	REMAINING TARGETS	Progress percentage
New national protected areas added to the SINAP	395,000	761,348	331,348	63,652	84%
New regional protected areas added to the SINAP	152,000	68,995	34,263	117,737	22%
New local protected areas added to the SINAP	3,000	30,271	10,726	-7,726	357%
Ecosystem units represented in the SINAP	79.5%	N/A	80%	-0.5%	100%
Total hectares	550,000	860,614	369,437	181,389	

**Source:** GEF-SINAP, 2020.

The project has made it possible to harmonize new SINAP policy with TC products as well as to contribute to its sustainability through the implementation of the HeCo project. Objectives have been attained not only at the level of the priority subregions, but also on a national scale. It is worthwhile to foment the development of products associated with monitoring and communication strategies and management plans more aggressively.

The GEF-SINAP project handlers have been capable of bringing good results together with high quality budget management, as well as of reaching their objectives within the specified time frames. Co-financing data must be updated (there is no cause to expect that the appropriate information will not be obtained) and it is necessary to determine the funding needed to complete the remaining tasks. The funds allocated to certain items (1.1, 1.3, 1.5) were mostly or entirely spent.

#### **1.4.3 Sustainability**

Both SINAP policy development and its approval by the CONPES will in some measure help guarantee the future financing of project activities and leverage additional private and cooperation resources. The HeCo project will also contribute to this process by basically intensifying and taking charge of the components and activities inherent to the GEF-SINAP project.

The project's ecological sustainability is a function not only of its enhancement of the representativeness of Colombia's ecosystems, but also of its emphasis in increasing the number of national biological corridors, which, at the end of the day, make it possible to describe and manage the natural resources found in developing territories in an integral and ecosystemic way.

### **1.5 Summary of Lessons Learned and Recommendations**



**Table 4: *Lessons Learned and Pertinent Recommendations***

LESSON LEARNED	RECOMMENDATION
Project coordination was key to making the most of several opportunities and guaranteeing the adaptive management of project processes (SINAP policy).	The project, while making sure that none of its achievements will be jeopardized as a result, should endeavor to leverage (private and cooperation) resources that could be added to resources obtained from public sources with the approval of the new CONPES (2020-2030), in order to finance the implementation of policy projects submitted for endorsement. The IA could mobilize resources to support a broadening of the project's scope with the intention to include countrywide dynamics, such as national policymaking and institutional and organizational capacity development, thus expanding its current focus on priority regions.
Identifying and examining the most relevant development issues, as well as assertively including them in the project design framework is crucial in determining the project's success.	The project design process adopted a realistic approach when it came to determining products, results and goals. Nevertheless, it is necessary to continue monitoring possible opportunities and the exemplary adaptive management carried out by the project's coordinators in order to fully capitalize any potential advantages. A meeting with members of the MADS' International Cooperation Department made it clear that they are interested in receiving support from the GEF-SINAP Project in the development of the Colombian Government's international policies and goals.
The project's partner's roles must be clearly understood in order to ensure the success of its initiatives.	It is necessary to create a positioning agenda, to familiarize new CARs directors with the project's progress and explain the importance of continuing to comply with existing agreements, in order to continue executing the project's work plans.  Agreements involving CARs should be pursued more consistently. Similarly, work plans involving these same entities should be more vigorously executed in order to implement more management plans and declarations concerning PAs, mainly in the Northeastern Andean Region.  The Implementing Agency (IA) should strongly support the Executing Agency (EA) – if necessary at the highest level – in diminishing the risk of technical decisions being influenced by political concerns through the timely deployment of an assertive communications plan. Consequently, it is important to foresee the political/administrative shifts that accompany democratic elections.
The project should change some of its impact and product goals to respond to its shifting context.	Some changes to the results matrix are suggested. It is worth promoting the development of products associated with monitoring strategies, communication specifications and management plans more aggressively.  The new policies should strongly emphasize integral land use planning and the integration of marine areas within the scope of the project.
The development of a new SINAP policy made it necessary to harmonize the project's products which, in turn, has required making certain changes.	It is important to strongly support the project in order for it to continue to comply with new SINAP policies, foster additional achievements and surpass its goals, which, besides being widely recognized in the public and private sectors, have a significant impact on the process of strengthening the SINAP and the nation's sustainable development. It is also important to acknowledge and support the effort to broaden the scope of these goals to address nationwide issues.
This type of acquisitions, purchase and financial reporting processes are highly complex.	It is advisable to bring the IA and the EA together in order to come up with procedures for streamlining no-objection processes in relation to equipment purchases intended to improve management effectiveness (in areas such as monitoring, prevention, surveillance and control, social dialogue, infrastructure development, etc.), in order to improve the program's execution and compliance reporting.  The IA should establish an effective inception process examining the bank's administrative procedures from the beginning of the project's development to the present time. This should include analyzing the procedures employed by the EA.
Updated co-financing data make it possible to take suitable decisions as well as to adopt important measures in a timely manner.	It is necessary to update the current co-financing figures in order to dispose of the tangible information required by decision making processes, especially in light of the impact of the COVID-19 Pandemic on the project. Nevertheless, a failure to comply with financial requirements is not to be expected.
Building the capacities of the country's environmental authorities is crucial to maintaining sustainability at all levels.	It is necessary to strengthen the building of the capacities of environmental authorities in order to foster PA management planning in such a way as to make progress in formulating and executing management plans as well as in monitoring these through a series of effectiveness analyses.

	It is also fitting to continue strengthening the capabilities of CSNR owners and coordinating bodies.
Not only do the declaration of new PAs and the creation of the biological corridor scheme increase biodiversity, they also contribute to support new policies that will strengthen the SINAP.	This project should be further promoted and geared for success in order to support the institutions involved in it in strengthening their conservation and sustainable development agendas. The importance of PA management improvement and the HeCo project should be emphasized.
SD is not only concerned with nature conservation but also with sustainable land use. Certain conservation schemes linked to the sustainable use of natural resources complement the PAs' conservation efforts and constitute an essential element of complex integral systems.	SD requires adopting an integral approach to envisioning and planning the use of national, regional and local territories that takes natural resource conservation and use schemes into account.  Schemes acknowledging the presence of sustainable use processes within the collective properties of ethnic groups, other peasant communities and CSNRs belonging to the SINAP should be developed with the purpose of building more assertive SD promotion schemes and enhancing the national quality of life.  Schemes fomenting the development of community tourism, ecotourism and other initiatives compatible with the conservation and sustainable use of natural resources should be promoted. PES associated with sustainability management efforts, for example, should also be backed in cooperation with clean water and energy providers.
It is important not only to secure the financing needed to continue to carry out the initiatives already underway, but also to consolidate the commitments made by different stakeholders and sectors at national, regional and local levels to work hand- in- hand with or in aid of the project's efforts.	The project must strengthen spaces for dialogue between the stakeholders involved in order to refine assertive governance methods in such a way as to provide national and regional support for local efforts and guarantee the cultural propriety of ethnic and peasant community consultations.  It is necessary to devise an effective way of pursuing the technical recommendations and honoring the agreements linked to the project's different action plans while avoiding political interference motivated by personal interests in decision making processes. The private sector should be invited to participate in these undertakings.  This entails harmonizing different planning methodologies in order to unify the goals of the project's national, regional and local strategic and action plans and make sure they complement each other and transcend the impacts of 4-year administration cycles by adopting long-term objectives.  Development plans should include complementary and compulsory management provisos concerned with all three planning levels.  It should also be stated that this refinement process will continue after the GEF-SINAP team has ceased to intervene in these matters, which is why it is necessary to clearly define the role of each of the key institutions and private parties involved.
Community-based organizations hold a comparative advantage when it comes to implementing initiatives and fomenting historical transformational changes capable of promoting both sustainable and family development.  Ethnic group participation is a fundamental component of territorial planning.	It is important for projects to support and strengthen community-based organizations in implementing their activities by addressing SD issues and involving family units in their initiatives.  It is necessary to strengthen ethnic group participation in integral territorial planning and national policy development processes (OP-765).
According to interviewees, the project has had a considerable positive impact on the task of strengthening the SINAP, exceeding all expectations in this regard.	It is of the utmost importance to support the GEF-SINAP project to solidify its current position. This task should take precedence over the individual results, products and goals formulated as part of the project's design. A resource leverage effort should be initiated immediately in order to obtain the funding necessary to continue to carry out project activities after its official end date in 2022.

It is important for all of the products generated by the project to become publicly available.

All of project products should be published online.

## 2 BASIC INFORMATION

*In USD\$*

IDB project number <b>CO-T1387</b> : GEFSEC ID: <b>5680</b> .
Title: “ <b>NATIONAL AND REGIONAL CONSOLIDATION OF THE NATIONAL SYSTEM OF PROTECTED AREAS (SINAP)</b> ” project
Non-refundable contract number: N° ATN/FM-15980-CO
Country: Colombia
Executing Agency: World Wildlife Fund Inc (WWF)
Sector/Subsector: Environmental Programs
Board Approval Date: 12/08/2016
First Disbursement Eligibility Date: 05/25/2017
<u>Non-Refundable Investment Financing Agreement Amount</u>
Initial Amount: 4,157,000 (Global Environment Facility -GEF- Donation)
Current Amount: 4,157,000
Co-financing: 16,029,515= Cash USD\$3,778,100 - In Kind USD\$12,251,415
Total Project Cost: 20,186,515
<u>Months of Operation</u>
After Approval: 60
After the Non-Refundable Investment Financing Agreement came into effect: 57
<u>Disbursement Periods</u>
Original Final Disbursement Date: 02/03/2022
Actual Final Disbursement: 02/03/2022
Cumulative Extension (months): N/A
Special Extension (months): N/A
<u>Disbursements</u>
Total Disbursement Amount To Date: 2,534,474
Disbursed and Recorded Disbursement To Date: 4,735,378

## 3 INTRODUCTION

### 3.1 Purpose of Evaluation

Midterm evaluations (MTEs) provide an independent, integral and systematic picture of a project's midterm cycle performance. They take all of its efforts into account, from those pertaining to the project's design to those pertaining to its implementation and conclusion. They also assess how likely it is for it to become sustainable as well as its possible impacts. They are conceived to identify design problems, measure the extent to which its objectives have been achieved, and identify and document lessons learned, as well as to provide recommendations in terms of specific actions that should be taken to improve the execution of other projects. Midterm evaluations represent an opportunity to gain knowledge and collect evidence regarding a project's future success or failure.

### 3.2 Scope and Methodology

An MTE is carried out in accordance with the parameters, rules and procedures outlined in the “Guidelines for GEF Agencies conducting Terminal Evaluations”, the “GEF Evaluation Office Ethical Guidelines” and the “Guidelines on the Project and Program Cycle Policy (2020 update, GEF, 2020)”.

This evaluation was entirely carried out through digital means in compliance with the restrictions imposed by the COVID-19 pandemic, which made it necessary to perform adjustments that, in turn, required special logistics efforts that had very positive interview and focus group results. However, direct in-field corroboration could not be carried out. It was replaced with triangulation based on stakeholder cooperation and compliance report analyses. The complications imposed by the use of digital tools were dealt with by creating a well structured interview format (Annex 1) and approaching virtual interactions empathetically. These made interviewees comfortable with sharing their perspectives and freely expressing their opinions (which were, of course, kept confidential). It is worth noting that since similar methods were employed by project members even before the outbreak (whenever one-on-one meetings were impossible) they were not entirely caught off-guard when forced to adopt them.

The evaluation was built around the following criteria: *relevance, efficiency, sustainability and impact*. Its main inquiries are presented below. These were used to create a series of more specific questions covering particularly significant TOR criteria (see Annex 1) in detail.

- *Relevance or Pertinence: Were the formulated and prioritized courses of action and strategies suited (in terms of their design quality and level of adjustment to real challenges and opportunities) to address the development issue that was to be dealt with? Were the project's monitoring mechanisms suited in this regard as well? How does the project fit in with the main objectives surrounding the GEF's field of interest as well as with local, regional and national environmental and development priorities? In what regards were the project's design and management successful, unsuccessful and inadequate? What were the successes, failures, and insufficiencies of the project's design and management? Which internal and external factors helped to achieve the project's intended purposes? Is the project still relevant after its initial circumstances have changed?*
- *Impact: Is there evidence to suggest that the project reduced environmental tension, improve environmental statuses, or helped obtain these results? What was the impact of the project's actions (how did they contribute to reaching its objectives, verifiably changing threat levels or modifying viability and replicability factors)?*
- *Effectiveness or Efficacy: To what extent have the expected project results and objectives been reached? Have project activities been carried out in accordance with their schedule? Will current project performance permit the fulfillment of its main purpose? Are there any unplanned effects/results? What are the main problems/obstacles hindering the execution of the project? Does the project's gender strategy align with the GEF's gender equality policy? How have the project's gender markers aligned with its vertical logic in the course of its execution?*
- *Efficiency: Do disbursements and expenditures conform to the project's budget plans? Has the project been implemented in an efficient way and in accordance with national and international regulations and standards? What is the cost-efficiency of project investments?*

- *Sustainability: What financial, institutional, socioeconomic or environmental risks affect the long-term sustainability of the project's results?*

The evaluation must provide information based on believable, trustworthy and useful evidence. It has a participatory and consultative approach that ensures the close participation of government officials, the GEF's operational focal point, the IDB's Colombian headquarters, the project team, the GEF/IDB regional technical advisor and key stakeholders (see Annex 2).

The elements listed above were examined in accordance with the evaluating team's criteria and following the grading key included in the "Guidelines for GEF Agencies in Conducting Terminal Evaluations" shown below.

**Table 5: Grading Key**

RELEVANCE, EFFECTIVENESS, EFFICIENCY AND IMPACT GRADES	SUSTAINABILITY (AND RISK <sup>1</sup> ) GRADES
6: Highly satisfactory (HS): no shortcomings found	4. Probable (P): No significant risks
5: Satisfactory (S): minor shortcomings found	
4: Moderately satisfactory (MS): moderate shortcomings found	3. Moderately probable (MP): Moderate risks
3: Moderately unsatisfactory (MU): significant shortcomings found	
2: Unsatisfactory (U): major shortcomings found	2. Moderately improbable (Mlp): Significant risks
1. Highly unsatisfactory (HU): severe shortcomings found	1. Improbable (Ip): Severe risks

**Source:** Adapted from GEF, 2008.

The following is a series of key aspects taken into consideration by the evaluators when addressing each criterion:

### **RELEVANCE**

- *Project design links to development issues and national policy.*
- *Contextual shifts and revisions of initial assumptions.*
- *Project ties to the GEF and national and international laws and regulations.*
- *The degree of the project's cooperation and complementarity with local partners and stakeholders and their work (environmental corporations, community organizations, civil society nature reserves) or with other national and international projects and initiatives regarding the fulfillment of outstanding commitments and responsibilities.*
- *Deviations from project design and adjustment proposals, concerning the project's technical, financial, economic and institutional frameworks, intended to carry out its execution.*
- *The need to update the current list of risks and the Risk Management Matrix.*

### **EFFICIENCY**

- *The similarities and differences between the set of projected products/indicators and the set of products/indicators that were generated/met.*
- *Project activity compliance with the schedules specified in biannual reports and yearly operations plans.*
- *Project disbursement and expenditure adjustment to budgetary plans and project monitoring mechanisms.*

### **EFFICACY**

- *How the project's physical accomplishments fit in with its budget/execution.*

### **IMPACT**

- *Impact indicator behavior.*

### **SUSTAINABILITY**

<sup>1</sup> Risk assessments are inversely proportional to sustainability assessments. For example, an improbable risk corresponds to a low threat level.

- *The likelihood that the parties involved with the project will continue to benefit from the results of its interventions after these have ceased to take place.*
- *The potential of the project's level of cooperation and complementarity with other national and international projects to facilitate the creation of alliances and joint investments involving outside institutions with the intention of generating value-added products.*

### **LESSONS LEARNED, CONCLUSIONS AND RECOMMENDATIONS**

Lessons learned can be defined as insights regarding processes or experiences that are obtained by reflecting on or critically analyzing their results and the crucial factors or conditions that might have fostered or hindered their success. They highlight hypotheses that examine the causal links between hoped-for results and the factors that have contributed or been detrimental to achieving them. They also make it possible to identify trends affecting these causal links within specific contexts and to make useful and practical suggestions concerning the replication of knowledge outside of its original context and the design and/or execution of projects or initiatives seeking to obtain outcomes similar to those assessed ([publications.iadb.org/publications/spanish/document/Lecciones-aprendidas.pdf](http://publications.iadb.org/publications/spanish/document/Lecciones-aprendidas.pdf)).

Viewed in this light, lessons learned, and the recommendations derived from them, can be said to have the additional advantage of making it possible to identify the following elements in particular contexts: 1. success factors (especially those affecting a project's efficacy, efficiency and sustainability), 2. shortcomings affecting a project's policies, strategies, programs, projects, processes, methods and techniques, 3. possible solutions to recurring problems that could result from potentially adopting fresh courses of action, 4. potential ways of mirroring success, 5. potential courses of action that could help mitigate risks.

Lessons learned are continuously being identified/gathered as the evaluation unfolds. They are arrived at by sifting through the evidence collected in document reviews, information analyses and interviews. This evidence base makes it possible to draw conclusions and formulate recommendations concerned with promoting, remedying or mitigating the situations the lessons help clarify.

Whenever pertinent, suggestions as to how to efficiently generate hoped-for products are made. It may happen to be helpful to adjust component monitoring indicators or take measures to improve project supervision.

The present document contains succinct recommendations concerned with the extent of the project's impact which point to specific, quantifiable, realistic and relevant critical interventions. All of these suggestions have been gathered together in a table that can be found in the executive report. This document also includes conclusions tied to these suggestions and derived from collected data and test results.

### **INTERVIEWS**

Various interviews were conducted with the intention of gathering the opinions and perspectives of the following stakeholders, at the very least (the final list of interviewees was agreed to by the Project Coordinator)(see Annex 2):

- *The Ministry of the Environment and Sustainable Development*
- *The National Parks Directorate*
- *The National Parks Subdirectorate*
- *Territorial National Parks Directors operating in the Orinoquia and Northeastern Andes Regions*
- *Regional Autonomous Corporation Directors and Protected Area Specialists (CORPOBOYACÁ, CORPONOR, CORPORINOQUIA, CORMACARENA).*
- *Organizations involved in building up the National System of Protected Areas (Cunaguaro, La Palmita, Fundación Palmarito, La Pedregosa, FOB, among others).*
- *Proprietors of civil society reserves located in the Orinoquia and the Northeastern Andes Regions*
- *Project core group members*
- *Others*

The coordinating project consultant also interviewed several individual project consultants in charge of carrying out project studies and activities.

### **3.3      *Evaluation Report Structure***

The following chapter discusses the project's content, purpose, immediate goals, key stakeholders and background, as well as the circumstances that informed its design. The next chapter describes the evaluation's findings, which have been divided into items pertaining to the project's design and formulation and items pertaining to its results. It also deals with its national relevance, impact, effectiveness, efficiency and sustainability. The last chapter addresses lessons learned, conclusions and recommendations.



## 4 PROJECT DESCRIPTION

The project's objective is to *"consolidate the management and planning of the National System of Protected Areas (SINAP) at national and regional levels through the development of instruments capable of improving its management effectiveness, enhancing its ecosystem representativeness and strengthening the participation of regional stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics falling under the system's purview."* This task was subdivided into the following components (IDB, 2016):

**"Component 1: SINAP Strengthening Initiative (USD\$1,000,000).** This component's objective is to develop tools and methodological instruments to strengthen the SINAP's planning, management and evaluation capacities at all levels. It is expected to harmonize and link the SINAP's National Action Plan with the APs of six (6) PA subsystems<sup>2</sup>. It is also expected to provide tools for: (i) updating and administering PA management plans and (ii) determining the effectiveness of subsystem-level management of and management categories concerning protected area subsystems lacking any such diagnostic resources. This component will also contribute to the consolidation of the SINAP's information and monitoring systems by formulating conceptual and methodological guidelines for monitoring biodiversity and consolidating information. Lastly, it will help develop a SINAP communications strategy that will facilitate the effective participation and integration of key stakeholders, within national, regional and local contexts, in such a way as to ensure their involvement will crosscut any and all efforts."

**"Component 2: SIRAP Strengthening Initiative (USD\$2,000,000).** The project team will implement (mainly in the Orinoquia and the Northeastern Andes Regions), and appraise the quality of, the planning tools mentioned above. This will require updating and deploying regional protected area action plans and strengthening capacity building processes among local and regional stakeholders centered around subjects such as project planning and monitoring, and managerial effectiveness. Furthermore, it will entail supporting the implementation of existing PA management plans (10 regional schemes and 1 national scheme). Two management effectiveness methodology cycles will be run in the selected regional protected areas not only in order to test these tools but also formulate possible short term improvements. Two pilot proposals for activating the SINAP's information and monitoring system in regional contexts will also be implemented."

**"Component 3: Increasing the SINAP's Ecosystem Representativeness (USD \$880,000).** This component will support all PA declaration and designation processes occurring on national (395,000 ha) and regional (152,000 ha) scales, as well as those affecting civil society reserves (private areas representing no more than 3,000 ha), that are to take place within the project's intervention zones. It will require financing technical studies, consultations and management plans surrounding a set of declaration processes that stand to incorporate over 193,000 hectares of land occupied by non-represented and under-represented priority ecosystems into the SINAP."

**"Monitoring, Evaluation and Communication Processes (USD\$77,000).** The project's activities, products and expected outcomes will be duly monitored. Midterm and terminal performance evaluations, which should include assessments of PA management effectiveness, will be financially supported. A communications strategy will be designed and put in place to share the knowledge resulting from project activities."

**"Management and Auditing (USD\$200,000).** This component will focus on partially financing the work of the project's general coordinator, providing administrative/financial support and taking care of operating expenses."

### **Delivery Model**

The Project Steering Committee (SC) is made up of partner entity representatives, namely: MADS delegates (belonging both to the Ministry's International Affairs bureau, which constitutes the GEF's main institutional focus, and the Forestry Directorate, which is in charge of dealing with the project's technical aspects) and National Natural Park officials or designees; two (2) delegates acting on behalf of the Northeastern Andes SIRAP and two (2) delegates acting on behalf of the Orinoquia

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<sup>2</sup> Situated in the Orinoquia, Northeastern Andes, Pacific, Caribbean, Eastern Andes and Amazon Regions.

SIRAP (each SIRAP appoints a delegate to represent private organizations and another delegate to represent public organizations); and the executor, acting as the legal representative of the Executing Agency, or whomever is appointed in this regard. The SC will perform the following functions: (i) overseeing the project's general progress as well as its various activities, (ii) approving Annual Operations Plans (AOPs), (iii) guaranteeing interagency coordination, (iv) ensuring the project's coordination and alignment with other projects and initiatives with which its own or other stakeholders are involved (IDB, 2016; IDB, 2018).

The Steering Committee is convened by the General Project Director at least once a year in order to discuss political and strategic issues connected with project management and implementation, check on the project's progress in accordance with its M&E plan, and make decisions regarding technical issues pertaining to its execution, involving matters such as approval proceedings, AOPs and their modifications, and serious project changes. It also holds meetings before midterm and terminal evaluations in order to go over pertinent measures that could be taken to adequately carry these out. Special guests whose expertise fits in well with these sessions' discussion agendas are invited to join them. The General Project Director is the project's Technical Secretary and is considered to be a permanent guest of the committee.

The technical committee is made up of the MADS (Forestry Directorate) delegates, the Northeastern Andes SIRAP delegates, the Orinoquia SIRAP delegates, Steering Committee delegates whose input concerning technical matters is deemed valuable, and a representative of the Civil Society Reserve Network. Representatives of SIRAPs not contemplated by components 2 and 3 (the Amazon, the Pacific, the Western Andes and the Caribbean Regions) must be included in committee discussions involving Component 1. Other public and private parties whose input is deemed pertinent to committee agendas and members of any private or public institutions or organizations that might help to properly execute the project's initiatives and leverage matching funds can be called upon by the committee to intervene in their meetings. The technical committee works in tandem with the executing agency to perform its main function, which is to provide technical support to project execution efforts regarding subjects suggested by the steering committee and in dealing with issues it is equipped to handle competently.

The World Wide Fund for Nature (formerly, World Wildlife Fund) Inc. is the executing agency responsible for implementing the project. WWF Colombia is tasked with managing the project, which entails, among other things, implementing planning tools, assuming financial and accounting duties, running hiring and acquisitions processes, ensuring the quality of goods and services provided by contractors and making sure all prerequisites are met.

The specific functions of the project EXECUTOR, which, in this case, is the project's EA, are: (a) to coordinate the implementation of the activities pertaining to each component; (b) manage project resources, finances and accounting processes—this requires drafting an Acquisitions Plan and Annual Operations Plans (AOPs); (c) meet the prerequisites, listed in the Technical Cooperation Agreement, required for receiving an initial disbursement; (d) draft and send disbursement requests to the IDB that include eligible cost justifications and prepare monthly financial statements (specifying IDB inputs and all matching funds) and make sure they are audited; (e) ensure the quality of purchase and acquisitions processes as well as project compliance with IDB policy; (f) check the quality of the goods and services provided by hired parties and duly pay for them; (g) oversee adherence to MOUs signed with the project's partners and gather co-financing reports detailing cash and in-kind matching funds; (h) consolidate and keep accurate and up-to-date records of accounting information; (i) carry out monitoring and evaluation proceedings, prepare reports on them, send these reports to the IDB and make them available to the general public; (j) promote the project among social and institutional agents at regional and local levels as well as among potential beneficiaries; (k) provide advice regarding the identification and specification of activities that could be financed with project resources; (l) conduct activities intended to disseminate and share the results of the activities, programs and initiatives financed by the project; and (m) ensure all of the terms included in the Agreement and established in tandem with the BANK are met. Ultimately, the party responsible before the BANK for the proper functioning of the project, charged with, among other important duties, getting Annual Work Plans approved, preparing financial reports and conducting internal evaluations, is the Executive Office of the EXECUTOR, acting as the EA's Legal Representative. As such, the EXECUTOR officially represents the EA during all project execution

activities. The IDB retains a copy of the EXECUTOR's official signature in its archives (as specified in the General Rules of the Non-refundable Financial Agreement No. ATN/FM-15980-CO).

Making use of project and co-financing resources, the EXECUTOR established a Project Coordinating Unit (PCU) responsible for coordinating and executing project objective implementation actions in accordance with all the technical, economic and environmental requirements and quality standards the project is beholden to. In accordance with its original design, the PCU consists of the following members: (i) a full-time General Project Director charged with technical responsibilities and public relations management duties and tasked with overseeing the project's technical development; (ii) a full-time Administrative and Financial Specialist; (iii) a Project Planning and Effectiveness Monitoring Specialist tasked with helping the General Project Director carry out planning and reporting duties and consolidate the management effectiveness analysis required by Component 1; (iv) a Climatically Friendly Management Guideline Specialist; (v) a Communications Specialist responsible for designing and implementing the project's communications strategy and (vi) two territorial managers serving as liaisons between local partners in the Northeastern Andes and Orinoquia Regions.

The General Project Director operates under the authority of an Executive Director and/or a supervisor appointed in accordance with the World Wide Fund for Nature Inc.'s Organization Chart.

## 5 FINDINGS

### 5.1 Relevance

*Overall, the project has been deemed to be Highly Satisfactory (HS), given the fact that it harmonizes its beneficiaries' needs and priorities, and its results are clearly tied to development issues and national and international regulations.*

#### 5.1.1 Theory of Change

##### **Design Analysis**

The GEF-SINAP project's theory of change had the intention of consolidating the SINAP's management and planning operations at national and regional levels through the development of instruments to help improve its management effectiveness, increase its ecosystem representation capabilities and strengthen the participation of key stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics. The project meant to achieve this objective by adopting the following causal pathways (the project's objectives, components and delivery model are described in Chapter 4):

- *Strengthening the SINAP: Developing tools and methodological instruments to strengthen the SINAP's planning, management and evaluation capacities at all levels, harmonizing the SINAP's National Action Plan with the Action Plans of six (6) PA subsystems, updating and administering PA management plans, determining the effectiveness of subsystem-level management of and management categories concerning protected area subsystems lacking any such diagnostic resources, contributing to the consolidation of the SINAP's information and monitoring systems by formulating conceptual and methodological guidelines for monitoring biodiversity and consolidating information, and implementing the SINAP's integration strategy.*
- *Strengthening SIRAPs: Implementing, mainly in the Orinoquia and the Northeastern Andes Regions, and appraising the quality of the planning tools mentioned above. Updating and deploying regional protected area action plans and strengthening capacity building processes among local and regional stakeholders centered around subjects such as project planning and monitoring, and management effectiveness. Supporting the implementation of existing PA management plans (10 regional schemes and 1 national scheme). Running two management effectiveness methodology cycles in the SIRAPs selected in order to kickstart the SINAP's information and monitoring system at regional levels.*
- *Increasing the SINAP's Ecosystem Representativeness: Supporting all PA declaration and designation processes occurring on national (395,000 ha) and regional (152,000 ha) scales, as well as those affecting civil society reserves (private areas representing no more than 3,000 ha), that are to take place within the project's intervention zones. Financing technical studies, consultation processes and management plans surrounding a set of declaration processes that stands to integrate over 193,000 hectares of land occupied by non-represented and under-represented priority ecosystems into the SINAP.*

##### **Execution Analysis**

This chapter assesses the project's relevance, effectiveness, efficiency, impact and sustainability, and compares its design to its execution, in the light of its alignment with development issues, ties to national and international legal regulations, results, monitoring processes, assessments, coordination, key stakeholders and the risks it has faced.

The following points constitute a summary of the current status of the elements listed above. This overview is based on interview and information analysis results.

- *All SINAP and SIRAP action plans are about to be completely harmonized and updated. The Orinoquia and Northeastern Andes SIRAP APs are on the way to being fully implemented.*
- *A technical guide was created to help formulate or update PA MPs, local organizations and institutions are developing PA management capabilities and national and regional PA MPs are being implemented.*
- *A management effectiveness methodology has been developed and coordinated with the involvement of key stakeholders and methodology analysis cycles are being implemented in several subsystems and regional PAs.*

- The SINAP's monitoring information system is being developed. It takes all regional subsystems in consideration and particularly focuses on the Orinoquia and Northeastern Andes Regions.
- A communications strategy is being formulated.
- Considerable support for the development of the SINAP's national policy has been garnered. The policy itself is pending approval.
- Technical studies focusing on new national, regional and local PAs are being carried out.

### 5.1.2 Project Alignment with Development Issues

#### **Design Analysis: Initial Context**

The RFE (IDB, 2016), the TCD (IDB, 2016) and the POM (IDB, 2018) clearly identified the development issues that needed to be tackled and with which the initial project design was aligned (Table 6).

**Table 6** ***Development Issues Motivating Project Design***

ISSUE	DIAGNOSTIC CLARITY	IS THIS A TC TARGET?	EXPLANATION
Colombia is considered worldwide to be one of the planet's 12 megadiverse countries. It contains the world's second largest amount of endemic areas. Occupying merely 0.7% of the planet's surface, it is home to nearly 10% of its flora and fauna.	VC	Yes	One of the main strategies adopted by the Colombian Government to ensure the conservation of its biodiversity is to strengthen the SINAP and its influence on national, regional and private areas.
A national priority evaluation conducted in 2015 revealed that only 77% (185 out of 240) of the ecosystem analysis units harbored by the SINAP are represented in part or in full.	VC	Yes	Various species considered vulnerable (15), endangered (2) and critically endangered (4) by the International Union for Conservation of Nature (IUCN) inhabit the project's intervention areas, especially those located in the Orinoquia and Northeastern Andes Regions.

**Key:** VC= Very Clear C= Clear NC= Not Clear NM= Not Mentioned

**Sources:** IDB, 2016; IDB, 2016; IDB, 2018 and 2020 interviews.

The project's design was amply discussed by the World Wide Fund for Nature (WWF), the Alexander von Humboldt Biological Resource Research Institute (IAvH), the National Natural Parks of Colombia (PNN), and other institutions.

#### **Execution Analysis: Context Shifts**

In the course of the first half of the execution process, an unforeseen opportunity arose: the termination of the 2020 CONPES agenda, which made it possible for the GEF-SINAP project to develop product 1.6, a set of technical inputs for the construction of the SINAP's main policy instrument.

Although the project's initial objectives remained unchanged, the following nationwide socioeconomic and environmental shifts occurred, according to most of the interviewees qualified to discuss them:

- All of the CARs were placed under new management and a new MADS Minister assumed office.
- Due to political rather than technical issues, the CARs have changed the conservation priorities of their PA portfolios.
- The signing of the peace accord in 2016 caused a general increase in deforestation and in the number of PA inhabitants.
- The Colombian peso has depreciated<sup>3</sup>, making it possible to procure funding in local currency that could be invested in strengthening management and action plans, among other efforts.

<sup>3</sup> The rate of change shifted from \$1,871.49 per dollar, measured on 2011-11-1, to \$3,056.37 per dollar, measured on 2018-10-18 (BCC 2018, <http://www.banrep.gov.co/es/trm>).

- *The COVID-19 pandemic made fieldwork impossible for several weeks, during which it was necessary to almost exclusively employ digital worktools.*

### 5.1.3 Project Ties to National and International Legal Regulations

The Fifth National Colombian Biodiversity Report was submitted to the Convention on Biological Diversity earlier this year. The report discusses the implementation of its strategic plan (2011-2020), points out significant trends in biodiversity (BD) and ecosystem services (ES), highlights successes, obstacles and limitations<sup>4</sup>, and tracks the progress made in reaching the Aichi targets and the Millenium Development Goals. According to this latest submission, the country is making progress in enhancing the representativeness of terrestrial, marine and coastal ecosystems (target 11), but it should work on solidifying the representativeness of freshwater ecosystems belonging to the SINAP. The project contributed to this goal by supporting the declaration of PAs (530, 487 ha) in the Orinoquia Region, which strengthened the representativeness of freshwater ecosystems. The report also made it clear that, in order to better reach Aichi target 17, Colombia is carrying out a participatory process, led by the MADs and the IAvH, with the intention of crafting an action plan to consolidate a National Policy of Integrated Biodiversity and Ecosystem Service Management. Its main objectives are i) to define the priorities, strategies, mechanisms and tools necessary for obtaining hoped-for results, and ii) to prioritize Aichi targets in accordance with the particularities of the country and its regions. Its implementation will follow a specific financial strategy.

“This TC is consistent with the Fifth National Convention on Biological Diversity Report (CBD-2014), which prioritized (i) managing the country’s strategic ecosystems and (ii) advancing towards an integrated approach to supporting national and regional ecosystems that can serve as an environmental management and planning tool. It is also aligned with the 2015-2018 National Development Plan’s Green Growth Strategy (Law 1753 of 2015) and its insistence on strengthening the SINAP by adding to it at least 2.5 million new hectares of PAs. Furthermore, this TC is consistent with the 2010-2020 Institutional Strategy Update and aligns with the transversal aspects of issues such as climate change, environmental sustainability, the development of institutional capabilities and the promotion of the rule of law. It also aligns with the 2015-2018 IDB Country Strategy with Colombia regarding the transversal dimensions of fostering green growth, which prioritize climate change adaptation efforts. Lastly, it contributes to accomplishing Objectives 1 and 2 of the GEF focal area of biodiversity, specifically through the improvement of PA management and the conservation of biodiversity in terrestrial and marine landscapes.” (IDB, 2016).

Temperature and precipitation rise forecasts corresponding to climate change scenarios were updated during the Third National Communication of the United Nations Framework Convention on Climate Change (UNFCCC). Each of the country’s regions was assigned a scenario, which made it possible to update analyses of climate change impact on natural and human systems. This information is being taken into consideration in the establishment of new protected areas and the development of management plans, making it possible to add climate change adaptation and resilience components to these processes. Additionally, the National Government shared Nationally Determined Contributions concerned with climate change mitigation and adaptation, scheduled for implementation in 2030, with the Convention Secretariat. Project-related work is contributing to carrying out specific priority adaptation activities such as: i) delineating and protecting Colombia’s 36 Andean moor complexes (spanning approximately 3 million hectares) and ii) increase the SINAP’s coverage of new PAs by over 2.5 million hectares (CEO Endorsement Request; GEF, 2016).

Accordingly, the project aims to consolidate the SINAP through the deployment of strategies outlined in the CONPES 3680/2012 Policy Document, whose objective is to strengthen, create and finance participatory entities for the benefit of the SINAP’s social and institutional stakeholders, such as ethnic groups, CSOs, community organizations, economic sectors and academic entities. This project’s governance model centers around SINAP and SIRAP players. The steering committee is controlled by two SIRAPs (the Northeastern Andes SIRAP and Orinoquia SIRAP) and one of these

<sup>4</sup> According to this Report and the 2011-2020 Strategic Plan, submitted to the CBD in 2014, certain obstacles and limitations still hamper the SINAP’s consolidation. Endangered ecosystems, misaligned and outdated plans and key stakeholder and management methodology fragmentation seem to particularly affect it. These are especially blatant in the Orinoquia and Northeastern Andes Regions. Overall, these deficiencies lower the levels of AP implementation, cause ecosystem representativeness deficits and harm endangered species (IDB, 2018).

appoints a CSO as their representative before said committee, which thus involves them directly with the project's decision-making processes. CSOs and IPs are more amply represented in the project's technical committees and, whenever necessary, its basis of participation is broadened. The project's activities are carried out in accordance with specific work plans agreed to by CSOs and IPs that involve local institutions and organizations located in strategic biological corridors trained to manage PAs and work with climate change mitigation and adaptation strategies (product 2.1), the Orinoquia and Northeastern Andes Regions' subsystems, which are implementing the monitoring information system crafted by the project (product 2.2), and technical studies and consultation results concerning new local PAs (product 3.1). Furthermore, CSOs have been an integral part of the project's design phase and constitute key execution and co-financing agents.

Although a National Action Plan was formulated in 2010 with the purpose of consolidating the SINAP in accordance with the CBD's Programme of Work on Protected Areas (PoWPA), its strategies are not fully aligned with the subsystem's regional action plans. In addition to this, the current PA management effectiveness measurement tool (AEMAPPS, after its name in Spanish) available in Colombia focuses on national protected areas and ignores regional and private protected areas. In order to address this situation, the German Development Bank (KfW) contributed USD \$300,000 to Colombia's National Natural Parks to help revise and adjust Management Effectiveness Evaluation (AEMAPPS) methodologies and execution in 18 protected areas (six of which are located in the Northeastern Andes Region). This initiative complements the functioning of products 1.4 and 2.5, which focus on regional protected areas and various management categories.

Similar circumstances affect the current monitoring information system (SULA, after its name in Spanish), which needs to be updated and improved in order for it to address the needs of all of the SINAP's key stakeholders. The National Natural Parks of Colombia are progressing in the improvement of their records' systems, such as the Integrated National Protected Area Registry (RUNAP, after its name in Spanish) and SULA, in order to cover national-level information as well as to monitor each individual protected area. The National Hydrocarbons Agency financed i) the expansion of the RUNAP's platform to include information concerning Civil Society Reserves, ii) a capacity-building program for providing NGOs with training in management plan formulation, and iii) five Civil Society Reserve management plans (CEO Endorsement Request, 2016).

In February 2016, a public-private agreement to support the designation of two million hectares of protected areas was signed by the National Natural Parks of Colombia, the WCS (Wildlife Conservation Society), WWF and two private foundations. Approximately 3 million USD were invested in this GEF-SINAP project initiative. Furthermore, WWF is currently conducting a South American river dolphin protection program, geared towards supporting dolphin conservation and management in the Orinoco Basin, that will provide priority area information conducive to the establishment of new private protected areas (USD \$510, 841) .

Initiatives taking place within the Orinoquia and Northeastern Andes SIRAPs seek to preserve natural corridors, restore degraded land, conserve high mountain ecosystems that provide water and habitats for endangered species, and strengthen protected area management. The Orinoquia SIRAP is currently working on a strategic plan for declaring protected areas and augmenting ecosystem representativeness, and designing a short-, medium- and long-term land-use plan. NGOs such as Panthera and Orinoquia Biodiversa are still working to conserve the jaguar (*Panthera onca*) by undertaking processes such as improving landscape connectivity.

The only National Natural Park to be found in the eastern reaches of the Orinoquia Region is El Tuparro, which is home to most of the nation's jaguars (*Panthera onca*) and giant otters (*Pteronura brasiliensis*), species whose habitats and very existence are being threatened by illegal protected area occupation, illegal cultivation, smuggling, illegal fishing and hunting, and human induced forest fires. Thankfully, a Monitoring, Control and Surveillance program addressing these matters in El Tuparro has been formulated. Among its main components are: i) a completed work plan including a full budget, ii) tailored conservation values, iii) monitoring frameworks associated with each conservation value defined, iv) a general monitoring plan, and v) a fully developed communications strategy. Up to USD \$200,000 are available for implementing this program.

A public memorandum (number DNP 20164150042443) states that the National Planning Department's Sustainable Environmental Development Subdirectory (SDAS, after its name in

Spanish), issued a favorable technical endorsement of the project on March 1st, 2016, due to the fact that its objectives and activities are consistent with the 2014-2018 National Development Plan, “*Todos por un Nuevo País*”, especially regarding the second objective of the green growth strategy and CONPES document number 3680 of 2010, “*Lineamientos para la consolidación del Sistema Nacional de Áreas Protegidas*”, a set of SINAP consolidation guidelines.

In addition to this, the Presidential Agency for International Cooperation of Colombia (APC, after its name in Spanish) stated the following in an official declaration (N° 20153000000821 of 20 January 2015): “*...The Presidential Agency for International Cooperation of Colombia (APC Colombia), taking into account this initiative’s alignment with pertinent policies and public programs, including CONPES 3680 of 2010, which discusses the SINAP and its relation to Government international cooperation priorities concerning the environment, sustainable development and green growth, issues a Favorable Opinion regarding the MADS and IDB’s joint work on effectively formulating their project*”

In short, the GEF-SINAP project is consistent with and contributes to addressing the priorities and strategies outlined in documents of sectoral, national and international importance, such as the Fifth National Biodiversity Report (CBD-2014), the 2015-2018 National Development Plan’s Green Growth Strategy (Law 1753 of 2015) and its focus on strengthening the SINAP, the IDB Results Framework and Ninth General Capital Increase, the 2015-2018 País con Colombia strategy, and the GEF focal areas of biodiversity (IDB, 2018).

#### **5.1.4 Environmental and Social Safeguard Analysis**

##### **Design Analysis**

In accordance with the Environmental and Safeguard Compliance Policy (OP-703), the project has been listed as a Category C initiative (IDB, 2016). Category C operations require no environmental studies or consultations. Furthermore, they are not required to implement disaster risk management measures. Project operations include climate change-related activities, but carrying these out is not its main objective (B1, OP-704). The IDB will make all pertinent project documents publicly available (B1, OP-102).

##### **Execution Analysis**

The project works with critical ecosystems (OP-703 B9), supports protected area declaration and designation projects at national (395,000 ha) and regional (152,000 ha) scales and at the scale of civil society reserves (3,000 ha). It helps fund technical studies, consultation processes and management plans that will facilitate declaration, and subsequent addition to the SINAP, of more than 193,000 hectares of non-represented and under-represented priority ecosystems.

The project complies with national laws and regulations and extant multilateral environmental agreements (B2) and led and supported the development of a set of new SINAP policies that have been submitted for approval.

The project sought to adopt a gender and intergenerational perspective by incorporating the following measures, among others, into its initiatives: i) recognizing gender and intergenerational differences in management efforts and styles, especially when it comes to evaluating management effectiveness; ii) identify gendered and intergenerational particularities concerning needs, interests, knowledge and behavior shaping conservation initiatives; iii) adapting specific situations and conditions in order to make the participation of women and different generational groups more comfortable; iv) integrate a gender and an intergenerational perspective into the design of educational materials; v) guarantee the participation of women and different generations in the creation and implementation of a protected area governance model (OP-761).

The project team collaborated with indigenous communities during its intervention in CINARUCO, which involved conducting a consultation process and resulted in the declaration of a protected area, in accordance with Resolution 1125 of 2015, which requires carrying out a socialization effort. However, it is necessary for the project to further strengthen the participation of ethnic groups in integral territorial planning activities and the development of national policy (OP-765).



Some of the most threatened Colombian systems are the Orinoquia Region savannahs and the Andean moors and wetlands of the Northeastern Andes Region, which is quite vulnerable to climate change impacts. The enhancement of ecosystem representativeness and biological corridors within these areas is a top GEF-SINAP project priority (OP-704).

In compliance with the new SINAP policy it is helping construct, the project is currently designing and will soon implement a SINAP communications strategy that will permit the effective cross-cutting integration and participation of national, regional and local stakeholders in all process formulation activities (OP-102).

The project did not conduct any archeological studies whatsoever, nor did it intervene in any archeological sites (OP-703 B9).

### **5.1.5 Results and Risks Framework**

#### **Project Design**

The result framework (matrix) follows a vertical logic. Indicators were outlined in response to expected results and products, expected results and products were outlined in response to project components, and project components were designed in accordance with its main objective. The initial goals, components, results, products and indicators were feasible. The components and hoped-for results were intended to address the development issues contemplated by the Non-refundable Financing Proposal (NRFP). According to interviewees, they effectively addressed them.

The project's main objective is to consolidate the SINAP's management and planning capabilities at national and regional levels through the development of instruments for improving management effectiveness, enhancing its ecosystem representativeness and strengthening the participation of regional key stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics.

Component 1's main objective is to develop tools and methodological instruments to strengthen the SINAP's planning, management and assessment capacities at all levels in order to harmonize and link the SINAP's National Action Plan with the Action Plans of six (6) PA subsystems<sup>5</sup>. Component 2's main objective is to implement, mainly in the Orinoquia and Northeastern Andes Regions, and appraise the quality of, the planning tools mentioned above, with the purpose of updating and deploying regional protected area action plans and strengthening capacity building processes among local and regional stakeholders centered around subjects such as project planning and monitoring, and management effectiveness. Component 3's main objective is to support all PA declaration and designation processes occurring on national (395,000 ha) and regional (152,000 ha) scales, as well as those favoring civil society reserves (private areas representing no more than 3,000 ha), that are to take place within the project's intervention zones, by financing technical studies, consultation processes and management plans supporting a set of declaration processes that stand to integrate over 193,000 hectares of land occupied by non-represented and under-represented priority ecosystems into the SINAP.

The risks identified in the TCD were logical and consistent with relevant development issues and helped considerably to delineate project activities. However, the risks linked to the declaration of new PAs were removed due to procedural confusions that arose after the official proceedings were approved (see 1125/2015 Resolution discussed in Annex 3).

#### **Project Execution**

The project's objectives, results, products and goals have been well defined and adequately address serious national issues. Despite that, there was a key element in this regard that was not present in the project's design but has subsequently been assertively tackled throughout its execution, the task of supporting national SINAP consolidation policy (Product 1.6). Furthermore, certain targets have been adjusted, as explained in sections 5.2 and 5.3 of this document.

Project execution has made an emphasis on creating collaborative work spaces, with the help of its partners, devoted to advancing in the development of the SINAP's national policy, validating

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<sup>5</sup> Situated in the Orinoquia, Northeastern Andes, Noreste, Pacific, Caribbean, Eastern Andes and Amazon Regions.

methodologies and a management and effectiveness planning guide, and supporting the establishment of new national, regional and private protected areas. What is more, activities concerning the update of information and planning initiatives centered around Protected Forest Reserves, SINAP protected areas particularly in need of benefitting from the deployment of planning and monitoring tools, were coordinated in tandem with the MADS. The project's administrative and financial components focused on consolidating agreements and work plans with regional environmental authorities, hiring consultants, backing logistics efforts required for conducting workshops and meetings in accordance with the Acquisitions Plan, and coordinating the purchase of equipment deemed useful for effectively managing protected areas (all of this was discussed in the Fifth Biannual Report, delivered in 2020).

The project's risk matrix has been managed appropriately. It has been updated each year (two updates have been made to date) and adjusted in accordance with the socioeconomic and environmental needs and changes generated by the country's development (see Table 15 in Annex 4).

However, the following circumstances have affected project execution:

- *CARs management and personnel changes that have done away with key reliable staff members.*
- *The arrival of a new MADS Minister, as well as staff changes in public partner institutions.*
- *The COVID-19 Pandemic, which has completely paralyzed project fieldwork.*

### **Project Design and Adaptive Management**

The following guidelines for making strategic changes in response to shifting circumstances were included in the project design (IDB, 2018):

*"The POM may be modified to fit the circumstances attending project execution. POM users are encouraged to submit observations and recommendations pertaining to the implementation of these regulations to the project coordinating team. The Project Coordinator is responsible for making the appropriate changes to the POM in accordance with the guiding principles listed in section XXII, 'Project Operating Manual Modifications', of this document. Only changes recognized by the BANK will be made to the official document once the new version is approved by the EXECUTOR and if the BANK has made no previous objections."*

*"On the second month of each year of implementation at the very latest, the EXECUTOR will submit an AOP and an AP, listing activities considered to require funding and the resources needed to provide it, for approval on a no-objection basis to the IDB. The AOP will only be modified in accordance with adjustment proposals if these have been subjected to the BANK for approval on a no-objection basis. If these prove to be non-substantive, that is, if they do not affect hiring objectives or demand increasing the estimated contract budget by 25%, they will be listed, for the benefit of the BANK, in the Biannual Progress Reports. The EXECUTOR will include a balance sheet detailing the financial history of the AOP implementation process in each of the Biannual Progress Reports."*

*"The EXECUTOR, after having consulted internally with his/her project partners, may suggest making changes to the Project Operations Manual of his/her own accord, with the purpose of adapting it to shifting conditions or circumstances. Any suggestions must be discussed with the BANK's project supervisors. The BANK may accept making modifications to the document once these have been approved by the Project Steering Committee and have been submitted officially to the BANK for approval on a no-objection basis."*

### **Project Execution and Adaptive Management**

Adaptations were made to the GEF-SINAP project in order to enhance the assertiveness of its contributions to the consolidation of the National System of Protected Areas. One of the most important modifications made was the incorporation of a particular product, approved by the Steering Committee and to which the IDB gave its non-objection, with the purpose of supporting the construction of the SINAP's 2020-2030 public policy and aligning project schedules with MADS and PNN schedules so as to increase the efficiency of their contributions to and of their synergic efforts focused on fostering a post-2020 national biodiversity agenda (Fifth Biannual Report, delivered in 2020).

Project implementation has involved carrying out actions that have been decisive for developing SINAP policies<sup>6</sup> and led to recruitments, events, and schedule coordination processes involving national, regional and local stakeholders. Serious logistics efforts have been carried out to engage all sectors of society in open dialogues on these issues.

SINAP policy building has had a crucial synergistic effect on the development of other project products due to the fact that it has generated indispensable inputs for completing the task of aligning SIRAP strategic planning with the functioning of the SINAP, this last entity being essential to structuring the strategic components of important instruments, including the PNN's Institutional Action Plan. Over 800 stakeholders representing public, private and community interests at all levels participated in these policy building activities, giving weight and validity to the policies resulting from them, helping achieve project goals and making the project's work visible. These diverse participants made it possible for the project to address key issues such as multi-level financial sustainability, cross-border work, gender inclusivity, intergenerational cooperation and climate change.

Conversely, although one of the PMR's expected 2019 outcomes was a four point increase in the baseline management effectiveness values of 11 protected areas that was to be achieved through the METT methodology, it was impossible to even begin to accurately determine the project's specific contributions to these values before the beginning of 2020, given the fact that the project's agreements with all CARs did not come into effect until then<sup>7</sup>. Consequently, the IDB was requested to provide a non-objection to postponing this verification to the second semester of the 2021 fiscal year in order to clearly gauge the project's contributions.

Original management effectiveness values, which had been assigned to some of the protected areas included in the project portfolio, were changed when it was decided that all of the baseline scores were to be determined in accordance with methods derived from the project's execution. This made it possible to gather up-to-date and in-depth information, but has caused some discrepancies in relation to certain project design items.

The IDB was also requested to issue a non-objection to allow the project to intervene in protected areas whose declaration was supported by WWF/GEF-SINAP but which were not included in the project portfolio. This would help reach the goal of creating 395,000 hectares of national and 152,000 hectares of regional protected areas (Fifth Biannual Report, delivered in 2020).

#### **5.1.6 Monitoring and Assessment Issues**

##### **Project Design and Monitoring and Assessment Issues**

The Project Operations Manual (IDB, 2018) thoroughly describes the use of monitoring and evaluation instruments (AOPs, risk matrices, PMRs, acquisitions plans, technical reports, etc.), the responsibilities assumed by WWF (acting as the EA) and the Project Coordinator, the use of AOP monitoring systems, budgetary and financial execution procedures, external assessments, auditing procedures, and the instruments for recording the information required to carry out progress assessments (biannual, accounting and financial reports, among others).

In addition to this, the project design required developing the following instruments:

- *Annual Operations Plans, based on the project's main executive plan, to be delivered at the beginning of every year*
- *Biannual progress reports and project monitoring reports, to be regularly delivered mid-year*
- *Annual Project Reports, to be delivered at the end of each year*
- *Auditing reports*
- *A Project Implementation Review, carried out in partnership with the BANK, that must be submitted to the GEF*

The follow-up and monitoring activities are intended to record project progress and milestones and help keep track of the development of products and results anticipated by the Results Matrix. The project design calls for the delivery of biannual follow-up and yearly monitoring reports and the

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<sup>6</sup> The planning matrix modifications, associated with the incorporation of product 1.6, were reported in the Fourth Biannual Report, delivered in 2019.

<sup>7</sup> These contemplate the execution of 40% of the management plans of the protected areas included in the project portfolio.

implementation of yearly follow-up procedures with the intention of keeping track of the AOPs, results matrix and acquisitions plan.

The AOPs and the Acquisitions Plan are considered to be the most important project execution monitoring instruments because they make it possible to measure its progress and to what extent hoped-for results/products have become realities in every deployment phase. The EXECUTOR, with the support of the project's General and Technical Coordinators, is responsible for regularly monitoring precontractual measures and the progress of AOP projects that are to be executed periodically. To this effect, the project design calls for the creation of a follow-up mechanism tasked to keep track of the relationship between AOPs and service procurement activities in order to properly update the indicators agreed upon with the BANK. The PCU is expected to hold regular meetings in order to monitor the project's progress in relation to the PEP, POAs and other related plans.

### **Project Execution and Monitoring and Assessment Issues**

Project teams have made effective use of the following monitoring and assessment instruments:

- *The Pluriannual Execution Plan (PEP) and start-up, biannual and annual work plan compliance follow-up reports.*
- *The Annual Operations Plans (AOPs), based on the PEP and thanks to which activity planning and monitoring processes have been conducted satisfactorily.*
- *The results and risk matrices, which have been updated every year.*
- *Project Monitoring Reports (PMRs), which have been properly used to gather information pertaining to project progress concerning product development and the attainment of hoped-for results.*
- *The Acquisitions Plan, which has been updated at least every six months and permitted the administrative monitoring of the project's goods and services.*
- *Consultancy reports that have made it possible to verify that all project contracts comply with pertinent terms of reference and have been approved by the IDB on a no-objection basis, in accordance with the parameters established in the POM.*
- *Project Implementation Reports, whose format has been recently modified and updated by the IDB.*
- *The Technical Committee has convened once per semester and the Steering Committee has convened during the first quarter of every year.*

It is worth pointing out that reports were initially delivered every calendar year but are now being presented every fiscal year—fiscal years begin every July and end in June of the next calendar year. It is also worth noting that, in accordance with IDB parameters, AOPs and PMRs have been employed to plan and monitor activities that could not be thoroughly taken into consideration by the PEP.

### **5.1.7 Relevant Stakeholders and Joint Implementation Coordination**

#### **Project Design**

The Project Operations Manual (IDB, 2018), the Technical Cooperation Document (IDB, 2016) and the “Request for CEO Endorsement” (GEF, 2016) have been meticulously and pertinently designed to help attain the project's objectives and hoped-for results, and develop hoped-for products, through the coordination of internal-administrative and technical-components and the various roles assumed by partner entities. Both the POM and the TCD thoroughly define the responsibilities of the project's Steering Committee and its associates:

- *“Project implementation will be carried out in accordance with an executive structure made up of: (i) a Project Coordinating Unit (PCU), made up of WWF representatives, tasked with executing the project; (ii) a Steering Committee made up of (a) a legal representative of the Ministry of the Environment and the National Natural Parks of Colombia and (b) a delegate of a local or regional organization charged with representing the Orinoquia and Northeastern Andes SIRAPs and tasked with creating strategic project development guidelines and overseeing the attainment of the project's goals; and (iii) a Technical Committee tasked with providing technical advice and composed of Steering Committee members, delegates of the Alexander von Humboldt Institute<sup>8</sup>, a delegate of the NGOs representing Civil Society*

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<sup>8</sup> It should be noted here that this institute is affiliated with the MADS.

*Natural Reserves and a delegate of the remaining Colombian SIRAPs, located in the Amazon, Pacific, Western Andes and Caribbean Regions.”*

- *“A Project Steering Committee will be created before the beginning of the project execution and will be composed by legal representatives or delegates from the MADS, National Parks, WWF, SIRAP Orinoquia, SIRAP Northeastern Andes and other Regional Subsystems.”*  
*“Delegates from the institutions of the Steering Committee will compose the project’s Technical Committee, as well as delegates of the Alexander von Humboldt Institute (IAvH), NGOs, the CSNR and 1 delegate of the Amazon, Pacific, Western Andes, and Caribbean SIRAPs and IP groups (if needed).”*
- *The Project Coordinating Unit and the Technical and Steering Committees are in charge of all of the project’s governance-related aspects and implementing governance activities (Fifth Biannual Report, delivered in 2020)*

WWF, acting as the project’s Executing Agency, created a Project Coordinating Unit tasked with managing its funds and carrying out its efforts. The PCU is composed of the project’s National Coordinator and its Administrative and Financial Assistant, an accounting or administrative assistant, two specialists or technical Component 1 coordinators (a management plan director and a communications specialist), two Territorial Managers (a Northeastern Andes Region Coordinator and an Orinoquia Region Coordinator), a planning, monitoring and management effectiveness specialist, and all of the technical consultants hired throughout the project’s execution.

The IDB serves as the project’s implementing agency. It is executed by WWF and an array of national, regional and local stakeholders, including the Ministry of the Environment and Sustainable Development, National Natural Parks of Colombia, the Regional Autonomous Corporations of the Orinoquía and Northeastern Andes Regions, NGOs operating within these regions, the Alexander von Humboldt Institute, RESNATUR, SINAP coordination organizations, the WCS, and others (Fifth Biannual Report, delivered in 2020).

The project seeks to consolidate the SINAP through the strategies defined in the CONPES 3680/2012 Policy Document, whose objective is to create, strengthen and finance participation instances for the benefit of ethnic groups, civil society organizations, community organizations, economic sectors and academic institutions. This project’s governance model is centered around SINAP and SIRAP participants.

As mentioned before, three SIRAPs are represented in the Steering Committee by a CSO of their choosing, which means they are directly engaged in project decision-making processes. Additionally, the project’s technical committees have been designed as open workgroups capable of including CSOs and Indigenous Peoples’ (IP) groups among their ranks. If need be, it is possible for the project to expand its base of participation. Project implementation work plans are agreed upon by CSO and IP groups. These plans involve local institutions and organizations located within strategic biological corridors, that have been trained in PA management and the deployment of climate change mitigation and adaptation strategies (product 2.1); two protected area subsystems running monitoring information systems (product 2.2); and technical studies and consultations addressing new local protected areas (product 3.1). It is worth noting that CSOs intervened in the project design phase and are considered to be key to project execution and co-financing (IDB, 2016).

### **Project Execution**

The project’s key stakeholders are listed in Annex 5, in Table 16. According to most of the interviewees qualified to discuss these issues, the performances of the project partner entities, the MADS, PNN, and the Orinoquia and Northeastern Andes SIRAPs, have been quite satisfactory.

In order to coordinate the project’s execution and operations, the following work meetings, among others, have been conducted:

- *Yearly Steering Committee meetings, convened roughly every year, during which the project results are shared, the AOP is approved and policy and project monitoring decisions are made.*
- *Technical component coordination meetings, convened at least every two weeks.*
- *Virtual or face-to-face meetings with IDB representatives, conducted at least once a month or whenever requested, in the course of which updates concerning project objectives, goals and products are shared and emerging operational issues are solved.*

- *Technical Committees, convened every semester, during which feedback on the work of the PCU and project consultants is given by partner entities.*
- *Follow-up meetings with consultants, coordinators and representatives in each of the priority subregions.*

Project directors and CARs representatives have signed cooperation agreements linked to project execution with the purpose of helping achieve objectives, develop products and obtain hoped-for results more effectively through the creation of synergy. A list of the most important agreements is included in Annex 6.

In addition to these, the GEF-SINAP project work is constantly deriving synergies and opportunities from processes affecting the country's protected areas, such as the following (Fifth Biannual Report, delivered in 2020; information provided by GEF-SINAP project personnel):

- *Herencia Colombia (HeCo)<sup>9</sup>: The Colombian Heritage Permanence Financing Program (HeCo, after its name in Spanish) which is undergoing its final design phase intends to "secure the long-term conservation and financial support of 20 million hectares, representing 10% of the country's territory, by improving the coverage and effective management and governance capabilities of the National System of Protected Areas of Colombia and other conservation strategies within sustainable landscapes that, consequently, are to function as spaces of inclusion and peacebuilding capable of creating welfare and human development opportunities in the context of climate change." The necessity of supporting the nation's valuable natural capital (and the ecosystem services it provides) gave rise to HeCo, which is led by the MADS, PNN, Patrimonio Natural, the Gordon and Betty Moore Foundation, CI, WCS and WWF, and is supported by the GEF, Corazón de la Amazonía and the IDB, among others.*

*HeCo interventions have the purpose of strengthening protected areas, an objective that is closely linked to the GEF-SINAP project components, and responding to the challenges and guidelines derived from SINAP policy building. The GEF-SINAP project portfolio and HeCo's main objectives are closely interlinked. Priority territory declarations involving these initiatives both enhance the portfolio and help reach these goals. More importantly, certain HeCo activities are to be carried out with the intention of advancing the project's PA planning, management effectiveness evaluation and monitoring processes through the use of tools created by the GEF-SINAP project team itself.*

*The HeCo work team will respond to the first GEF-SINAP project component by promoting the deployment of its protected area management planning guidelines and the effectiveness tools they contemplate. Similarly, the HeCo team will adopt a monitoring information system created by the GEF-SINAP project as its main follow-up platform. In response to the second GEF-SINAP project component, HeCo will promote the implementation of all SINAP action plans while, at the same time, building the capacities of social and institutional agents involved with them. In response to the third component, HeCo has devoted itself to supporting the declaration and activation of protected areas. In fact, the CINARUCO DRMI is a priority that it shares with the GEF-SINAP project.*

*This synergy contributes to maintaining the consistency of long-term processes consolidated by GEF-SINAP project work.*

- *GEF-Magdalena: This project's main objective is to conserve and come up with management provisions concerning different ecosystems located in the Magdalena-Cauca basin. Its work team has built capacities for protected area planning among CARs, NGOs and other strategic stakeholders through an intensive training program addressing the planning components contemplated by GEF-SINAP project guidelines. Some GEF-SINAP project capacitation workshops have involved environmental authorities whose work directly tackles Magdalena-Cauca basin issues.*

<sup>9</sup> <https://www.minambiente.gov.co/index.php/noticias-minambiente/3454-nace-herencia-colombia-el-programa-para-proteger-nuestro-capital-natural-para-siempre>

- GEF-Caribbean Socio-Ecosystem Connectivity<sup>10</sup>: Information generated through the implementation of this project was used in the course of a GEF-SINAP project policy exercise to discuss a connectivity attribute. Furthermore, this project's work team worked in tandem with the GEF-SINAP project work team to incorporate information concerning socio-ecosystem connectivity into the SINAP policy diagnostic document.

Both teams have also worked in tandem to interlink the information systems each intends to create.

In addition to this, they have jointly conducted analyses of the management effectiveness of several Caribbean Region PAs supported by the GEF.

Lastly, they collaborated on the design of a Colombian Connectivity Symposium. Regrettably, the COVID-19 pandemic has prevented it from taking place.

- GEF Orinoco<sup>11</sup>: This project, whose executing agency is WWF, is beginning to be implemented. It intends to give continuity to the following key SINAP proceedings within a stakeholder framework geared towards supporting ongoing national, regional and local dialogues with GEF-SINAP project partners:
  - Give continuity to the El Tuparro National Natural Park monitoring program.
  - Support the Orinoquia SIRAP action plans in keeping with guidelines consolidated through the execution of the GEF-SINAP project.
  - Give continuity to PA declaration processes in Sabanas y Humedales de Arauca.
  - Give continuity to civil society reserve creation in the aforementioned region.
- GEF Pacific<sup>12</sup>: This project, whose executing agency is the FAO, is in its initial phase. Among the various PA-related measures it contemplates, the following are seen to complement GEF-SINAP project activities (it is worth mentioning that both project's work teams are currently discussing the possibility of jointly implementing them):
  - Create management plans in accordance with the SINAP planning guide and employ SINAP effectiveness methodologies to conduct evaluations.
  - Support the functioning of the Pacific Region SIRAP in accordance with the strategic lineaments of its action plan, which is to be updated in response to SINAP policy building outcomes.
- USAID Natural Wealth Program: This program's activities complement GEF-SINAP project interventions in the Orinoquia Region, especially the following:
  - Support the PNN's declaration and planning of the CINARUCO National Integrated Management District (DNMI).
  - Carry out governance-building processes to consolidate the participatory management of the CINARUCO DNMI.
  - Support the PNN in seeking to declare a PA in Selvas Transicionales de Cumaribo through community involvement.
  - Share support of regional private protected area (CSNR) creation processes promoted by private stakeholders and SINAP coordination organizations. This would require the project and the program work teams to come together under various work scenarios.
  - Support CORPORINOQUIA in putting in creating and deploying a conservation strategy in the Morichales de Paz de Ariporo area.

This program has also come up with a Caribbean Region work scenario intended to adopt the regional PA effectiveness evaluation methods derived from the implementation of the GEF-SINAP project.

<sup>10</sup> [www.sirapcaribe.org/estrategia-conexion-biocaribe/](http://www.sirapcaribe.org/estrategia-conexion-biocaribe/)

<sup>11</sup> [www.thegef.org/project/sustainable-low-carbon-development-colombias-orinoquia-region](http://www.thegef.org/project/sustainable-low-carbon-development-colombias-orinoquia-region)

<sup>12</sup> [www.fao.org/fileadmin/user\\_upload/FAO-countries/Colombia/docs/Agosto\\_2017/Informacion\\_de\\_inter%C3%A9s\\_Convocatoria\\_124.pdf](http://www.fao.org/fileadmin/user_upload/FAO-countries/Colombia/docs/Agosto_2017/Informacion_de_inter%C3%A9s_Convocatoria_124.pdf)



- KfW-Budget Support for the PNN<sup>13</sup>: The GEF-SINAP project work team is striving to incorporate the PNN management effectiveness monitoring platform financed by this generous program into the SINAP monitoring information system it is creating.
- GIZ-Local Areas<sup>14</sup>: The GEF-SINAP project work team has sought to share the management effectiveness methodologies they have developed with this project's officials so as to enable them to help it develop local area evaluation standards. Furthermore, these officials have contributed to SINAP policy-building by gathering information concerning local area dynamics and complementary conservation strategies.
- MADS: The work team has worked closely with the Ministry in supporting National Protected Forest Reserve planning and monitoring activities. In fact, an agreement was made between these two entities to structure the planning of the nation's 59 reserves.
- IUCN-Green List: Project representatives participated in the Latin American and Caribbean Congress of Protected Areas (held in October 2019 in Peru), where they presented Green List results and discussed the level of consolidation of the Colombian SINAP resulting from progress made in the development of a 2020-2030 SINAP policy.

## 5.2 Impact

**Overall, the project's impact has been deemed to be highly satisfactory (HS) because it has managed to lead the creation of a new SINAP policy and harmonize it with both its goals and the HeCo project. Furthermore, two of its five impact indicators have been met so far despite the fact that only one was expected to be met at this point. The process of fulfilling the remaining indicators is well underway and will probably exceed expectations.**

Impact/result indicators were designed to be SMART<sup>15</sup>, specific, measurable (each indicator specified concrete goals), pertinent (given the fact that they address development issues and project components and products in accordance with its vertical logic) and reasonable. Furthermore, each was required to be met in accordance with the technical cooperation timeframe.

### IMPACT/RESULT INDICATORS

*One indicator target was met according to plan and another was surpassed. It is quite likely that the remaining goals will be achieved during the remainder of the project implementation process. At least one more target is expected to be surpassed.*

- Project Indicator 0.1.1: The following circumstances made it necessary to adjust this baseline indicator:
  - Due mainly to CARs requests, certain protected areas not taken into consideration in the project's design have been included in its portfolio throughout its implementation process, thus warranting an alteration of its original management effectiveness baseline, which was determined in accordance with the characteristics of the protected areas originally focused on by its design.
  - It was decided that the baseline should be updated through the use of methodological tools developed by the project (product 1.2) so as to make use of up-to-date and more in-depth information in doing so. This required altering values in accordance with the characteristics of protected areas included in the project's portfolio in the course of its implementation. The current overall baseline value, 45 points according to the METT grading system, takes into account details pertaining to 12 protected areas (1. Sisavita PNR, 2. Bosques Andinos Húmedos de El Rasgón PNR, 3. Humedal San Silvestre DRMI, 4. Bosques Secos del Chicamocha DRMI, 5. Siscunsi-Ocetá PNR, 6. Cuenca Alta del Río Zaque RFPR, 7. Cristales Castillejo o Guachaneque DRMI, 8. Telecom y Merchan RFP, 9. El Bocachico DRMI<sup>16</sup>, 10. Bosque de los Guayupes PNR, 11. Quebrada Honda PNR, 12. Laguna Carimagua DRMI).

<sup>13</sup> [www.parquesnacionales.gov.co/portal/es/programa-areas-protegidas-y-diversidad-biologica-kfw-2/que-hacemos/](http://www.parquesnacionales.gov.co/portal/es/programa-areas-protegidas-y-diversidad-biologica-kfw-2/que-hacemos/)

<sup>14</sup> <https://www.giz.de/en/worldwide/69417.html>

<sup>15</sup> That is, Specific, Measurable, Achievable, Realistic and Timely.

<sup>16</sup> This area's management effectiveness has not been measured and could, therefore, alter the baseline average.



- The hoped-for number of intervention areas specified by indicator targets was exceeded when it was decided that the project would bolster the effectiveness of the management of Salto Candelas Park, which has not yet become a protected area, and El Bocachico DRMI, whose management effectiveness will be measured in June -it is considered likely that this measurement will add four points to the current PA management effectiveness baseline.

Given that the initial management effectiveness baseline, 38 points, was expected to increase by 8 points, the fifth biannual project report has suggested that the new and improved baseline should also be expected to increase by 8 points. This would require the project to help reach an overall protected area management score of 53 points (Fifth Biannual Report, delivered in January 2020).

The PMR anticipated that, by 2019, effective management scores would rise by 4 points. However, it has not been possible to measure this increase, due to the fact that most of the project agreements involving CARs, which officially give the go-ahead to the implementation of 40% of the protected area management plans the project is involved with, were not due to come into effect until 2020. We request that the date of completion of this objective should be postponed until the second semester of the 2021-2022 fiscal year so as to allow the project's work team to truly determine its contribution to the management effectiveness of the protected areas included in its portfolio (Fifth Biannual Report, delivered in January 2020).

- *Project Indicator 0.2.1:* The project produced a summary document confirming, detailing and recording the declaration of the Cinaruco National Integrated Management District, composed of 331,348 ha and situated in the Orinoquia Region.

The ongoing declaration processes affecting the Sabanas y Humedales de Arauca and Selvas Transicionales de Cumaribo y La Serranía del Manacacías areas, located in the Orinoquia Region, have been included in the project portfolio, due to how well Colombian ecosystems are represented within these. Both proceedings, spearheaded by the National Natural Parks of Colombia, have not been completed due to the emergence of certain situations described below. The GEF-SINAP project continues to support them despite these delays.

- *Selvas Transicionales de Cumaribo y la Serranía del Manacacías: the project has supported the declaration process of this proposed protected area throughout its various stages by undertaking technical analyses and putting partner, landowner and institutional outreach initiatives in place. In spite of this, the Colombian Government has yet to purchase several privately-owned tracts of land that are to become an essential part of it.*
- *Sabanas y Humedales de Arauca: the project has supported the declaration process by undertaking technical analyses, formulating a site proposal, and drafting pertinent documents. However, throughout the years following the signing of the Peace Agreement, illicit and violent criminal organizations operating throughout the country have made it difficult for the Colombian Government and public institutions to ensure the proper functioning of the proposed area.*

Consequently, the project work team has requested that it be allowed to include national and regional protected areas not listed in the project's portfolio in order to reach its objectives (Fifth Biannual Report, delivered in January 2020).

It is worth noting that the GEF-SINAP project's technical teams and resources have helped consolidate and expand many areas located in subregions of great interest to the project's work team, but not included in its portfolio. Some of these were fostered by the Alliance for the Conservation of Biodiversity, Territories, and Culture as well as by several agreements with the PNN.

It is, therefore, necessary to include these areas, listed below, in the portfolio.

- *Chiribiquete PNN-Expansion: 1,486,676 ha*
- *Malpelo SFF-Expansion: 1,709,404 ha*
- *Yurupari-Malpelo DNMI: 2,691,981 ha*
- *Cabo Manglares DNMI: 190,282 ha*

**Table 7** *Impact/Result Indicator Fulfillment<sup>17</sup>*

IMPACT INDICATOR	BASELINE	TARGET	CURRENT FULFILLMENT	%	COMMENTS
Project Objective: Consolidate the SINAP's management and planning operations at national and regional levels through the development of instruments to help improve its management effectiveness, increase its ecosystem representativeness and strengthen the participation of key regional stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics.					
Result 0.1: Increased management effectiveness of PAs located in strategic biological corridors or conservation mosaics, that are a part of the Orinoquia and Northeastern Andes SIRAPs					
<i>Indicator 0.1.1</i> Management effectiveness of 11 protected areas (%)	38 (45)	46 (53)	45	0	<p><i>Means of Verification:</i> The management effectiveness evaluation format.</p> <p><i>Assumptions:</i> The protected areas have been declared and the process of implementing their management plans is underway and has enhanced their effectiveness.</p> <p><i>Comments:</i> – The METT was used to establish a baseline. The value of the indicator is the average PA management effectiveness score.</p> <p>Changing the baseline score from 38 to 45, changing the goal from 46 to 53 (8 points above the baseline score) is recommended, although values may shift once the El Bocachico DRMI data has been fully assessed. Effectiveness measurement procedures should be postponed until 2021 so as to measure the project's actual contributions to management plan execution efforts.</p>
Result 0.2: Increased strategic ecosystem representativeness in the Orinoquia and Northeastern Andes Regions					
<i>Indicator 0.2.1</i> New national protected areas added to the SINAP (ha)	0	395,000	331,348	84	<p><i>Means of Verification:</i> – Official gazette. – RUNAP database. – New PA and Biological Corridor Maps.</p> <p><i>Assumptions:</i> The National Government has the political will to create new national protected areas.</p> <p>The Cinaruco DNMI, located in the Orinoquia Region, was declared.</p> <p>The project portfolio includes the Sabanas y Humedales de Arauca and the Selvas Transicionales de Cumaribo y del Manacacias protected area declaration processes, which have not been completed due to factors beyond the project's control, although the project continues to support them.</p> <p>In light of this situation the IDB is requested to agree to expand the portfolio to include national and regional areas that have been supported by the project within the framework of the "Alliance for the Conservation of Biodiversity, Territories, and Culture," and in accordance with agreements signed with PNN, representing 6,078,343 ha.</p>
<i>Indicator 0.2.2</i>	0	152,000	34,263	22	<p><i>Means of Verification:</i></p>

<sup>17</sup> Throughout the following tables, only comments included in the project result matrix are presented in blue italics. The remaining comments were made by the project evaluator on the basis of interview data and information analysis results.

New regional protected areas added to the SINAP (ha)					<p>– RUNAP database. – New PA and Biological Corridor Maps.</p> <p><u>Assumptions:</u> The Regional Environmental Authorities have the political will to create new protected areas.</p> <p>Regional areas supported by the project have met all the requisites needed to be declared PAs. Nevertheless, due to the fact that the project portfolio currently lists only nine processes that stand to incorporate a mere 68,955 ha into the SINAP, it is necessary to expand it to include additional areas in order to reach project goals.</p> <p>It is recommended that regional protected areas (representing 126,982 ha) whose declaration processes have been supported by the project through the creation of agreements with Corpoamazonia and Corpourabá be included in the portfolio and taken into account when determining to what extent this indicator has been fulfilled.</p>
<u>Indicator 0.2.3</u> New local protected areas included in the SINAP (ha)	0	3,000	10,726	358	<p><u>Means of Verification:</u> – RUNAP database. – New PA and Biological Corridor Maps.</p> <p><u>Assumptions:</u> The political will exists to create new Civil Society Natural Reserves.</p> <p><i>The target was surpassed.</i></p> <p>To date, 10,276 ha have been registered as CSNR with the help of the project. The project is currently supporting processes that stand to register 10,000 additional ha.</p>
<u>Indicator 0.2.4</u> Ecosystem units represented in the SINAP (%)	77.0	79.5	80	101	<p><u>Means of Verification:</u> – SINAP National Reports (agreements, etc.) – Official Gazette.</p> <p><u>Assumptions:</u> NGOs and national and regional environmental authorities continue to be interested in creating new protected areas.</p> <p><u>Comments:</u> – The representativeness baseline was established on the basis of data furnished by the ecosystem unit and PA representativeness map 2015/08/30. – 191 out of 240 targeted ecosystem units represented in 2015 (RUNAP).</p> <p><i>The target was slightly surpassed.</i></p> <p>This was determined on the basis of data furnished by the map employed in designing the project, to which an ecosystem unit was added in response to the creation of the Cinaruco DNMI.</p>

Note: This color  indicates a compliance concern.  
This color  indicates that a target was surpassed.

Sources: IDB, 2018; 2020 biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

- Project Indicator 0.2.2: The regional areas included in the portfolio and supported by the project have met all PA declaration requirements. That is to say, they have been found to comply with all pertinent technical requisites by the various research institutes involved in their declaration processes, which have been legally ratified. The GEF-SINAP project has been instrumental in reaching these milestones.

The current project portfolio includes only nine processes that stand to add merely 68,995 ha to the SINAP. It is necessary to include new areas in the portfolio in order to reach the desired objective of incorporating 152,000 ha to the SINAP.

The project evaluators request including other areas whose declaration processes have been supported by the project, through agreements with Corpoamazonia and Corpourabá, into its portfolio. The following two protected areas alone would contribute 126,982 ha to the SINAP:

- *Peque DRCS: 20,428 ha.*
- *Miraflores-Picachos PNR: 106,554 ha.*

- **Project Indicator 0.2.3:** The target associated with this indicator was met and is soon to be surpassed, given that the project is currently supporting processes intended to create a cluster of Civil Society Natural Reserves, spanning 10,000 ha.

So far, the following Civil Society Natural Reserves have been created:

**Northeastern Andes Region:** 1,726 ha

- *Adamiuain: 1,100 ha*
- *Altamira I: 8 ha*
- *Altamira II: 55 ha*
- *Auromira: 2 ha*
- *Mamaramos: 2 ha*
- *La Bellota: 1 ha*
- *La Cueva 3 ha*
- *Ojo de Agua: 46 ha*
- *La Victoria: 10 ha*
- *Lucitania: 336 ha*
- *Pampas Porvenir: 163 ha*
- *Castañetos 1 ha*

**Orinoquia Region:** 9,000 ha

- *Hato de Palma: 3,000 ha*
- *Hato Altamira: 3,000 ha*
- *Hato Montana: 3,000 ha*

- **Project Indicator 0.2.4:** It was determined that the target associated with this indicator was slightly surpassed on the basis of the data furnished by the 1:500,000 scale map used in designing the project, to which an ecosystem unit was added in response to the creation of the Cinaruco DNMI.

### 5.3 Effectiveness

***Overall, the project's effectiveness is considered to be highly satisfactory (HS) because it has managed to harmonize the new SINAP policy and implementation of the HeCo project with TC parameters and obtain outcomes that have an impact on priority subregions as well as on a national scale. It is worth more aggressively promoting the development of products linked to monitoring and communication strategies and management plans.***

This subheading constitutes an analysis of the project's fulfillment of product indicators, in keeping with the parameters outlined by the technical cooperation agreement and the POM. (see Annex 11 to consult the direct project influence map and photos of some of the product development activities carried out).

Among other outstanding unforeseen products attributable to the implementation of the project components, the following are particularly worth noting, according to the interviewees:

- *The implementation of the management planning standard, contemplated in the management guide developed by the project, in all 59 of the nation's Protected Forest Reserves (RFNPs span 562,381.67 ha in total). So far, the deployment of the management guide in 31 RFNPs, accompanied by analyses of the effects of its basic planning components, is progressing smoothly.*
- *The implementation of the effectiveness methodology developed by the project in protected areas not included in the project portfolio. This methodology is currently being implemented in the Risaralda SIDAP.*

- *The support provided to protected area declaration processes on a national scale, particularly through the consolidation of governance schemes, which has helped generate an environment favorable to the advancement of these processes.*
- *Technical interventions supporting the promotion of private conservation, carried out in tandem with Corpourabá.*
- *Regional planning interventions integrating protected areas, such as the design of the Caquetá Soil and Water Conservation District.*

### 5.3.1 Component 1 Product Effectiveness

*Although only two product development targets have been fully met, all indicators show that satisfactory progress is being made and project work is being undertaken quite effectively.*

According to most interviewees qualified to discuss the subject, products contemplated by this component are being developed effectively, in spite of the resource limitations that attend carrying out the proper dialogues needed to reach national agreements in such a large country.

Table 9 shows the results associated with each of the product indicators pertaining to Component 1, which are discussed below.

- **Product Indicator 1.1:** 11 action plans are being supported by the project. Six of these are geographic initiatives (each involves one of the nation's main subregions), three are thematic initiatives (involving the Coffee Belt, the Colombian Massif and the Marine Protected Areas System), one initiative is led by the SINAP and another by the PNN.

After the project had initially harmonized all of the action plans pertaining to the six Regional Subsystems of Protected Areas, it was necessary to refocus these to accommodate the planning and policy instruments deployed throughout the SINAP policy building processes involved in developing product 1.6. The following inputs were generated by policy building activities to update the harmonization of the action plans in accordance with this retooling:

- *Subsystem action and goal priority rankings according to key attributes (ecological representativeness, connectivity, coordination effectiveness and coordination equitability).*
- *Problem and objective trees pertaining to each subsystem.*

Particularly in the Northeastern Andes and Orinoquia Regions, workspaces have been established to go over the inputs mentioned above with SIRAP delegates. These should help streamline action plan harmonization. Harmonization processes have also been carried out in the Coffee Belt system.

The project, PNN, the UNDP/BIOFIN and associated technical secretariats agreed with and complied to an update and harmonization schedule that drew to a close in August 2020.

- **Product Indicator 1.2:** The PNN PA management guide currently in use is outdated. To help remedy this, the project produced a management plan development and update guide for the use of regional and private PA coordinators. A prototype of this instrument was implemented by the following pilot initiatives in order to refine it:
  - *San Silvestre DRMI (CAS)*
  - *Guayupes PNR (Cormacarena)*
  - *Rancho Camaná CSNR*
  - *Adamiuain CSNR*
  - *La Palmita CSNR*
  - *Merenberg CSNR*

The resulting document, detailing appropriate conceptual and methodological standards, was drafted by a task group composed of delegates of national authorities (the MADS and PNN), the project's Technical Committee and strategic partner representatives and is currently being edited for publication. In addition to this, a training course in the use of this perfected guide was developed by the GEF-SINAP project work team in coordination with national authorities and other GEF projects being carried out in Colombia.

This product will positively affect the entire SINAP. In fact, Several CARs work teams have already requested training on implementing this new guide, since training procedures constitute a cost-effective protected area planning exercise.

Additionally, the guide addresses National Protected Forest Reserve planning procedures. These are, in fact, the first RFPN direction guidelines in existence. The project, the MADS and the nation's CARs came together to create a work plan to tackle the implementation of the guide's management planning standards in all of the country's 59 RFPNs, which span, in total, 562,381.67 ha. Progress in this respect, regarding the direct implementation of the guide and the analysis of basic planning elements, has been made in 31 of these reserves.

Making use of this product will contribute greatly to strengthening the SINAP, especially since it has been found that there are no management planning instruments to administer 50% of the SINAP's territory.

**Table 8** *Pilot Areas where Management Effectiveness Has Been Measured*

			PROTECTED AREA	YEAR
CORPORATION	CARSUCRE	1	Caimanera DRMI	2019
		2	Guacamayas PNR	2019
	CVS	3	Cispata DRMI	2019
	CORPOURABÁ	4	Suriquí PNR	2019
	CVC	5	Páramo del Duende PNR	2019
		6	Rio Bravo RFPR	2019
	CARDER	7	Arrayanal DRMI	2018
	CORPOAMAZONIA	8	Soil and Water District of Caquetá	2018
REGION (Reserves)	Coffee Belt	9	Mellizas CSNR	2018
		10	La Caballa Reserve	2018
		11	Semillas Reserve	2018
	Orinoquia	12	La Palmita CSNR	2018
	The Amazon	13	El Topacio CSNR	2018
		14	El Diamante de las Aguas Reserve	2018
	The Caribbean	15	Sanguaré CSNR	2019

**Source:** GEF-SINAP, 2020.

- **Product Indicator 1.3:** A conceptual and methodological framework for the development of an effectiveness tool to be used in regional and local areas has been created, in accordance with the effectiveness parameters established in the planning guide. This was achieved by working in tandem with local, regional and national stakeholders and institutions in various work scenarios including workshops, technical meetings and test runs conducted in 15 protected areas under different management categories (Table 8).

Since the SINAP policy's indicators are still being defined, the project has yet to develop an effectiveness tool suited for addressing system-wide concerns. Incidentally, these indicators will form the basis of the monitoring information system construction initiative (Product 1.4).

The conceptual and methodological developments achieved thus far will constitute an important part of the process of monitoring the achievement of PA effective management targets established in the National Development Plan. The project work team has made sure that these developments comply with the IUCN Green List Standard so as to help guarantee that all global management effectiveness processes it is involved with are homologous.

- **Product Indicator 1.4:** The projected information system will harbor regional and local information—at this point, it is expected to take into account information concerning

conservation statuses—and a set of projected policy indicators (Product 1.6). Therefore, its construction process has been aligned with the project's policy building agenda. The following large-scale activities have contributed to constructing the information system:

1) The creation of workspaces bringing together key system stakeholders in order to jointly a) determine the design, reach and operability of the information system and b) come up with an implementation work plan and methodology. A core team composed of PNN, MADS, the IAvH and WWF representatives has been formed to coordinate these efforts, as well as a team of experts intended to revise and validate all pertinent information.

2) The evaluation of attribute analysis schemata on the basis of data furnished by the Colombian Environmental Information System (SIAC, after its name in Spanish) and other sources of information operating on a national scale.

3) A cluster of indicators, stakeholders and inputs that might prove to be helpful to the monitoring system development process was specified on the basis of key SINAP attributes identified by the project and policy issues associated with them. This made it possible to come up with, in turn, a set of variables and core biodiversity indicators that will help track the advancement of SINAP objectives on a national scale.

Monitoring and planning instrument prototype testing has been carried out in El Tuparro Natural National Park, Cinaruco DNMI and other areas, as well as the formulation of Orinoquia Region connectivity parameters. It is the project's intention to gather information relative to the trial run of protected area monitoring instruments and procedures. This information will certainly constitute a vital input to the process of setting up the proposed monitoring system.

A work plan bringing together strategic partners and tackling, among other tasks, the process of consolidating the gathered information and incorporating it into the SINAP's future platform, has already been put in place.

**Table 9** **Component 1 Product Indicator Fulfillment (C1): Strengthening the National System of Protected Areas**

PRODUCT INDICATOR	BASELINE	TARGET	FULFILLMENT	%	COMMENTS
<i>Component 1: Strengthening the National System of Protected Areas</i>					
1.1 SIRAP action plans updated and harmonized with the SINAP action plan (affecting the Orinoquia, Northeastern Andes, Pacific, Caribbean, Eastern Andes and the Amazon Regions) (quantity)	0	6	2	67	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>Updated SINAP and SIRAP Action Plans (APs).</li> <li>Technical report concerning the SINAP and SIRAP action plan update process.</li> </ul> <p><u>Assumptions:</u></p> <p>Effective coordination, on regional, national and local scales, between the actions of the stakeholders involved makes it possible to harmonize and consolidate the SINAP and SIRAP Action Plans.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>The SINAP AP must first be updated in order to harmonize it with the SIRAP APs.</li> <li>No AP proposals addressing the SIRAPs located in the Western Andes and Amazon Regions have been drafted. These are to be formulated in harmony with the SINAP AP update.</li> <li>The Orinoquia and Northeastern Andes SIRAP APs must be prioritized.</li> <li>SIRAP AP adjustment and harmonization proposals must be approved by system management.</li> </ul> <p>SINAP and PNN APs are being created. It is intended for these to be harmonized with the APs of the 6 geographic and 3 thematic (the Coffee Belt, Colombian Massif and Protected Marine Area Subsystem) SIRAPs.</p>
1.2 Technical guide for formulating or updating protected area management plans developed (quantity)	0	1	1	100	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>Published technical guide.</li> </ul> <p><u>Assumptions:</u></p> <p>The SINAP legal and political framework is up-to-date and remains unchanged. The will to approve the technical guide exists.</p> <p><u>Comments:</u></p> <p>There are technical guidelines in place for formulating the management plans of six SINAP PA categories (National Natural Park, Flora Sanctuary, Fauna Sanctuary, Unique Natural Area, National Natural Reserve).</p>



					A set of planning guidelines anteceding project implementation has been kept in place. The project technical guide was tested in several areas. It is currently being edited for publication.
.3 Management effectiveness methodology developed in collaboration with key stakeholders (quantity)	0	3	2	67	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>Documents containing SINAP, subsystem and PA management effectiveness evaluation proposals.</li> <li>Technical report concerning the Methodology building process.</li> <li>Publication of implementation methodologies and guidelines.</li> </ul> <p><u>Assumptions:</u></p> <p>The political will exists to participate in the development and make use of a management effectiveness methodology at local, regional and national levels.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>Certain pertinent PA management effectiveness evaluation methodologies antecede project involvement. Nevertheless, it is still necessary to develop an evaluation methodology that can be fittingly applied to different kinds of protected area subsystems.</li> <li>An official management effectiveness evaluation methodology tailored to the characteristics of the six (6) categories of National Natural Parks is already in place.</li> <li>The RAPPAM was employed by the coffee belt SIRAP, CARDER and the CRO to evaluate system-wide effectiveness.</li> <li>A preliminary methodology for PA Subsystem evaluation has been proposed.</li> </ul> <p>Regional and local guides have been created and tested in 15 PAs and a national guide is currently being developed. Evaluation proposal compliance with the IUCN's Green List standard has been verified in order to ensure that all guidelines are aligned with global conservation processes.</p>
.4 SINAP monitoring information system developed to address regional subsystem dynamics (quantity)	0	1	0	30	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>Operational IT platform interface.</li> </ul> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> <li>Monitoring information is regularly fed into the information system.</li> <li>All interested parties and the general public have access to this information.</li> </ul> <p><u>Comments:</u></p> <p>The project will evaluate the technical capabilities of available IT platforms (e.g. RUNAP, SULA, SIB) and select the one that best serves the needs of its monitoring system design to be used as its foundation.</p> <p>The monitoring system is not yet fully operational but significant progress, running parallel to policy development, has been made in this regard.</p>
.5 SINAP communications strategy designed and implemented quantity (%)	0	1 (30)	0 (15)	50	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>SINAP communications strategy document.</li> <li>Records/minutes of formulation meetings or workshops.</li> <li>Communications Strategy implementation Progress Report.</li> </ul> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>It is necessary to revise this indicator once the SINAP communications strategy has been designed.</li> </ul> <p>Indicator quantities have been modified. 30% of the implementation process has yet to be completed. A preliminary communications strategy, based on the indications of the current SINAP AP, was drafted and a communications strategy pertaining to the project's policy building process was implemented.</p> <p>Work on the main communications strategy currently runs parallel to the development of new SINAP policies.</p>
.6 Technical inputs for creating SINAP policy instrument generated	0	1	1	100	The policy building process has been divided into 5 stages: a preparatory stage, a diagnostic stage, a conceptualization stage, a construction stage and an approval stage. It has entered its approval stage, which includes carrying out a sectoral dialogue and submitting results for CONPES approval. These tasks were expected to take place during the second semester of 2020.

**Note:** This  color indicates a compliance concern.

**Sources:** IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.



- *Product indicator 1.5:* A first draft of the SINAP communications strategy was jointly put together by PNN and GEF-SINAP project delegates on the basis of the SINAP action plan that was in place before project implementation commenced. Communication activities informed by this tentative strategy were carried out, such as the “*AP tu Seguro de Vida*” campaign, and several proceedings surrounding the enactment of the “Alliance for the Conservation of Biodiversity, Territories, and Culture”, in which WWF played a key role. Furthermore, the project was involved in communication activities intended to share the results of PA-related initiatives such as declaration processes and the creation of project workspaces.

These highlighted the need to fully develop and put in place a new communications strategy to address the new SINAP policy and the most important aspects of SINAP and SIRAP action plans promoted by the project. The creation of this strategy was linked to the development of Product 2.2 in order to contribute to the overall cohesiveness of the project implementation process.

The SINAP policy building process included the design and implementation of an information dissemination plan aimed at putting participatory mechanisms at the disposal of stakeholders concerned with subsystems of protected areas. This entailed creating 25 booklets that were regionally distributed throughout the SINAP, social media campaigns, an electronic mailing list and additional resources such as an introductory video presentation describing the main features of the National System of Protected Areas.

In addition to this, SINAP policy building was complemented by the creation of forums for discussion, which involved social media promotion activities, creating digital registration mechanisms and conducting Facebook Live sessions. A series of webpages detailing the SINAP policy building process was added to the MADS website and is readily accessible to the general public ([www.minambiente.gov.co/sinap/](http://www.minambiente.gov.co/sinap/)).

At the regional level, the project contributed to the formulation and approval of the “*Lo mínimo que los habitantes de la región Orinoquía deben conocer del SIRAP-Orinoquía*”<sup>18</sup> communication and visibility initiative. Furthermore, it supported the consolidation of the Nariño SIDAP<sup>19</sup> communicators network, which brings together community communication projects, local and regional media professionals and government officials and constitutes a great step forward in strengthening the Colombian Massif subsystem.

At the level of individual protected areas, the project promoted the 30 year celebration of the creation of the Chiribiquete and Nukak National Natural Parks, and the Seventh Bat Festival, that took place in the La Palmita CSNR. It is also worth noting that the project helped implement the “*Áreas protegidas: mi seguro de vida*”<sup>20</sup> campaign, which intended to raise awareness regarding the importance of and benefits derived from protected areas among the general public. Other communication strategies the project was a part of are discussed in Annex 7.

- *Product Indicator 1.6:* The following events, convened as part of the construction stage (see Table 9) of the policy building process, are worth pointing out:
  - *Eight workshops: the 1. Orinoquia SIRAP workshop; 2. Northeastern Andes SIRAP workshop; 3. SIRAP Pacific workshop; 4. SIRAP Caribbean workshop; 5. Amazon SIRAP workshop; 6. Western Andes SIRAP workshop; 7. System of National Natural Parks of Colombia workshop; 8. Peasant Organizations workshop. These were attended by approximately 450 participants, who represented different public, private and community entities such as environmental authorities, academic institutions, public organizations, National Ministries, research institutes, coordinating entities, grassroots groups, and others.*
  - *Four forums for discussion: the 1. Global Environmental Change forum; 2. Social Valuation of Nature forum; 3. General Dynamics, Settlement and Land-holding in the Nation's Territories forum; 4. Financial Sustainability forum.*

<sup>18</sup> This could be translated as “The Least that Every Orinoquía Resident Should Know about the Orinoquía SIRAP”.

<sup>19</sup> This SIDAP oversees the functioning of the SIRAPs located in the Pacific and Western Andes Regions.

<sup>20</sup> This could be translated as “Protected Areas: My Life Insurance Plan”.

- *Two public talks: the 1. Afro-Colombian and Raizal talk; 2. Indigenous Peoples talk.*

These workspaces produced the following results:

- *At the level of the SINAP they generated priority subsystem-based efforts, along with these efforts' corresponding targets, provided feedback on the SINAP problem tree that enabled it to address subsystem-level issues, and helped create a SINAP objective tree.*
- *At the level of the individual subsystems they helped prioritize subsystem-level actions and goals in accordance with their contribution to the strengthening of key SIRAP attributes (ecological representativeness, interconnectedness, management effectiveness and management equitableness), and managed to create problem trees and objective trees for each subsystem.*

A meeting with the National Chancellory was also convened in order to promote synergy between project implementation efforts and Colombia's global conservation and protected area management commitments.

A SINAP policy action plan based on the inputs provided by these different workspaces was created in tandem with the MADS and the National Planning Department. This plan's objectives, strategic guidelines and initiative proposals are geared towards consolidating each of the SINAP's defining attributes.

These inputs have also contributed to identify policy building targets. It is worth noting that, in the near future, activities involving different social and institutional stakeholders will be carried out to validate these and assign the responsibility for their achievement to the appropriate entities. The process of developing a SINAP policy instrument has made it possible to create a methodological roadmap that will help steer these and other project activities more efficiently than ever before.

Many of the projected actions that will be involved in executing SINAP policy will require implementing project products. This should enhance the sustainability of its results in some measure.

The project's SINAP policy building initiative is currently in its approval phase, which involves carrying out a sectoral dialogue and submitting project results for CONPES approval. These proceedings were expected to be completed during the second semester of 2020.

### 5.3.2 Component 2 Product Effectiveness

*None of the component targets has been reached. Doing so depends on the completion of Component 1 activities that are currently being carried out and, in particular, on the due formulation and implementation of the SINAP's national policy. However, progress has been made in this respect.*

Table 10 shows the results associated with each of the product indicators pertaining to Component 2, which are discussed below.

- *Product Indicator 2.1:* In light of the fact that the Northeastern Andes action plan differs from the Orinoquía action plan, each of these regions is discussed separately. Nevertheless, the project is simultaneously working on developing the action plans that will be operating in all of the country's regions. Consequently, its achievements in this area should be regarded as a set of outcomes stemming from a single effort.

The IDB requested that indicator fulfillment be expressed as an amount of updated and implemented action plans. Consequently, Table 10 lists two individual action plans. Each of these pertains to a single SIRAP (one of them was deployed in the Orinoquia SIRAP and the other was deployed in the Northeastern Andes SIRAP).

Indicator fulfillment has also been expressed as a percentage. In this case, the action plan deployment progress level determined for each SIRAP represents 50% of a total fulfillment score.

Overall, the project has constantly supported the technical secretariats of each SIRAP in undertaking operations such as:

- *The recruitment of qualified personnel required to complete specific tasks*
- *Financing and facilitating technical committee meetings which are indispensable to the proper functioning of any SIRAP*
- *Financing and securing the participation of steering committees in strategic decision making activities*
- *The diffusion of important information*
- *Enhancing its national status*

Even though none of this product's targets were reached by FY 2020, it is still necessary to continue to work towards achieving them. The following strides have been made in this regard:

### **Orinoquia SIRAP Action Plan**

Great progress has been made in the pursuit of the following strategic lines of action:

- *Line 1: Development of inputs for enhancing environmental management in the Orinoquia Region: Its fourth target was met through the publication of a planning and mitigation guide titled "Manage in Order to Conserve" (designed by civil society delegates and CSNR owners). Two thousand copies were printed and distributed.*
- *Line 2: Creation of sustainable regional development alternatives geared towards consolidating conservation-production initiatives: One of its targets was met through the creation of three Coordinating Organizations: Fundación Neotropical Cuencas, ABC Becarios de Casanare and Fundación Camaná. Progress was made in reaching an additional target, concerned with capacity building among CSNR owners and Coordinating Organizations, through training provided by the project concerning the formulation and implementation of these organizations' regulations .*
- *Line 3: Deployment of capacity enhancement exercises among the key stakeholders of the Orinoquia SIRAP: The project helped reach its second target, "technical delegates trained and strengthened to address SIRAP issues," through two capacity building workshops centered around the implementation of the ARCA (Análisis Rápido de Riesgos Climáticos y Capacidad de Adaptación<sup>21</sup>) procedures and the incorporation of climate change factors into CSNR management plans. The Palmarito, Fundación Cunaguaro, Resnatur and La Pedregosa CSNRs participated in these workshops. Progress was also made in reaching another target through the project support provided to the creation of a 2015-2019 Orinoquia SIRAP management assessment report that discusses outstanding targets and goals.*
- *Line 4: Establishment of new national, regional and local protected areas and development of complementary Orinoquia SIRAP conservation strategies: The project helped reach its first target, "Homologating–unifying the region's conservation area portfolio–contributing to biodiversity and ecosystem service conservation," through the creation of workspaces and criteria discussion workshops geared towards creating a decision-making tool for the SIRAP's organizations. A subcommittee composed of PNN, WWF and IAvH experts was formed to support these efforts. It has compiled information regarding six methodological analysis criteria: the human footprint, territorial planning, species distribution, conservation gaps, climate change, and ecosystem services. As to this line's third goal, the project has conducted field trips and provided professional aid to help strengthen the Cumaribo y Manacacías declaration process. The project contributed to the achievement of its eighth goal by facilitating and monitoring SIDAP AOPs as well as coordinating Orinoquia SIRAP planning and management processes. Additionally, the project supported the consolidation of the SIDAP Arauca and of new Municipal Systems in places such as San Luis de Palenque, Paz de Ariporo, Orocué and Trinidad in Casanare.*

A steering committee and two technical committees were created with the project's help to monitor the development of the SIRAP's Action Plan.

### **Northeastern Andes**

20% out of the hoped-for 50% level of indicator compliance assigned to the development of a Northeastern Andes SIRAP AP has been reached. Throughout the first semester of FY2020, great progress was made in the pursuit of the following strategic lines of action, with the help of the project:

<sup>21</sup> This could be translated as Rapid Climate Risk and Resilience Analysis.

- Line 1: Regional PA management and administration planning within the Northeastern Andes SIRAP: 1.6% of the 3.5% progress this line represents was achieved.
- Line 2: Enhancement of ecosystem representativeness in new protected areas within the Northern Andes SIRAP and their complementary conservation strategies: 3% of the 13% progress this line represents was achieved.
- Line 4: Signing of reciprocal PA conservation and EE agreements supporting ecosystem service delivery: the entire 7% progress this line represents was achieved.
- Line 7: Creation of economic mechanisms to support SIRAP financial stability: 1.2% of the 3% this line represents was achieved.
- Line 8: Strengthening the capacities of the Northeastern Andes SIRAP Steering and Technical teams: 1.8% of the 6.5% progress this line represents was achieved.

The following is a list of the activities deployed by the project in order to pursue the strategic action lines and related efforts:

- *Participation in the following spaces of discussion, allowing for the creation of information inputs and work plans:*
  - *Two Northeastern Andes SIRAP Technical Committee meetings.*
  - *Eighth Protected Area Regional Committee meeting CORAP (after its name in Spanish)-CORPOBOYACÁ.*
- *Work plan execution in tandem with RESNATUR.*
- *Carrying out capacity strengthening workshops in the Refugio del Oso (Zapatoca–Santander) and the ADAMIUAIN CSNRs, which are a part of the Northeastern Andes SIRAP, and creating Management Plans using the ARCA methodology.*
- *Creating and gathering the documents required to establish the Tirreza Foundation as the first Northeastern Andes coordination organization and assessing them with the help of the PNN's Central Level.*
- *Strengthening the participatory, governance and governability capacities of the Northeastern Andes SIRAP technical team. This has been achieved through training exercises, carried out in tandem with project partners, that have focused on building a subsystem timeline, identifying key stakeholders, determining their role within the subsystem and creating a stakeholder map.*
- *Strengthening private conservation management capabilities through the recruitment of a particular specialist that has joined the Northeastern Andes SIRAP Technical Secretariat to work on this area—a new hire, intended to consolidate this initiative, was expected to take place in 2020.*
- Product Indicator 2.2: The product associated with this indicator, intended to respond to national policy developments, is meant to have a nationwide effect and bolster communications initiatives and capacity building plans. To this effect, an expert was hired to harmonize policy results, the project's communications strategy, and its capacity building plan. Although this product's target is supposed to affect only 24 organizations based in only two priority regions, it is expected to affect all project intervention regions, be harmonized with SINAP policy implementation and communications strategy consolidation, and have a positive impact on capacity building processes throughout the System.

Different work spaces have been put in place to train key stakeholders on protected area management planning (FY2020 first semester report). The project is in the process of developing training programs on system wide protected area management planning in order to facilitate SINAP policy deployment.

The following capacity building exercises stand out in this regard:

- *A training exercise dealing with protected area management planning in accordance with different SINAP categories and involving the use and implementation of the planning guide created by the project. This activity was carried out in cooperation with the Magdalena-Cauca Vive GEF project and was participated in by CARs protected area coordinators, CSNR owners and NGOs in charge of formulating management plans.*
- *Several training exercises on ARCA methodology implementation, geared towards the incorporation of climate change factors into the CSNR management plans. These were participated in by the Palmarito, Fundación Cunaguaro, RESNATUR and La Pedregosa CSNRs.*

In addition to this, SINAP policy building has involved developing a capacitation strategy intended to specifically address the challenges and requirements identified at protected area, subsystem and SINAP levels. This strategy was expected to be consolidated during the second semester of FY2020 in order for its implementation to begin during FY2021.

- **Product Indicator 2.3:** A follow-up dashboard, tracking the progress the project has made in implementing the management plans of the protected areas included in its portfolio, lists the following results:
  - *In the El Tuparro National Natural Park, a work plan concerned with the adjustment and implementation of a monitoring plan and a prevention, surveillance and control protocol was carried out in its entirety. Turtle and subsistence fishing monitoring actions were carried out and, through field implementation-validation efforts and work sessions involving three levels of the PNN, the WCS and WWF, the design of a pressure-response monitoring plan was completed; this plan has been a part of project testing efforts since september of 2019. A monitoring design document and a series of methodology templates were drafted; these involve: pressure models derived from prevention, control and surveillance activities, spatial pressure indicators, designs for ecotourism monitoring activities (created in tandem with the National Government's Ecotourism Management Plan–Plan de Ordenamiento Ecoturístico), designs for response monitoring activities, and adjustments made to turtle and subsistence monitoring mechanisms (these updates were made on the basis of preliminary project results). Furthermore, the project's progress in these respects has been shared with local, regional, national and international stakeholders during meetings with the IAvH, SIDAPs and SIRAPs, and during the III Latin American and Caribbean Congress on Protected Areas. Lastly, a 2020 work plan, emphasizing biosphere conservation and climate change through reserve-level initiatives, was formulated and elicited the technical and logistical planning of a workshop centered around the implementation of ungulate monitoring initiatives and the validation of a pilot pressure-response indicator monitoring program, which took place between January 20 and February 14, 2020.*
  - *Agreements pertaining to the Northeastern Andes Region and envisioning specific work plans were signed with CORPOBOYACÁ, CORPONOR, CORPOCHIVOR, CAS, CDMB CORPOGUAVIO and the CAR. Concrete components of these work plans have been fully developed: several equipment technical requirements have been approved and progress has been made in the development of terms of reference for approved consultation processes.*
  - *Technical and logistical support has been provided to management plan implementation processes carried out in the Northeastern Andes and Orinoquia protected areas included in the project portfolio. The following is a list specifying the level of completion of each of these processes:*

**Northeastern Andes Region**

- *Cristales Castillejo o Guachaneque DRMI: 48%*
- *Cuenca Alta del Rio Zaque RFPR: 14%*
- *Sisavita PNR: 29%*
- *Bosque Secos del Chicamocha DRMI: 51%*
- *Siscunsi–Ocetá PNR 51%*

**Orinoquia Region**

- *Quebrada Honda PNR 40%*

The project also supported the creation of the management plans for the following protected areas:

- *Guayupes PNR: The management planning guide created by the project was used to structure the diagnostic, coordination and strategic components of this protected area's management plan and its governance scheme.*

It is worth noting that, even though it is intended to facilitate the implementation of management plans, this product's deployment involved the use of the SINAP planning guide ( see Table 18 in Annex 8).

**Table 10** **Component 2 Product Indicator Fulfillment (C2): Strengthening Regional Subsystems of Protected Areas–SIRAPs**

PRODUCT INDICATOR	BASELINE	TARGET	FULFILLMENT	%	COMMENTS
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Component 2: Strengthening Regional Subsystems of Protected Areas –SIRAPs					
2.1 Orinoquia and Northeastern Andes SIRAPs' Action Plans updated and implemented  Quantity (%)	0 (10)	2 (60)	35% (Northeastern Andes)  90% (Orinoquia)  0	62	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>– AOPs.</li> <li>– Updated action plans.</li> <li>– Action Plan Implementation Progress Report.</li> </ul> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>– The baseline will be updated at the end of the second year of project implementation once the APs have been adjusted and harmonized with the SINAP AP.</li> <li>– The baseline expresses the average progress made in implementing action plans in both subsystems.</li> </ul> <p>The IDB requested that indicator fulfillment be expressed as an amount of updated and implemented action plans. Consequently, Table 10 lists two individual action plans. Each of these pertains to a single SIRAP (one of them was deployed in the Orinoquia SIRAP and the other was deployed in the Northeastern Andes SIRAP).</p> <p>The implementation of APs pertaining to all of the country's SIRAPs has been supported.</p> <p>Outcomes have also been expressed as percentages. Full implementation of a regional AP represents 50% of total indicator fulfillment.</p> <p>Overall, the project has provided support to both subsystems' technical secretariat in matters such as: <i>i) the recruitment of qualified personnel required to deal with specific issues, ii) funding and facilitating the work of technical committees, and iv) making visible and promoting subsystems on a national level.</i></p>
2.2 Local institutions and organizations trained in managing PAs  (Quantity)	0	24	0	30	<p><u>Means of Verification:</u></p> <p>Capacity building event database.</p> <p><u>Assumptions:</u></p> <p>Regional institutions continue to be interested in participating in biodiversity conservation initiatives carried out in priority protected areas.</p> <p><u>Comments:</u></p> <p>The indicator takes stock of the work carried out every year in 10 local institutions and 2 local organizations.</p> <p>Although the target pertains to organizations based in two specific priority regions, it is currently being expanded to contemplate all regions, it being linked to the SINAP's national policy and addressing national-level communications issues.</p> <p>An expert was hired to harmonize policy results with the project's communications and training strategies.</p> <p>Different training processes involving project partners have been conducted.</p>
2.3 Implemented regional and national protected area management plans  (%)	10	50	22	45	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>– Yearly briefings/reports.</li> <li>– Progress briefings/reports.</li> </ul> <p><u>Assumptions:</u></p> <ul style="list-style-type: none"> <li>– Regional stakeholders continue to be interested in management plan implementation.</li> <li>– There are resources available to execute management plans.</li> </ul> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>– The level of implementation of the management plans for the 10 regional protected areas the project is involved with cannot be accurately determined. Baseline values will be established during the first year of project execution.</li> <li>– The project will support the implementation of El Tuparro National Natural Park's control and surveillance program.</li> </ul> <p>A project dashboard detailing management plan implementation levels in the protected areas contemplated by this project component has been devised.</p> <p>The SINAP planning guide is being used to help develop protected area management plans.</p>
2.4 Management effectiveness methodology analysis cycles conducted within regional subsystems and protected areas	0	14	6	50	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>– Management effectiveness evaluation concerning individual updated subsystems.</li> <li>– RUNAP reports.</li> </ul> <p><u>Assumptions:</u></p> <p>SIRAPs are willing to make use of the project's effectiveness evaluation methodology.</p> <p><u>Comments:</u></p>



(quantity)					<ul style="list-style-type: none"> <li>– Analysis cycles will be carried out in accordance with management effectiveness methods developed by the project.</li> <li>– The indicator takes two evaluation cycles (to be deployed in years 3 and 5 of the project implementation process) into account. These are meant to cover one subsystem and six protected areas.</li> </ul> <p>CARs priority changes required changing the project's PA portfolio. It now includes the following areas, which are being monitored using a follow-up dashboard:</p> <ul style="list-style-type: none"> <li>o Areas whose management plan implementation processes are being supported by the project. Their management effectiveness levels are measured in order to determine the project's contribution. Results in this regard are averaged before being reported.</li> <li>o Areas whose management initiatives are not supported by the project, but have requested support in carrying out effectiveness analyses. Results in this regard are not taken into consideration in the impact indicator compliance average reported.</li> </ul> <p>It has been necessary to request postponing implementation cycles in order to accurately determine the project's actual impact, given that most of the project's management plan implementation support activities did not begin taking place until late 2019.</p> <p>Effectiveness results concerning portfolio areas have contributed to determining the extent of the fulfillment of the PA Management Effectiveness Improvement Percentage Indicator, included in the National Development Plan.</p>
2.5 SINAP monitoring information system components implemented in both the Orinoquía and the Northeastern Andes SIRAPs (report quantity)	0	2	0	10	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> <li>– SINAP Information System database.</li> <li>– Regional reports drafted by monitoring institutions.</li> </ul> <p><u>Comments:</u></p> <p>The SINAP Research and Monitoring Plan's priority follow-up issues are: the representativeness of species, continental aquatic ecological systems, connectivity and ecosystem services.</p> <p>The APs for the Orinoquía and Northeastern Andes SIRAPs contemplate activities for enhancing monitoring systems, including the update of the conservation priorities and prioritized indicator exercise.</p>

**Note:** This  color indicates a compliance concern.

**Sources:** IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

- **Product Indicator 2.4:** The initial protected areas portfolio was modified in response to changes in CARs priorities. The IDB was duly informed of this situation in the last biannual report. The portfolio currently includes the following areas, which are being monitored using a follow-up dashboard:
  - o Areas whose management plan implementation processes are being supported by the project. Their management effectiveness levels are measured in order to determine the project's contribution to these. Results in this regard are averaged before being reported.
  - o Areas whose management initiatives are not supported by the project, but have requested support in carrying out effectiveness analyses. Results in this regard are not taken into consideration in the impact indicator compliance average reported.

As was suggested in the results matrix, the project work team requests to postpone implementation cycles in order to accurately measure the project's contributions. Most of the project's management plan implementation support activities did not begin to take place until late 2019.

As a consequence of project tools being used in several protected areas and information concerning these being amply shared in different venues, several CARs and CSNRs have requested the project's technical support for directing and facilitating the implementation of effectiveness analysis exercises in, for example, the Risaralda and Valle del Cauca SIDAPs,

which are made up of more than 15 protected areas. The project seeks to train institutional functionaries in the use of its instruments so that they themselves may carry out such activities without its direct intervention.

Furthermore, it is worth noting that outcomes resulting from project intervention in the areas included in its portfolio are being taken into account when reporting progress made in complying with the PA Management Effectiveness Improvement Percentage indicator established in the National Development Plan.

This product will serve to bolster SINAP management effectiveness. The project has determined that the effectiveness of 82% of the system has never been assessed. No cost-effective tools are available for accomplishing this.

- **Product Indicator 2.5:** Compliance with this indicator is beholden to the development of product 1.4. Activities pertaining to this compliance are intended to support the initiatives of all of the country's subsystems, although these activities have primarily focused on priority subregions, in accordance with results matrix requirements.

The SINAP Monitoring System implementation process requires fully installing prototype regional monitoring systems in the Orinoquia and Northeastern Andes SIRAPs. This process is an integral part of the SINAP Monitoring System design and has been incorporated in the project work plans constructed in collaboration with the project's partners.

The Orinoquia SIRAP action plan contains a cluster of monitoring system development activities (which, incidentally, include the update of conservation priority-setting procedures) that are interlinked with many other GEF-SINAP project elements. Similarly, the Northeastern Andes SIRAP action plan calls for constructing and implementing a monitoring information system. The arrangements to harmonize both subsystems' APs with the SINAP's new national policy will respond to information pertaining to the fulfillment of specific priority indicators.

### 5.3.3 Component 3 Product Effectiveness

*Component targets have not been reached at regional and national scales but have been surpassed at the level of CSNRs.*

**Table 11** summarizes the Component 3 indicator fulfillment process. Component 3 indicators are discussed below.

- **Product Indicator 3.1:** The project supported the following declarations of five regional areas and one national area:
  - *Guayupes PNR*
  - *Cinaruco DMNI*
  - *Cuchilla El Varal DRMI*
  - *Bosques Secos del Chicamocha DRMI*
  - *Cuchilla Mesa Alta DRMI*
  - *Bosque Seco Tropical Pozo Azul DRMI*

Project intervention in the Northeastern Andes and Orinoquia Regions has supported the creation of 15 Civil Society Natural Reserves.

National and regional area declaration statuses have been recorded and detailed in summary documents that have been endorsed by the Colombian Academy of Sciences (ACCEFYN, after its name in Spanish) and the research institutes involved in the project. CSNR declaration processes have involved drafting characterization, zoning and registry documents.

It is important to note that the project's technical team and resources have been involved in additional processes concerned with establishing and expanding areas not included in its portfolio, such as the national areas linked to the "Alliance for the Conservation of Biodiversity, Territories, and Culture" (Chiribiquete National Natural Park, the Mapelo Flora and Fauna Sanctuary, Yurupari-Malpelo DNMI and Cabo Manglares DNMI), new areas established within Corpourabá's jurisdiction (Peque DRCS), the first Amazon Regional Natural Park (Miraflores-Picachos PNR) and others associated to similar



processes such as those taking place in the Serranía de San Lucas and the expansion of the Sierra Nevada de Santa Marta National Natural Park.

**Table 11** **Component 3 Product Indicator Fulfillment (C3):Increasing the SINAP's Ecosystem Representativeness**

PRODUCT INDICATOR	BASELINE	GOAL	FULLFILLMENT	%	COMMENTS
<i>Component 3: Increasing the SINAP's Ecosystem Representativeness</i>					
3.1 Technical studies pertaining to the new national, regional and local PAs <sup>22</sup> carried out. (quantity)	0	17	1 national area 5 regional areas 15 CSNRs (32)	60	<p><u>Means of Verification:</u> New PA declaration summary documents.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>– The product includes the results of the key stakeholder consultation processes required by law.</li> <li>– Compliance with this indicator should be assessed during the first year of project implementation, once the creation of the cluster of new PAs the project is to be involved with has been confirmed (this list should involve, at a first glance, 3 national, 8 regional and 6 private areas).</li> <li>– The term "approved" refers to ACCEFYN and/or research institute endorsement.</li> </ul> <p>The project is committed to support the declaration of 3 national, 8 regional and 6 private protected areas. To date, the declaration processes concerning five regional, one national and fifteen national areas, as well as a CSNR, have been supported.</p> <p>The summary documents pertaining to the creation of national and regional areas have been approved by ACCEFYN and endorsed by the research institutes involved with the project. Characterization, zoning and registry documents confirm the creation of CSNRs.</p>

**Note:** This  color indicates a compliance concern.

**Sources:** IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

## 5.4 Efficiency: Achievement and Budget/Execution Comparison

Overall, the project's efficiency has been found to be satisfactory (S). Its handlers have been capable of bringing good results together with high quality budget management, as well as of reaching their objectives within the specified time frames. Co-financing data must be updated and it is necessary to anticipate the funding needed to complete the remaining project tasks (see the planned vs. executed budget matrix and the product vs. budget matrix contained in Annex 9).

Table 12 summarizes the project's budget and budgetary execution. Some adjustments were made to product budgets, although the resources initially allocated to each component were not modified. Consequently, the total initial budget of USD \$4,157,000 provided by the GEF was kept intact. However, the following pertinent details should be considered:

- The development of products 1.1 and 1.3, which is still in process, has required spending all of the GEF/IDB resources allocated to it. Similarly, the development of product 1.5 has required spending 76% of the resources allocated to it. Nevertheless, the following is worth pointing out:
  - Some of the matching funds have been retained (see Table 20 in Annex 9).
  - It is still possible to assign resources allocated to the development of certain products to the development of different products as long as all processes concerned are included in the same component (see Table 19 in Annex 9).
  - It is still possible to take the resources assigned to one component and allocate them to another component.
- Only 30% of the matching fund budget has been spent (see Table 12 and Table 21 in Annex 10). The following facts have been gleaned from the observations of interviewees qualified to discuss these subjects:

<sup>22</sup> The following project intervention areas have been delineated: (1) the Spectacled Bear Biological Corridor in the Northeastern Andes Regions and (2) three biological corridors, Jaguar, Piedemonte and Selvas Transicionales in the Orinoquía Region.

- Disbursements involving individual governorates as well as the National Natural Parks of Colombia, which is an integral part of the National Government, have been made. These operations and all their financial details have yet to be definitively formalized.
- The Arauca Governorate will be included among the project's counterparties, helping increase the matching fund budget.
- The 2019 election processes made it necessary to postpone financial discussions with the Casanare Governorate until 2020, after the modifications to its staff resulting from electoral results were made. A meeting with the Casanare Governorate's Environmental Secretariat was scheduled for March 2020 but could not take place due to the COVID-19 outbreak. Despite these limitations, the project transactions involving this Governorate (representing an amount of approximately USD \$784,000) will soon be legally formalized.
- Financial arrangements involving the Vichada Governorate are undergoing the initial phases of their legal formalization processes. So far, they have involved scheduling official meetings with the current director of the Governorate's Secretariat for Agriculture, Mining and the Environment.
- It seems further cash and in-kind matching funds added to the project's budget are to be expected.

According to the Fifth Biannual Report (delivered in January 2020), the project has carried more financial execution activities this fiscal year than the year before. These efforts have focused on supporting the implementation of actions in compliance with formal agreements involving the project's partners (i.e., regional environmental authorities and local organizations), the implementation of the El Tuparro National Natural Park's Monitoring Program, and the generation of inputs for consolidating the SINAP's policy.

- Component 1:** The project has financially supported key actions contemplated by the Orinoquia and Northeastern SIRAPs' Action Plans, the recruitment of a graphic design and printing services provider involved in publishing the management planning guide, a consultancy process that facilitated the protected areas' information monitoring systems and the generation of inputs (workshops) for consolidating the SINAP's policy (workshops).
- Component 2:** The project financially supported the implementation of the Orinoquia and Northeastern Andes SIRAPs' Action Plans, the consolidation of agreements and work plans involving an agreed upon by regional environmental authorities, and equipment acquisition processes and workshops involved in the process of implementing El Tuparro National Natural Park's monitoring plan (PNN, WCS and WWF led these workshops).
- Component 3:** The project has made progress pertaining to the investments approved by new PA declaration work plans agreed upon by regional environmental authorities, the implementation of management plans concerning new protected areas, and inscribing these in the RUNAP.

**Table 12 Comparison Between the Budget Specified in the POM and the Budget Spent (until September 30, 2020)**

PRODUCT	2017-2022 PLANNED BUDGET					EXECUTED BY SEPTEMBER 2020									
	IDB/GE F	CONTRIB UTION	ADDITIONAL RESOURCES		TOTAL	IDB/G EF	%	CONTRIB UTION	%	ADDITIONAL RESOURCES				TOTA L	%
			In kind	Cash						In kind	%	Cash	%		
Component 1 : Strengthening the SINAP	1,000,000	150,000	2,452,640	0	3,602,640	773,961	77 %	127,540	85%	17,470	1%	0	N/A	918,970	26 %
1.1 SIRAP action plans harmonized with the SINAP action plan	275,586	30,000	142,757	0	448,343	275,075	100 %	30,117	100 %	8,630	6%	0	N/A	313,822	70 %
1.2 Technical guide for formulating or updating	100,640	36,000	27,051	0	163,691	85,971	85 %	34,597	96%	2,173	8%	0	N/A	122,741	75 %

protected area management plans developed																
1.3 Management effectiveness methodology developed in collaboration with stakeholders	9,289	20,000	1,159,428	0	1,188,717	9,289	100 %	16,348	82%	6,666	1%	0	N/A	32,303	3 %	
1.4 SINAP monitoring information system developed to address regional subsystem dynamics	186,725	10,000	1,039,540	0	1,236,265	42,035	23 %	2,875	29%	0	0%	0	N/A	44,910	4 %	
1.5 SINAP communications strategy designed and implemented	273,102	34,000	83,864	0	390,966	206,933	76 %	25,957	76%	0	0%	0	N/A	232,890	60 %	
1.6. Technical inputs for creating SINAP policy instrument generated	154,658	20,000	0	0	174,658	154,658	100 %	17,646	88%	0	#¡DI V/O!	0	N/A	172,304	99 %	
Component 2: Strengthening Regional Subsystems of Protected Areas – SIRAPs	2,000,000.00	50,000	4,668,397	1,780,717	8,499,114	741,166	37 %	58,712	117 %	3,080,745	66%	0	0 %	3,880,622	46 %	
2.1 Orinoquia and Northeastern Andes SIRAPs' Action Plans updated and implemented	435,707	15,000	1,014,053	386,801	1,851,562	202,066	46 %	16,634	111 %	947,660	93%		0 %	1,166,359	63 %	
2.2 Local institutions and organizations trained in managing PAS	110,000	0	258,753	98,699	467,451	5,446	5%	0	N/a	0	0%		0 %	5,446	1 %	
2.3 Implemented regional and national protected area management plans	1,075,811	3,000	2,528,454	964,456	4,571,721	388,377	36 %	10,682	356 %	2,133,085	84%		0 %	2,532,144	55 %	
2.4 Management effectiveness methodology analysis	260,982	32,000	590,742	225,333	1,109,057	145,178	56 %	31,396	98%	0	0%		0 %	176,574	16 %	

cycles conducted within regional subsystems and protected areas															
2.5 SINAP monitoring information system implemented in both the Orinoquia and the Northeastern Andes SIRAPs	117,500	0	276,395	105,428	499,323	99	0%	0	#iDI V/O!	0	0%	0	0%	99	0%
Component 3: Increasing the SINAP's Ecosystem Representativeness	880,000	275,000	4,930,378	972,383	7,057,761	555,904	63%	217,062	79%	1,076,349	22%	0	0%	1,849,316	26%
3.1 Technical studies pertaining to the new national, regional and local PAs carried out	880,000	275,000	4,930,378	972,383	7,057,761	555,904	63%	217,062	79%	1,076,349	22%	0	0%	1,849,316	26%
Monitoring, evaluation and telecommunications	77,000	75,000	0	50,000	202,000	20,488	27%	52,500	70%	0	#iDI V/O!	0	0%	72,988	36%
Project Management	140,000	150,000	0	475,000	765,000	125,123	89%	105,000	70%	0	#iDI V/O!	0	0%	230,123	30%
Auditing	60,000	0	0	0	60,000	31,788	53%	0	0%	0	0%	0	0%	31,788	53%
PROJECT TOTAL	4,157,000	700,000	12,051,415	3,278,100	20,186,515	2,248,430	54%	560,814	80%	4,174,564	35%	0	0%	6,983,808	35%

**Note:** This  color indicates a compliance concern.

**Sources:** IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

## 5.5 Sustainability

***Overall, the project's sustainability has been assigned a probable (P) grade. The development of the SINAP's policy and its CONPES approval will provide a relative guarantee of the continued financing of project initiatives and of the possibility of leveraging new private and cooperation resources.***

The project's main objective is to consolidate the management and planning of the National System of Protected Areas (SINAP) at the national and regional levels through the development of instruments capable of improving its management effectiveness, enhancing its ecosystem representativeness and strengthening the participation of regional stakeholders and interest groups in conservation initiatives deployed throughout strategic biological corridors and conservation mosaics. The project adopted the following sustainability strategies:

### 5.5.1 Social and Institutional Sustainability (see Annex 4)

(sources: GEF-SINAP, 2020; IDB, 2018; ID 2016)

- *The project has involved more than 800 representatives of public and private entities and NGO delegates in formulating its policies and consolidating its reputation with a view to creating synergies at different levels.*
- *The project actively sought to involve national and regional entities in charge of territorial planning and environmental stewardship (CARs) in its formulation and development<sup>23</sup>.*
- *The project has successfully drawn operating funds from the following sources: the Vichada Governorate, Cormacarena, the Casanare Governorate, Corponor, Corporinoquia, Santander Regional Autonomous Corporation, CDMB Corporation, the Cundinamarca Regional Autonomous Corporation, Corpoboyacá, Corpochivor, the National Government, National Natural Parks of Colombia, National Natural Parks of Colombia via KFW, the Ministry of the Environment and Sustainable Development, the Interamerican Development Bank, La Palmita Natural Reserve, Fundación Orinoquia Biodiversa, Fundación Palmarito, WWF, and WCS.*
- *The development of the project's information monitoring systems as well as the development and implementation of its communications strategy have allowed, and will continue allowing it in the future, to share its results as well as to promote awareness to the SINAP's national policy, and environmental issues in general, among various national, regional and local participants, and, consequently, to attract attention among new allies/participants.*
- *The project has signed agreements with different institutions/organizations to support the consolidation of the SINAP and ecosystem conservation (see Annex 6).*
- *The project has linked its initiatives with protected area declaration, effective management, and fostering initiatives carried out by other projects (such as the "Alliance for the Conservation of Biodiversity, Territories, and Culture," HeCo, and GEF projects involving protected areas) to promote its results, expand its scope and foment the use of its instruments among different local, regional and national partners (Fifth Biannual Report, 2020).*
- *The project believes that incorporating a gender equity and an intergenerational perspective, mainly through the installment of safeguards, to the design, monitoring and evaluation activities pertaining to new and extant protected areas included in its portfolio has a positive impact on the communities living in those same areas. Project implementation has involved carrying out technical studies and baseline assessments that take gender equity and intergenerational issues closely into account in newly created protected areas. The project also sought to promote the incorporation of gender and intergenerational perspectives, at all*

<sup>23</sup> The Project Steering Committee (SC) is made up of partner entity representatives, namely: MADS delegates (belonging both to the Ministry's International Affairs bureau, which constitutes the GEF's main institutional focus, and the Forestry Directorate, which is in charge of dealing with the project's technical aspects) and National Natural Park officers or designees; two (2) delegates acting on behalf of the Northeastern Andes SIRAP and two (2) delegates acting on behalf of the Orinoquia SIRAP (each SIRAP appoints a delegate to represent private organizations and another delegate to represent public organizations); and the executor, acting as the Legal Representative of the Executing Agency, or whomever it chooses to appoint. (IDB, 2016; IDB, 2018).

levels, by including the following measures, among others, into its initiatives: i) recognizing gender and intergenerational differences in management efforts and styles, especially when it comes to evaluating management effectiveness; ii) identify gendered and intergenerational particularities concerning needs, interests, knowledge and behavior shaping conservation initiatives; iii) adapting specific situations and conditions in order to make the participation of women and different generational groups more comfortable; iv) integrate a gender and an intergenerational perspective into the design of educational materials; v) guarantee the participation of women and different generations in the creation and implementation of a protected area governance model.

- The project sought to include indigenous peoples in the consultation and declaration activities it carried out in support of the creation of the Cinaruco protected area. This involved working hand in hand with indigenous delegates to carry out consultation efforts and fostering the successful declaration of the area in conformity with MADS Resolution 1125 of 2015, which requires disseminating results among local communities. However, it is still necessary to continue to help strengthen the participation of ethnic groups in integral territorial planning and national policy formulation and deployment dynamics.

### **5.5.2 Ecological Sustainability**

–The project's ecological sustainability was derived not only from its promotion of the representativeness of Colombia's ecosystems but also its instrumentality in creating new biological corridors, which, after all, foment the incorporation of integral and ecosystemic approaches to natural resources into development processes and their economic and social dynamics.

–The project not only has contributed to the country's ecological sustainability by supporting the declaration of 550,000 new hectares of protected areas, which currently enhance national ecosystem representativeness and connectivity, but also, by strengthening and empowering several organizations and institutions through the use of capacity building and planning tools, will furnish sustainable development processes with more and better information for assertive decision-making.

–The project has made ample use of WWF's work platform to promote activities that helped consolidate the SINAP's technical and financial stability and support national and regional protected area declaration processes. This has allowed it to surpass many of its goals and make use of international methodologies, such as the IUCN's Green List Standard (Fifth Biannual Report, 2020).

–The project has signed ecological restoration agreements with local communities, who have committed themselves to continue to carry out the efforts detailed in these even after it has come to a close.

–The project has deployed CC risk management strategies (see Annex 4) such as i) including CC considerations in management plan development and update methodologies (Product 1.2), ii) incorporating CC adaptability methodologies into training programs and activities involving regional institutions and local organizations (Product 2.2), and iii) including CC risk assessment procedures in technical studies involving new protected areas.

### **5.5.3 Financial Sustainability**

Strengthening the Colombian SINAP requires improving the financial prospects of protected areas, harmonizing procedures and mandates, and improving and testing capacities in selected areas. Furthermore, policies and capabilities implemented at national, regional and local levels by the project are required to enhance the replicability of its initiatives.

Therefore, the project's leadership in the formulation of a SINAP policy, along with this policy's CONPES approval, should prove to be critically important factors in securing public funds and, consequently, in leveraging private and cooperation resources to ensure the



continuity of the project's initiatives. This effort is linked to the consolidation of the HeCo project, which will take charge of implementing and scaling the GEF-SINAP project's components and processes<sup>24</sup>.

Since project initiatives involve the participation of a large number of interested parties at national, regional and local levels, and with the purpose of maximizing the project's investments, extant institutional work spaces have been employed to make consensus decisions affecting the SINAP, the SIRAPs and Civil Society Organizations. Said workspaces have become stronger as a result.

Through its alliances with CARs, Governorates and Civil Society Organizations the project has gained access to these entities' field presence and networks to support the declaration of new protected areas and the implementation of their management plans. For the most part, concrete project initiatives cannot be carried out without this access. Furthermore, the project's alliances with these entities has also provided it with important co-financing resources.

These synergies have significantly contributed to making the project's impact cost-effective and allowed the project to build capacities and promote empowerment at national, regional and local levels. Additionally, the project's allies have helped finance the implementation of their own protected area management plans, as part of the execution of their own action plans and budgets, mostly in the project's intervention areas, which points to an appropriation of the project's outcomes and the sustainability of its achievements. It is hoped that the support provided for the project will grant it access to additional public, private and international cooperation funds.

#### **5.5.4 Socioeconomic Benefits**

The conservation of protected areas (which make up 26% of the country) and the improvement of their management help guarantee the provision of ecosystem services. The SINAP brings together at least 19 PAs responsible for providing water for over 25 million people and 50% of the nation's hydroelectric power. Additionally, these PAs contain over 152,286.32 ha of irrigation districts. Their total yearly contributions have been estimated at 1,877 million US dollars (Reyes M., 2013). Their contribution of water resources to the country's productive sectors during dry and temperate seasons has been estimated at between 2,308 and 2,770 million US dollars, representing 0.9% of the nation's GDP. Sectors benefiting from these, ordered from those that benefit the most to those that benefit the least, are: agriculture (32%), industry (23%), domestic (18%), energy (18%), services (3%) and others (6%) (GEF, 2016).

Andean moors are among the most important ecosystems in terms of water production and regulation. 34 moors, spanning 1,932,395 ha have been identified in Colombia (Morales et al., 2007), representing 1.6% of the national territory. However, only 709,849 out of the 1,932,395 ha lie within the SINAP, which means that 63% of these ecosystems are not being protected. The declaration of new protected areas within the Northeastern Andes and Orinoquia SIRAPs will add at least 116,000 ha of andean moors providing ecosystem services to different socioeconomic sectors to it.

The strategic establishment of protected areas, when linked to other key policies, is one of the most affordable means of reducing and controlling deforestation. Similarly, it is the best way of achieving specific conservation objectives, such as the protection of endemic and endangered species. The project makes use of several assets that help guarantee the economic and environmental cost effectiveness of PA creation and consolidation processes, such as the National Environmental System (SINA, after its name in Spanish),

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<https://www.minambiente.gov.co/index.php/noticias-minambiente/3454-nace-herencia-colombia-el-programa-para-proteger-nuestro-capital-natural-para-siempre>

the Regional Conservation Portfolio Areas, the scientific support of the IAvH and the profound commitment of Civil Society Organizations. In addition to these, the project's main strategy is based on up-to-date gap, threat and biological representation studies, and its financial model requires key management activities to take the latest cost estimates into account. Both the strategy and the model inform the formulation and implementation of operations plans and yearly budgets.



## 6 LESSONS, CONCLUSIONS AND RECOMMENDATIONS

This chapter begins by discussing lessons learned, proceeds to derive its conclusions from them and makes pertinent suggestions concerning these. A particular set of lessons learned, conclusions and suggestions corresponds to each of this document's three main areas of discussion: project design and relevance, effectiveness and efficiency, and impact and sustainability.

### 6.1 *Design and Relevance*

#### 1 **Assertive Adaptive Management:**

- LL: Project coordination helped make it possible to profit from emerging opportunities and deploy adaptive management strategies, particularly during the process of supporting the creation of a SINAP policy.
- Conclusion: The GEF-SINAP project proved to be assertive, especially when it came to profiting from the opportunity of contributing to and leading the development of a national SINAP policy. This has been of critical importance to the creation of synergies and further hoped-for project products and results. Some interviewees have already mentioned the need for the project to enter its second phase. This assertiveness has also helped put the project on the map, drawing widespread attention to its initiatives.
- Recommendation: Taking care not to jeopardize its results matrix, the project should seek to leverage private and cooperation resources that could be added to public resources it might obtain with the help of the new CONPES (2020-2030) agenda to finance the implementation of the SINAP policy it helped design and which is now in the process of being approved.

The project's IA could obtain resources to support the expansion of its scope to address national issues, such as national policy implementation, institutional capacity-building and others.

#### 2 **Well-Defined Development Issues:**

- LL: Identifying the most pressing development issues, implementing consultation processes to determine how to delineate them, and assertively incorporating them into the project's design is crucial for its success.
- Conclusion: The project's design adequately addressed serious national conservation and sustainable development concerns that were duly assessed in consultation with key stakeholders and scientifically identified in the course of preliminary diagnostic processes. The project's adaptive management has been quite sound and it is to be anticipated that some of its impact and product targets will be surpassed, given that, in some cases, it has managed to intervene at a national level despite the fact that it is only expected to deal with priority subregions. For instance, the PA management effectiveness assessment guide grapples with the fact, detected by preliminary diagnostics, that 50% of the SINAP's territory lacks a management planning tool.
- Recommendation: Although the project's design approached products, results and targets realistically, it is necessary for the project to continue to monitor opportunities and for its handlers to maintain the level of excellence of their adaptive management approach. During a meeting with project staff, members of the MADS' International Cooperation Department expressed the desire to

secure the project's help to formulate some of the Ministry's international policies and targets.

### **3 Partner Roles:**

- LL: The project's partners' main roles must be clearly understood in order to guarantee the success of the project's activities.
- Conclusion: The coming into office of newly elected CARs directors brought with it a change in the project's protected area portfolio, due mostly to political rather than technical reasons (conservation issues). The implementation of some of the project's agreements with CARs have slowed down, especially in the Northeastern Andes Region.
- Recommendation: It is necessary to devise a promotion agenda to inform the new CARs directors on the project's progress and point out the importance of complying with extant agreements to the continuing execution of its work plans.

Project agreements with CARs should be pursued and the execution of the work plans associated with them should be speeded up in order to implement more initiatives in PAs, especially in the Northeastern Andes Region.

The Implementing Agency (IA) must vigorously help—if necessary, at the highest level—the Executing Agency (EA) to prevent, as much as possible, political motivations from influencing technical decisions. This support should include formulating an assertive communications plan and carrying it out at the appropriate time. This would require accurately foreseeing what national administrative/political changes will take place after democratic elections.

## **6.2 Effectiveness and Efficiency**

### **4 Results Matrix Modifications:**

- LL: The project must adapt to its changing circumstances. This involves changing some impact and product targets.
- Conclusion: There are several technical reasons to change the project's approach to the fulfillment of the following indicators :
  - *"Management Effectiveness" impact indicator (section 5.2, indicator 0.1.1). Since baseline measurements and the PA portfolio have been changed, it is currently impossible to determine the project's contributions to management effectiveness as scheduled.*
  - *"New National Protected Areas Added to the SINAP" impact indicator (section 5.2, indicator 0.2.1). There are problems with the declaration of two areas the project is involved with. As things stand now, the project cannot reach the targets linked to this indicator.*
  - *"New Regional Protected Areas Added to the SINAP" impact indicator (section 5.2, indicator 0.2.2). The current project portfolio is insufficient for reaching the target linked to this indicator.*
  - *"Management Effectiveness Methodology Analysis Cycles Conducted within Regional Subsystems and Protected Areas" product indicator (section 5.3.2, indicator 2.4). If the cycles are carried out this year, it will be impossible for them to take the project's contributions to protected area management effectiveness into account.*

These adjustments are expected to ensure that the project's results and product targets will be achieved on schedule.

- **Recommendation:** The following changes to the results matrix should be made (in accordance with the Fifth Biannual Report's requests) :
  - *Indicator 0.1.1: The baselines and targets associated with it, as well as the values assigned to each in the compliance timeframe, should always differ by an average of 8 points, as was initially intended in the project design. Appropriate changes to the results matrix document should be made only after culling management effectiveness data pertaining to two PAs that have yet to be assessed in this regard, as per the new target number of effectively analyzed protected areas.*
  - *Indicator 0.2.1: The declaration of new national areas located outside the project's priority subregions and included in the project portfolio should be contemplated by this indicator.*
  - *Indicator 2.4: This indicator should contemplate the postponement of implementation cycles in order to allow for an accurate measurement of the project's contributions to be made.*

It is worth promoting the development of products linked to monitoring strategies, communications operations and management plans more aggressively.

The new policy should vigorously incorporate considerations regarding integral territorial planning and marine areas.

## **5 Harmonization of Products with the New SINAP Policy:**

- **LL:** The development of a new SINAP policy (which has already been designed and is being approved) brought with it the necessity of harmonizing the project's products with its specific attributes, which has required making changes—some of these have already been discussed above.
- **Conclusion:** Although certain products have already been developed, efforts to assertively comply with indicators and devise products that fit in with the new SINAP policy and the HeCo project, and capable of strengthening the SINAP and benefitting individual PAs, are being carried out. This has involved expanding the priority region coverage of some products to include national dynamics.
- **Recommendation:** It is important to strongly support the project's efforts to continue to formulate and implement the SINAP's new policy. This requires helping it to reach further goals and surpass established targets, whose pursuit, besides being widely favored by public and private sectors, has and will continue to make significant impacts in the process of strengthening the SINAP and the sustainable development of the country. It is also important to acknowledge and support the project's efforts to expand its targets to address national-level issues.

## **6 Project Management:**

- LL: Management/financial processes involved in executing this type of project are complex and challenge the task of ensuring that the IA and the EA work in harmony with each other.
- Conclusion: Some delays were experienced at the beginning of the project implementation process concerning the completion of administrative/financial procedures required to submit plans for approval on a no-objection basis. These setbacks hindered, among other necessary actions, the purchase of equipment for improving management effectiveness.
- Recommendation: It is recommendable to convene a meeting between the IA and EA at the very beginning of a GEF project to establish procedures that can streamline the approval on a no-objection basis of administrative/financial processes in order to improve the execution of the project's agenda as well as its compliance reporting.

The IA must devise an effective capacitation initiative concerned with clearly familiarizing the project's staff with the IDB's administrative procedures at the very beginning of its implementation. This initiative should include an adequate examination of the EA's procedures.

## **7 Co-financing Resources:**

- LL: Keeping the project's co-financing records updated makes it possible to make sound decisions and take action in a timely manner.
- Conclusion: Current co-financing records are outdated. However, it is expected that matching funds in this regard will surpass the amounts that were initially stipulated, so there should be no risk involved in submitting the partner's matching fund vouchers for approval.
- Recommendation: It is necessary to update co-financing data in order to dispose of accurate decision-making information, especially in light of the fact that it will soon be necessary to deal with the consequences of the COVID-19 pandemic's impact on the project.

## **6.3 Impact and Sustainability**

### **8 Capacity Building:**

- LL: Capacity building among the country's environmental authorities is a key component of its sustainability.
- Conclusion: The project has formulated processes for strengthening the planning tool interpretation and implementation capacities of environmental authorities.
- Recommendation: It is necessary to strengthen the environmental authorities' capacities in order to promote PA management planning so as to make progress in addressing other issues, such as the formulation and execution of management plans, and their monitoring through management effectiveness analyses.

It is also opportune to continue to strengthen the capacities of owners of Civil Society Nature Reserves included in the project portfolio and of coordinating organizations, since the fact that they operate on a voluntary basis guarantees the sustainability of project actions in this area.

## 9 **Increasing Biodiversity:**

- LL: Biodiversity is enhanced not only through the support provided to the declaration of new PAs and the biological corridor scheme but also through the process of implementing the new SINAP strengthening policy and harmonizing it with the project's products.
- Conclusion: According to interview results, the project has managed to increase national biodiversity through its far-reaching participation and capacitation strategies and its expansion of the PA portfolio.
- Recommendation: The project's efforts in this regard have to be strengthened and perfected further in order to bolster the work of the institutions involved in consolidating its conservation and sustainable development agendas. PA enhancement should be emphasized when doing so.

## 10 **Integral Vision for Sustainable Territorial Development**

- LL: Sustainable development not only involves preservation efforts, it also requires ensuring the sustainable use of the territory. Certain kinds of conservation strategies linked to the sustainable use of natural resources complement the preservation work carried out within PAs and operate within integral development systems.
- Conclusion: Collective properties span approximately 75% of the country's total territory. These cannot be excluded from local, regional and national conservation schemes because they complement the preservation work carried out by PAs.
- Recommendation: Sustainable development requires an integral territorial vision and integral territorial planning, at national, regional and local scales, that foster both preservation schemes and the sustainable use of natural resources.

Schemes acknowledging the sustainable use of the collective properties of ethnic groups (afrodescendants and indigenous peoples), other peasant groups and CSNRs included in the SINAP must be put in place so as to allow for the development of more assertive sustainable development promotion schemes and the improvement of the quality of life of Colombia's entire population.

It is necessary for the project to support schemes for developing community tourism, ecotourism and other travel and leisure initiatives. It should also seek to secure Payment for Environmental Services to remunerate sustainability management efforts, for instance, in tandem with water and energy companies.

## 11 **Building Sustainability is not just a Financial Matter:**

- LL: Although it is important to secure funds in order to continue to carry out the activities initiated by the project, it is just as important to consolidate complementary and cooperative work commitments agreed upon with different stakeholders and sectors at national, regional and local levels.
- Conclusion: Sustainable development requires assertive governance solutions for bringing together the efforts of the different players involved in it and directing them towards a common advantage. Some of these players' functions tend to overlap, making it difficult to allocate resources efficiently.

It is important to determine the social and economic benefits derived from the implementation of different intervention strategies in order to effectively raise awareness and make crucial decisions.

- **Recommendation:** The project needs to strengthen spaces of dialogue involving key stakeholders in order to refine assertive governance methods. This should be undertaken in such a way as to harmonize the project's localized territorial efforts with its own efforts at regional and national levels, and ensure that consultations with ethnic and peasant groups are culturally appropriate.

Technical recommendations and agreements among key stakeholders must be effectively acknowledged and supported by the action plans consolidated by the project. Furthermore, political interference in all decisions pertaining to these matters should be avoided as much as possible. The private sector should become involved with these issues.

All this requires harmonizing planning methodologies so that strategic and action plans operating at national, regional and local levels pursue the same objectives, complement each other and gain a modicum of independence from four-year administrative political cycles. This should, in turn, clear the way for all of the entities associated with the project to contemplate and pursue long-term objectives.

The project should ensure that all development plans include management plans. In fact, the project team considers that developing management schemes should be mandatory at local, regional and national levels.

The project should also ensure that these refinement initiatives continue to be carried out once it has ceased to operate. Thus, the particular nature of the involvement of every institution and key private stakeholder with them should be clearly delineated before this happens.

## **12 Community-Based Organization and Ethnic Group Strengthening:**

- **LL:** Community-based organizations occupy a privileged position from which to implement their initiatives and foment a transformational embrace of sustainable and family-based development. Similarly, the participation of ethnic groups is crucial to planning the territories they inhabit.
- **Conclusion:** Since community-based organizations (such as youth and womens' groups) are located and operate within particular territories, they may more easily (in terms of time and resource expenditures) carry out specialized initiatives throughout these same territories. Projects that work with these kinds of organizations not only provide employment opportunities but also foster greater widespread acceptance and awareness of sustainable development activities and make use of an understanding of local contexts to effectively adapt and implement their own activities. Projects involving these organizations were better able to carry out in-field tasks amid the challenges posed by the COVID-19 outbreak.

Project work pertaining to the Cinaruco PA was contributed to by local indigenous communities. Consultations with these communities led to the declaration of this PA in accordance with the 1125 Resolution of 2015, which involved carrying out result-sharing activities among the general public.

- **Recommendation:** It is important for projects to involve and strengthen community-based organizations in and through their fieldwork. These joint efforts should emphasize sustainable development and gender equality, and empower the specific participation of families, regarded as key social institutions.

Furthermore, it is necessary to strengthen the participation of ethnic groups in integral territorial planning and the development of national policy (OP-765).

**13 Product Impact Continuity:**

- LL: According to interviewees qualified to discuss these matters, the project's contribution to strengthening the SINAP has already proven to be considerable and surpassed all of the expectations contemplated by the project's initial design.
- Conclusion: The GEF-SINAP project's leadership in the development of the SINAP's national policy has gained a high level of legitimacy and become a part of the Government's National Agenda. The MADS has reached out to the project's handlers to solicit help in promoting international negotiations and setting national goals.
- Recommendation: It is critically important to garner support for the GEF-SINAP project that will allow it to transcend its original results, products and targets and immediately carry out resource leveraging efforts that will allow its initiatives to continue after the project officially ends in 2022.

**14 Public Relevance of Project Products:**

- LL: It is necessary to publicize the project's products and place them at the disposal of the general public.
- Conclusion: Project products should serve as organizational/institutional resources for supporting the sustainable development of the country.
- Recommendation: All project products should be published online.

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## **8       ANNEXES**

### **Annex 1:**

#### **INTERVIEW QUESTIONNAIRE**

# MTE NATIONAL AND REGIONAL SINAP CONSOLIDATION

Interviewee (Name, contact, organization, position): \_\_\_\_\_

Date:\_\_\_\_\_.Means of Interview(phone call, in person, etc.): \_\_\_\_\_

INTRODUCTION
<p>The IDB is carrying out a MTE of the National and Regional SINAP Consolidation project. The idea is to critically evaluate its performance, through a complete and systematic analysis of the project's design, implementation, products, results and possible impacts.</p>
<p>What part have you played in the project's development? (date, time period)</p>
I. RELEVANCE
<p>1. Who have been the project's main stakeholders? What roles have they played? How do they relate to each other?</p>
<p>2. How does the project relate to the main objectives of the GEF's area of interest and to local, regional and national environmental and development priorities?</p>
<p>3. Were key issues identified properly from the beginning (relevant background)? Have the project's design and implementation fit in well with national realities and current capacities? Explain.</p>
<p>4. Did the issues addressed by the project improve or worsen? What are the reasons for this?</p>
<p>5. Was there consistency between the interested parties' needs and the project? Between the project's internal logic and its expected products/results? Between its design and its implementation approach? Was there cooperation and complementarity between the project and its partners and local participants: commitments and responsibilities?</p>
<p>6. Regarding project execution, what internal and external factors have positively affected the achievement of intended objectives? What changes have had to be made to the project's (technical, financial, economic and institutional) approaches in order to guarantee the achievement of these objectives? What were the reasons behind these changes? Have serious adjustments been made to the project in order to maintain its relevance?</p>
<p>7. What were some of the lessons learned in this regard?</p>
II. EFFECTIVENESS
<p>8. Which of the project's components/products have been fully developed? What were their baseline standards? Was success in this regard planned for? Which products were fully delivered? Which were partially delivered? Which have not been delivered? What schedules were set in these regards? ?</p>
<p>9. Do indicators properly address the development of planned and expected products? What lessons were learned in this regard?</p>
<p>10. What were the main risks (and assumptions) that affected the effective development of the project? Were they identified appropriately? Were they mitigated? In what way? What lessons were learned in this regard?</p>
<p>11. Have ties with institutions or organizations been forged?</p>

12. Which other unplanned achievements did the project make? What strengths and weaknesses can be identified in this regard? (OAA)
13. Will the current level of performance make it possible to reach the main objective? Looking back, what would you have done differently, in this regard? What positive and negative outcomes could be listed? Was the project's gender strategy appropriate?
14. What lessons learned in the course of implementing the project will prove useful for the development of future agreements?
<b>III. EFFICIENCY</b>
15. Has project spending regarding components/activities/products fit budget estimates? Has this spending been sufficient to achieve its purposes? Has it been necessary to make financial adjustments (regarding deadlines, available resources, etc.)?
16. Was the amount of time allotted to the development of each of the project's products/components appropriate? In what way?
17. What key issues have emerged? What are the strengths and weaknesses of the project's financial execution (OAA)?
18. If more economic resources were allocated to the project, how would you spend them?
19. How could the project have been more efficiently executed? What lessons were learned in this regard?
<b>IV. IMPACT</b>
20. What innovative experiences, processes, methodologies or services have emerged or were adopted? Have these been successful? Which activities have fostered innovation?
21. What are the project's actual or possible impacts (pertaining to the environment, income, socio economic issues)?
22. Has the project had any unforeseen impacts? Under what implementation circumstances and in what context would the project produce its expected impacts?
23. How could the project profit from its successes and learn from its weaknesses? What lessons have been learned in this regard?
<b>V. SUSTAINABILITY</b>
24. Has the project adopted a strategy of sustainability? What are its key activities? How are they financed?
25. Have project investments proven to be sustainable?
26. Have/has the project's products/results or scope/benefits proven to be sustainable so far?
27. Do you believe the project to be sustainable? If so, what factors, in your opinion, have contributed to its sustainability? What considerations should be made, from a technical and an institutional standpoint, regarding these issues? What are your reasons for formulating these?
28. What are the project's weaknesses?
29. Who are the project's local participants, beneficiaries and partners? How many of these are there? Have they appropriated it? What commitments have they made? Have they cooperated with the project? How have their

	actions complemented each other? What activities have been carried out by project counterparts or other stakeholders?
30.	Has the project collaborated with or complemented other projects or initiatives carried out in Colombia or internationally? What commitments have been made by these concerning the project's initiatives? Have they cooperated with the project? How have they complemented each other in their interactions with the project? Have any value-added products resulted from the project's interaction with these projects or initiatives?
31.	Which key stakeholders do you consider to have the potential to become key allies in ensuring the continuity and/or sustainability of the project's results/benefits? Which do you consider to be the key activities needed to strengthen the EA?
32.	What are some of the main challenges involved in ensuring the project's sustainability? Have these been addressed? What potential measures could be taken to tackle them? What lessons have been learned in this regard?
VI. MONITORING AND EVALUATION	
33.	What instruments have been used to monitor and evaluate the project (intermediate and final reports, inspection visits, PMRs/PCRs, evaluation reports, etc.) What indicators have been used in this regard?
34.	How would you describe project oversight? What improvements could be made in this regard?
35.	Has a results-based management approach been adopted? Explain.
36.	How often (periodicity) were monitoring instruments deployed? What lessons were learned in this regard?

## **Annex 2:**


### **LIST OF PEOPLE AND ORGANIZATIONS INTERVIEWED**

Table 13

People/Organization Interview Agenda Spanning the Time Period between April 21 and May 18,

NAME	POSITION/ORGANIZATION	CONTACT INFORMATION	VIRTUAL	FACE-TO-FACE
Julia Miranda Londoño	Director General of National Natural Parks of Colombia/PNN	direccion.general@parquesnacionales.gov.co Tel. PNN general directorate: +573102551000 Fanny Suárez, general directorate communications consultant. Tel. PNN: +57 3108170338		X
Carolina Jarro	Management Subdirector/PNN	3103270075/ carolina.jarro@parquesnacionales.gov.co		X
María Claudia García	Vice Minister of Environmental Policies and Normalization/MADS	<a href="mailto:mcgarcia@minambiente.gov.co">mcgarcia@minambiente.gov.co</a> +57co Teléfono +57 3323400 Ext. 1110 - 1120		X
Mary Lou Higgins	Director of WWF Colombia	<a href="mailto:mlhiggins@wwf.org.co">mlhiggins@wwf.org.co</a> +57 3137686845	X	
Sandra Valenzuela	Operations Director, WWF Colombia	<a href="mailto:svalenzuela@wwf.org.co">svalenzuela@wwf.org.co</a> +57 3137659770		X
Emilio Rodriguez	Forests and Biodiversity Director/ MADS	<a href="mailto:erodriguezb@minambiente.gov.co">erodriguezb@minambiente.gov.co</a> +57 3108746233		X
Laura Bermúdez and Jaisa Bejarano 15/05, 9:00 am, meet	International Relations Office Consultant/MADS	<a href="mailto:3135182979/lbermudez@minambiente.gov.co">3135182979/lbermudez@minambiente.gov.co</a>	X	
Rosa Ladino and Hernán Barbosa 27/04, 9:30 am, zoom	SINAP Management and Integration Group Coordinator/PNN	<a href="mailto:Rosa.Angélica.Ladino.Parra-GGIS@parquesnacionales.gov.co">Rosa Angélica Ladino Parra - GGIS</a> < <a href="mailto:Rosa.Ladino@parquesnacionales.gov.co">Rosa.Ladino@parquesnacionales.gov.co</a> > +57 3192277064	X	
Hernán Barbosa	SINAP Management and Integration Group/PNN	<a href="mailto:hernan.barbosa@parquesnacionales.gov.co">hernan.barbosa@parquesnacionales.gov.co</a> +57 3002139086		X
Fabio Villamizar and Astrid Mosquera 28/04, 1:30 pm, zoom	Northeastern Andes Territorial Director /PNN	<a href="mailto:fabio.villamizar@parquesnacionales.gov.co">fabio.villamizar@parquesnacionales.gov.co</a> +57 3153098109	X	
Edgar Olaya	Orinoquia Territorial Director/PNN	<a href="mailto:edgar.olaya@parquesnacionales.gov.co">edgar.olaya@parquesnacionales.gov.co</a> +57 3112103763		X
Jorge Ceballos 21/04, 9:30 am, meet	Western Andes Territorial Director/ PNN	<a href="mailto:jorge.cebillos@parquesnacionales.gov.co">jorge.cebillos@parquesnacionales.gov.co</a> +57 3148964738	X	
Eduardo Londoño 21/04, 11 am, Whatsapp	Protected Area Specialist/Autonomous Regional Corporation of Risaralda	<a href="mailto:elmejia@carder.gov.co">elmejia@carder.gov.co</a> +57 3164512606	X	
Nancy Rivera 22/04, 8:30 am, Whatsapp	Northeastern Andes SIRAP Technical Secretariat (currently working in the Amazon Region)	<a href="mailto:nancy.rivera@parquesnacionales.gov.co">nancy.rivera@parquesnacionales.gov.co</a> +57 3023894529	X	
Tatiana López 29/04, 10 am, meet	Technical Secretariat/SIRAP-Pacific	<a href="mailto:secretariasirappacifico@iap.org.co">secretariasirappacifico@iap.org.co</a> +57 3155429290	X	

Juan Carlos Arias, Adriana Prieto, Lina Orjuela 24/04, 3 pm, zoom	Specialist, Orinoquia Territorial Directorate/PNN	<a href="mailto:juan.arias@parquesnacionales.gov.co">juan.arias@parquesnacionales.gov.co</a> <a href="tel:+573103376606">+57 3103376606</a>	X	
Linda Orjuela	Technical Secretary SIRAP- Orinoquia/ PNN	Mailbox/SIRAP-DTOR < <a href="mailto:sirap.dtor@parquesnacionales.gov.co">sirap.dtor@parquesnacionales.gov.co</a> > <a href="tel:+573213133757">+57 3213133757</a>		X
Natalia Gómez 22/04, 11 am, skype	Protected Area Specialist/CVC-Regional Autonomous Corporation of Valle del Cauca	<a href="mailto:natalia.gomez@cvc.gov.co">natalia.gomez@cvc.gov.co</a> <a href="tel:+573006115590">+57 3006115590</a>	X	
Marcela Santamaría	Scientific Director RESNATUR	<a href="mailto:msantamaria@resnatur.org.co">msantamaria@resnatur.org.co</a> <a href="tel:+573112571104">+57 3112571104</a>		X
Alejandro Olaya	Director/ Fundación Palmarito	<a href="mailto:alejandroolayav@gmail.com">alejandroolayav@gmail.com</a> ; <a href="mailto:palmaritocasanare@gmail.com">palmaritocasanare@gmail.com</a> <a href="tel:+573208358634">+57 3208358634</a>		X
Any Zamora 5/05, 8 am, zoom	Marine Protected Area Subsystem/Marine and Coastal Research Institute - INVEMAR	<a href="mailto:anny.zamora@invemar.org.co">anny.zamora@invemar.org.co</a> <a href="tel:+573218521618">+57 3218521618</a>	X	
Sergio Niño 5/10, 1:00 pm, whatsapp	Protected Area Specialist/ Regional Autonomous Corporation of Norte de Santander-CORPONOR	<a href="mailto:snino@corponor.gov.co">snino@corponor.gov.co</a> <a href="tel:+573115568388">+57 3115568388</a>	X	
Hugo Armando Díaz Luis Hair Dueñas, Subdirector 29/04, 8:30 am, meet	Protected Area Specialist/ Corpoboyacá	<a href="mailto:hdiaz@corpoboyaca.gov.co">hdiaz@corpoboyaca.gov.co</a> <a href="tel:+573103239818">+57 3103239818</a>	X	
Jose Manuel Ochoa	Biodiversity Assessment and Monitoring Program Coordinator/ Alexander von Humboldt Biological Resource Research Institute	Jose Manuel Ochoa Quintero < <a href="mailto:jochoa@humboldt.org.co">jochoa@humboldt.org.co</a> > <a href="tel:+573108878973">+57 3108878973</a>		X
Fernando Balcazar and Olga Lucía Bautista 23/04, 3:30 pm, teams	Senior Natural Resource Specialist/ IDB	<a href="mailto:FERNANDOBA@iadb.org">FERNANDOBA@iadb.org</a> <a href="tel:+5713257039">Tel: (+57-1) 325 7039</a>		X
Olga Lucía Bautista	Environment, Rural Development and Disaster Risk Management Division/IDB	<a href="mailto:OLGABA@IADB.ORG">OLGABA@IADB.ORG</a> <a href="tel:+573138906744">+57 3138906744</a>	X	
Hilayalit Rodríguez	Orinoquia Manager/ WWF (GEF-SINAP)	<a href="mailto:gestororinoquia@wwf.org.co">gestororinoquia@wwf.org.co</a> <a href="tel:+573106282297">+57 310 628 2297</a>	X	
Beatriz Rey	Northeastern Andes Manager/ WWF (GEF- SINAP)	<a href="mailto:gestorandes@wwf.org.co">gestorandes@wwf.org.co</a> <a href="tel:+573115425077">+57 311 542 5077</a>		

Note: This  color highlights the interviews that were effectively carried out.

## **Annex 3:**

### **RISKS CONTEMPLATED BY PROJECT DESIGN**



The following is a presentation of the risks and mitigation measures identified in the project design (GEF, 2016).

Table 14 Overall Project Risks and Corresponding Mitigation Strategies Included in the "Request for CEO Endorsement"

Risk	CLASSIFICATION	MITIGATION STRATEGIES
1. Political/Institutional: The implementation of strategic SINAP consolidation initiatives is interrupted because of a lack of effective participation and consensus among the national, regional and local stakeholders regarding the processes of instrument updating and the development of methodological tools	M	The project will adopt a participative approach to product development that will bring together and represent all stakeholder interests. A communications and stakeholder involvement strategy will be developed to this end.
2. Environmental: CC events may cause habitat displacement and alteration and impact target populations and ecosystems, rendering management plans inadequate to deal with the challenges posed by these issues	M	The project has adopted several strategies to deal with climate change- (CC) related risks: i) Including CC strategies as a part of management plan development and update methodologies (Product 1.2), ii) Include CC adaptation as a part of the training exercises and activities involving regional institutions and local organizations (Product 2.2) and iii) Including CC risk assessments as part of technical studies focusing on new protected areas
3. Local and Indigenous Community Participation: It is possible that indigenous or local communities will not be interested in the declaration of new protected areas	M	National Natural Parks of Colombia and the nation's CARs have done much to inform and consult with interested parties regarding the creation of new protected areas. To date, no indigenous peoples have been approached in this regard. PA declaration processes will continue to be supported and, as a mitigating measure, cultural and social characterization studies will be conducted in every prospective protected area within the first year of its declaration process. If studies and the pertinent authorities confirm the presence of indigenous communities within new PAs, then consultation processes will be carried out in order to obtain their free, previous and informed consent (FPIC). This will ensure indigenous groups will be able to exercise their free choice on the basis of sufficient and opportune information regarding the benefits and disadvantages of protected area declaration. Additionally, the recommendations made by social and cultural studies will be taken into account throughout the execution of the project. Many indigenous groups have been incorporated into SIRAPs in which the project is intervening, and are aware of its work, which greatly reduces the risk of their non-participation in this regard.

Note: H: High Risk.

L: Low Risk.

M: Medium Risk.

Some risks associated with the declaration of new PAs have been removed from this list because the procedures surrounding their mitigation did not fit clearly with the officially approved declaration process (Resolution 1125 of 2015).

Source: GEF, 2016.

## **Annex 4:**

### **UPDATED PROJECT RISK MATRIX INCLUDING MIDTERM EVALUATION COMMENTS**

The matrix below contains the project updates made by June 2020, based on the 2020 Biannual Report updates, pertaining to the risks identified at the start of the project and in response to which mitigation actions have been carried out.

Table 15 Project Risk Matrix (Last Updated at the End of April of 2020) and Mitigation Measures Taken

RISK	PROBABILITY	IMPACT	RISK CLASSIFICATION	MITIGATION MEASURES	FINAL ASSESSMENT AND GRADE <sup>25</sup>
<b>1. Political/Institutional:</b> The implementation of strategic SINAP consolidation initiatives is interrupted because of a lack of effective participation and consensus among the national, regional and local stakeholders regarding the processes of instrument updating and the development of methodological tools	1	3	1+3= 4 Substantial (S)	<p><b>Design:</b> The project will adopt a participative approach to product development that will bring together and represent all of the interests associated with it. A communications and stakeholder involvement strategy will be developed to this end during the first year of the project's execution.</p> <p><b>PREVENTIVE MEASURES:</b>            Participative approach adopted, communications and stakeholder involvement strategies designed (including pertinent measurement indicators), communications and stakeholder involvement strategies implemented.</p> <p><b>DETECTION MEASURES:</b>            Project stakeholder map created detailing stakeholder role, incidence, involvement, participation, and causes and consequences derived from this information.</p> <p><b>CORRECTIVE MEASURES:</b>            Constant monitoring and assessment and pertinent strategy adjustment (biannual updating of baseline indicators assigned to the communications and stakeholder involvement strategy).</p> <p><b>Procedure:</b> Constant strategy monitoring and assessment and pertinent adjustment (biannual updating of baseline indicators concerned with communications and stakeholder involvement policy), biannual stakeholder map update, design and implementation of an early warning tool to be updated biannually.</p>	<p>The risk has diminished.</p> <p>Due to the mitigation measures that were taken, awareness among different stakeholders was addressed in this regard.</p> <p><b>IMPROBABLE (Ip)</b></p>
<b>2. Environmental:</b> CC events may cause habitat displacement and alteration and impact target populations and ecosystems, rendering	1	2	1+2= 3 Modest (M)	<p><b>Design:</b> The project has adopted several strategies to deal with climate change- (CC) related risks : i) Including CC strategies as part of management plan development and update methodologies (Product 1.2), ii) including CC adaptation as a part</p>	<p>The risk holds.</p> <p>The project includes strategies for addressing CC risks:</p>

<sup>25</sup> A classification key is contained in Table 5.

management plans inadequate to deal with the challenges posed by these issues				<p>of the training exercises and activities involving regional institutions and local organizations (Product 2.2) and iii) including CC risk assessments as part of technical studies focusing on new protected areas.</p> <p><b>PREVENTIVE MEASURES:</b> Including CC strategies as part of management plan development and update methodologies (Product 1.2). Including a CC adaptation methodology as a part of the training exercises and activities involving regional institutions and local organizations (Product 2.2).</p> <p><b>DETECTION MEASURES:</b> Including climate change risk assessment as a part of technical studies concerned with new protected areas; developing a system for monitoring risks associated with climate change and incorporating it into protected area management plans.</p> <p><b>CORRECTIVE MEASURES:</b> Develop a climate change evidence monitoring system.</p> <p><u>Procedure:</u> Constant monitoring and assessment of the risk monitoring system. Designing and implementing an early warning tool to be updated biannually.</p>	<p>i) Including CC strategies in MP development and update methodologies (Product 1.2), ii) including a CC adaptation methodology as a part of the training exercises and activities involving regional institutions and local organizations (Product 2.2) , and iii) including CC risk assessment as a part of technical studies concerned with new PAs.</p> <p><b>PROBABLE (P)</b></p>
<p><b>3. Local and Indigenous Community Participation:</b> It is possible that indigenous or local communities will not be interested in the declaration of new protected areas</p>	2	2	<p>2+2= 4 Substantial (S)</p>	<p><u>Design:</u> National Natural Parks of Colombia and the nation's CARs have done much to inform and consult with interested parties regarding the creation of new protected areas.</p> <p>To date, no indigenous peoples have been approached in this regard. PA declaration processes will continue to be supported and, as a mitigating measure, cultural and social characterization studies will be conducted in every prospective protected area within the first year of its declaration process.</p> <p>If studies and the pertinent authorities confirm the presence of indigenous communities within new PAs, then consultation processes will be carried out in order to obtain their free, previous and informed consent (FPIC).</p> <p>This will ensure indigenous groups will be able to exercise their free choice on the basis of sufficient and opportune information regarding the benefits and disadvantages of protected area declaration.</p> <p>Additionally, the recommendations made by social and cultural studies</p>	<p><i>The risk has diminished.</i></p> <p>The Cinaruco PA declaration involved a consultation process and was carried out in accordance with Resolution 1125 of 2015, which requires carrying out socialization efforts.</p> <p>However, it is still necessary to strengthen ethnic group participation in the integral planning of territories and the development of national policy.</p>

				<p>will be taken into account throughout the execution of the project.</p> <p>Many indigenous groups have been incorporated into SIRAPs in which the project is intervening, and are aware of its work, which greatly reduces the risk of their non-participation in this regard.</p> <p><b>PREVENTIVE MEASURES:</b> Conduct reporting and consulting processes with interested parties concerning new protected areas (these should be led by PNN and the CARs).</p> <p><b>DETECTION MEASURES:</b> PA declaration processes will continue to be supported and cultural and social characterization studies will be conducted in every prospective protected area within the first year of its declaration process.</p> <p><b>CORRECTIVE MEASURES:</b> Developing prior consultation processes if studies and pertinent authorities confirm the presence of indigenous communities in target areas in order to obtain their free, previous and informed consent (FPIC). The recommendations made by social and cultural studies will be taken into account throughout the execution of the project.</p> <p><u>Procedure:</u> Periodic assessments and formulation of a measurement indicator system. Biannual update of the measurement indicator system.</p>	<b>IMPROBABLE (lp)</b>
<p><b>4. "Public Security Risks":</b> Events threatening public security impede the adequate implementation of actions contemplated in work plans because they endanger project personnel.</p>	2	3	<p>2+3= 5 High (H)</p>	<p>WWF has put in place project security protocols permitting the individual analysis of particular situations and the identification of high risk places and moments (e.g., during elections) so as to adequately manage interventions without putting project personnel in peril.</p> <p><b>PREVENTIVE MEASURES:</b> Public security risk assessment of the areas outside of Bogotá where fieldwork is conducted.</p> <p><b>DETECTION MEASURES:</b> Consulting a public security risk map of the areas involved in the project's plans.</p> <p><b>CORRECTIVE MEASURES:</b> Constant monitoring and assessment accompanied by pertinent protocol adjustments.</p>	<p><i>The risk holds.</i></p> <p>Close monitoring is carried out with the help of territorial authorities (PNN, CARs, MADS) before determining which areas are to be visited. No security issues have emerged to date.</p> <p>Lines of communication will be maintained as a necessary</p>

				<i>Procedure:</i> Compliance with WWF security protocols.	precautionary measure.  <b>PROBABLE (P)</b>
<b>5. Institutional Modifications. Regional Changes in Priorities, Policies or Instruments</b> (due to management and work team changes)	2	3	2+3= 5 High (H)	<p>Meetings are convened with new directors and work teams to discuss the progress and advantages of project implementation in light of the fulfillment of targets contemplated by the project partners' planning instruments.</p> <p><b>PREVENTIVE MEASURES:</b> Review project schedules to determine coincidences with CARs director and staff change events, as well as with institutional planning procedures (such as the implementation of CARs APs).</p> <p><b>DETECTION MEASURES:</b> Determining how these changes affect planning.</p> <p><b>CORRECTIVE MEASURES:</b> Constant monitoring, assessment and pertinent adjustment of project plans.</p> <p><i>Procedure:</i> Permanent project dialogue with CARs directors and work teams.</p>	<p><i>The risk has diminished.</i></p> <p>A new MADS Minister came into office after project execution was initiated. This difficulty is addressed through work plan implementation. Legal mechanisms support current work plans.</p> <p><b>IMPROBABLE (Ip)</b></p>
<b>6. Health Crisis/Emergency (COVID-19 outbreak)</b>	1	3	1+3= 4 Substantial (S)	<p>In response to this unforeseen and exceptional global scenario, WWF has chosen to adopt all of the guidelines proposed by the WHO, as well as those proposed by the National Government, in order to ensure the situation has only a minimal impact on staff health, and to attempt to modify its on-site intervention plans accordingly (e.g., field trips, workshops, etc.) with the help of strategic partners.</p> <p><b>DETECTION MEASURES:</b> Determining how this exceptional situation will impact the execution of planned actions.</p> <p><b>CORRECTIVE MEASURES:</b> Adjusting work plans that, in accordance with official agreements, were designed in collaboration with CARs. Constant monitoring, assessment and pertinent adjustment of project plans.</p> <p><i>Procedure:</i> Compliance with WWF guidelines based on WHO recommendations and</p>	<p><i>The risk has diminished.</i></p> <p>In response to this unforeseen and exceptional global scenario, WWF has chosen to adopt all of the guidelines proposed by the WHO as well as those proposed by the National Government, in order to ensure the situation has only a minimal impact on staff health, and to attempt to modify its on-site intervention plans accordingly (e.g., field trips, workshops, etc.) with the help of strategic partners.</p>

				guidelines formulated by local and national government institutions.	<b>IMPROBABLE (Ip)</b>
<b>7. Representative Market Rate Variation</b>	3	3	3+3= 6 High (H)	<p>National investments (on equipment, acquisitions and consultancy) not involving the expenditure of dollars or imports are prioritized.</p> <p><b>PREVENTIVE MEASURES:</b> Representative market rate monitoring. Determining possible execution and cash flow scenarios and their possible projections. Creating financial execution alerts.</p> <p><b>DETECTION MEASURES:</b> Detecting insufficient or excessive budget item execution. Detecting possible investment overcharges. Checking rate impacts at the moment of making disbursements in cash.</p> <p><b>CORRECTIVE MEASURES:</b> Constant monitoring and assessment of investments. Determining work plan adjustments.</p> <p><i>Procedure:</i> Periodically assessing and monitoring the project's PEP/AOPs, Acquisitions Plan and cash flow. Maintaining lines of communication with WWF's financial team and the IDB work team in order to fully comply with pertinent and current guidelines and propose relevant adjustments.</p>	<p><i>The risk holds.</i></p> <p>National investments (on equipment, acquisitions and consultancy) not involving the expenditure of dollars or imports are prioritized.</p> <p><b>PROBABLE (P)</b></p>

Note: Probability/impact: 1:Low, 2: Medium, 3: High.

Added Total/Classification:

5-6= High Risk (H): Indicates that there is a more than 75% probability that the assumptions will prove to be invalid or will not materialize, or that the project could face high risks.

4= Substantial Risk (S): There is a 51% to 75% chance that the assumption will prove to be invalid or will not materialize, or that the project could face substantial risks.

3= Modest Risk (M): There is a 26% to 50% chance that the assumptions will prove to be invalid or will not materialize, or that the project could face only modest risks.

2= Low Risk (L): There is an up to 25% chance that the assumptions will prove to be invalid or will not materialize, or that the project could face only modest risks.

The color   constitutes an alert. N/A= Not applicable

Source: *Results and Interview Matrix, 2020.*

## **Annex 5:**

### **KEY STAKEHOLDERS**




Table 16 Key Stakeholders

KEY STAKEHOLDER	ROLE	CAPACITY TO PERFORM ROLE	EXPLANATION
Ministry of the Environment and Sustainable Development (MADS)	Steering Committee Member and Project Partner  The MADS is part of the Steering Committee and in charge of coordinating and aligning the project with national policies, plans, programs and projects.	E	Project has worked closely with stakeholders in the development of several technical and political products.  Stakeholder has provided technical advice and official government guidance.
National Natural Parks of Colombia (PNN)	Steering Committee Member and Project Partner  PNN is in charge of coordinating and managing the SINAP and its subsystems. As part of the steering committee, they make sure subsystem functions align with national policies and guidelines. PNN will spearhead the development of SINAP planning methodologies and tools and foster their adoption by the CONAP. They also lead the creation of new protected areas nationwide.	E	Stakeholder provides support and technical guidance for the development of certain project products. It has been a part of the very process of building project products and instruments.
National Council for Protected Areas (CONAP)	SINAP Advisory Body  The National Council for Protected Areas (CONAP) was created in compliance with the 2372 Decree of 2010 to guarantee the harmonious, integrated and coordinated development of the SINAP. It is responsible for reviewing and adopting planning methodologies and tools developed by the project. It meets once a year.	G	Political entity in charge of promoting PA issues on a national scale. Has supported the project in providing institutional guidance to the development of its products. Relationship with the project is not permanent.
Regional System of Protected Areas (SIRAP) (Orinoquia and Northeastern Andes Regions)	Steering Committee Member and Project Partner  SIRAPs function as regional coordination entities made up of public and private national, regional and local protected areas. Different institutions intervene in the proper functioning of SIRAPs, such as universities and civil society national reserves registered in the RUNAP, among others. The active participation of interested parties associated with the six regional subsystems of protected areas (operating in the Caribbean, Pacific, Orinoquia, Amazon, and Northeastern and Western Andean Regions) is necessary for the implementation of the project.	E	Fully linked to the project. Has a smooth technical, political and strategic relationship with it.
Regional Autonomous Corporations (CARs) (CAR, CDMB, Corponor, CAS, Corpo Boyacá, Corpochivor, Corponor, Cormacarena, Corporinoquia)	Partners, Report Matching Funds (agreements)  SC and TC  CARs are regional environmental authorities responsible for implementing policies, plans and projects. They declare and manage protected areas at a regional level. They are tasked with supporting the development of and implementing the methodological and planning tools created by the project. They will take all measures necessary for the declaration of new regional protected areas.	CAR: A CDMB: A CORPONOR: E CAS: A CORPOBOYACÁ, CORPOCHIVOR, CORMACARENA: E CORPORINOQUIA: <sup>26</sup> A	Some executive difficulties presented themselves in working with the CAR, CDMB, CAS, CORPORINOQUIA. An initial joint work plan was drafted and not fulfilled due to certain reasons that made it necessary to update it.  The action plans involving CORPONOR, CORPOBOYACÁ,

<sup>26</sup> This CAR has had trouble operating as an institution and currently lacks a general director.

			CORPOCHIVOR, CORPOMACARENA were fulfilled on time and within budget.
Civil Society Natural Reserves (CSNRs)	Partners, Report Matching Funds (agreements) SC and TC  Legally typified as "Any non-profit entity working with real estate to carry out processes linked to biodiversity conservation and the sustainable use of biological resources, as well as its own corporate objectives." These organizations support and implement the incorporation of new CSNRs into project intervention areas (spanning the Orinoquia and Northeastern Andes Regions) and provide technical and scientific support.	E	Management planning processes involving reserve owners, which exceeded all expectations, constituted outstanding work opportunities and bolstered the project's sustainability.
Alexander von Humboldt Biological Resource Research Institute (IAvH)	Partner and TC  The IAvH is responsible for approving regional protected area declaration processes, especially those located in the project's two main focus subregions. The IAvH will support the development of a monitoring strategy and its implementation.	G	The project has worked hand-in-hand with the IAvH to build the Monitoring Information System. There were some obstacles in carrying out joint initiatives with the IAvH during the initial phases of the project.
World Wildlife Fund (WWF)	Project Executor and Steering Committee Member  The World Wide Fund for Nature Inc. –formerly the World Wildlife Fund Inc. (WWF)–, a global organization founded in 1961, is the executing agency in charge of project implementation. It has over 20 years of experience of working in Colombia, in conjunction with local, regional and national authorities, and has signed agreements concerning projects geared towards the declaration, protection and consolidation of PAs within the National System of Protected Areas. WWF is also responsible for managing the project, which includes taking care of its financial management and accounting, implementing planning tools, directing its acquisitions and recruitment processes, controlling the quality of goods and services furnished by contractors, and verifying compliance with terms and agreements, among other activities.	E	WWF has managed the GEF-SINAP project quite assertively, taking on any obstacles in the pursuit of excellence and the protection of national interests. Its persistence in endeavoring to expand the regional focus of the project to include national concerns is worthy of praise.

Note: E= excellent G= good A= acceptable B= bad.

This  color indicates a compliance concern.

Sources: Progress reports and interviews, 2020; IDB, 2018; IDB, 2016; GEF, 2016.

## **Annex 6:**

### **COOPERATION AGREEMENTS PERTAINING TO PROJECT EXECUTION SIGNED BY WWF**

Table 17

## Agreements Subscribed to Within the Framework of the ATN/FM-15980-CO Accord

AGREEMENT	OBJECTIVE
Ministry of the Environment and Sustainable Development (MADS)	Unite administrative technical and financial efforts in order to consolidate SINAP management and planning at national, regional and local levels through the development of instruments to improve its management effectiveness, increase its ecosystem representativeness and strengthen the participation of regional stakeholders and interest groups.
WWF+PNN+CAS (Frame Convention) Northeastern Andes SIRAP	Join parties' efforts to initiate the project to consolidate SINAP management and planning at national and regional levels.
DTOR-PNN CORMACARENA - 001	Join the efforts of WWF, DTOR and the Orinoquia SIRAP to begin executing the project to consolidate SINAP planning and management at national and regional levels.
WWF - PNN -002	Contribute to creating an integral, ecologically representative and efficaciously managed SINAP.
CORPORINOQUIA	Join efforts to strengthen regional PAs and strategic ecosystems within the corporation's jurisdiction, focused on their administration, management and conservation as well as on the implementation of PA MPs and the characterization of strategic ecosystems.
CORMACARENA - GUAYUPES 2018	Join technical, administrative and financial efforts to manage and conserve natural resources, PAs and strategic ecosystems within the corporation's jurisdiction.
CORMACARENA - GUAYUPES 2019	Join technical, administrative and financial efforts to manage and conserve PAs within the corporation's jurisdiction.
WCS	Join administrative, technical and financial efforts to strengthen the management of the El Tuparro National Park through the adjustment and implementation of its monitoring program and its prevention, surveillance and control plan.
Fundación Palmarito	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia region.
RESNATUR	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia, Northeastern Andes and Amazon Regions.
Fundación Orinoquia Biodiversa - FOB	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia region, with the intention of fostering and supporting them in their task of establishing and ensuring the proper management of their holdings and having them form a part of the Orinoquia and Northeastern Andes SIRAPs.
Fundación Reserva Natural La Palmita Centro de Investigación	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia region, with the intention of fostering and supporting them in their task of establishing and ensuring the proper management of their holdings and having them form a part of the Orinoquia and Northeastern Andes SIRAPs.
Fundación Cunaguaro	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia region, with the intention of fostering and supporting them in their task of establishing and ensuring the proper management of their holdings and having them form a part of the Orinoquia and Northeastern Andes SIRAPs.
Corporación Ambiental La Pedregosa	Lay the basis of cooperation between participating institutions to join technical, logistic and administrative efforts to implement technical support initiatives benefiting and actions promoting the strengthening of the capacities of proprietors, keepers and holders of real estate and CSNR coordination organizations located in the Orinoquia region, with the intention of fostering and supporting them in their task of establishing and ensuring the proper management of their holdings and having them form a part of the Orinoquia and Northeastern Andes SIRAPs.

CORPOBOYACÁ	Join the technical and administrative efforts of WWF Colombia and CORPOBOYACÁ to strengthen regional PAs and strategic ecosystems within the corporation's jurisdiction, focused on their administration, management and conservation especially regarding regional PA declarations, MP implementation, management effectiveness and complementary conservation strategies (CCSs).
CORPONOR	Join technical and administrative efforts to manage and conserve natural resources, strategic ecosystems and PAs within CORPONOR's jurisdiction, focused on their administration, management and conservation, especially efforts concerned with regional PA declarations, MP implementation, management effectiveness and capacity building, as well as other components pertaining to the strengthening of management capacities concerning PAs and the Northeastern Andes SIRAP.
CORPOCHIVOR	Join the technical and administrative efforts of WWF Colombia and CORPOCHIVOR to strengthen regional PAs and strategic ecosystems within the corporation's jurisdiction, focused on their administration, management and conservation especially regarding regional PA declarations, MP implementation, and management effectiveness.
CORPOGUAVIO	Join technical, administrative and financial efforts to manage and conserve natural resources, PAs and strategic ecosystems within the corporation's jurisdiction.
CDMB	Join technical, administrative and financial efforts to strengthen natural resources, PAs and strategic ecosystems within the corporation's jurisdiction, focused on their administration, management and conservation, especially those concerned with regional PA declarations, MP implementation, management effectiveness and capacity building, as well as other components pertaining to the strengthening of management capacities concerning PAs and the Northeastern Andes SIRAP.
The CAR	Join technical, administrative, logistic and human efforts to manage and conserve natural resources, PAs and strategic ecosystems within these corporations' jurisdictions, focused on their administration, management and conservation, especially those concerned with regional PA declarations, MP implementation and management effectiveness analysis.
CAS	Join technical, administrative and financial efforts to manage and conserve natural resources, PAs and strategic ecosystems within the corporation's jurisdiction, focused on its administration, management and conservation, especially those concerned with regional PA declarations, MP implementation, management effectiveness and capacity building, as well as other components pertaining to the strengthening of management capacities concerning PAs and the Northeastern Andes SIRAP.

Source: GEF-SINAP, 2020.

## **Annex 7:**

### **OTHER COMMUNICATION ACTIVITIES: DIGITAL MEDIA AND PRESS RELEASES**

## **2019 DIGITAL MEDIA PROMOTION**

Outlet: National Natural Parks of Colombia

Headline: Construcción de la política pública para el Sistema Nacional de Áreas Protegidas (SINAP)–Public Policy Development for the National System of Protected Areas (SINAP)

Date: July 4, 2019

Tone: Positive

URL: <http://www.parquesnacionales.gov.co/portal/es/construccion-de-la-politica-publica-para-el-sistema-nacional-de-areas-protegidas-sinap/>

Outlet: WWF Colombia

Headline: Empieza el proyecto para consolidar el Sistema Nacional de Áreas Protegidas: GEF-SINAP–The Project to Consolidate the National System of Protected Areas Begins: GEF-SINAP

Date: August 27, 2017

Tone: Positive

URL: <http://www.wwf.org.co/?uNewsID=309311>

Outlet: WWF Colombia

Headline: Se establecen acuerdos para rutas metodológicas de planes de acción en el primer Comité Técnico del GEF de Consolidación del Sistema Nacional de Áreas Protegidas–SINAP –Agreements Made Concerning Methodological Approaches to Action Plans During the First Technical Committee Meeting to Consolidate the National System of Protected Areas–SINAP

Date: April 6, 2018

Tone: Positive

URL: <http://www.wwf.org.co/?uNewsID=325931>

Outlet: WWF Colombia

Headline: Las Organizaciones articuladoras de las Reservas Naturales de la Sociedad Civil unidas por la conservación del país–Civil Society Natural Reserve Coordination Organizations United for the Nation's Conservation

Date: October 5, 2018

Tone: Positive

URL: <http://www.wwf.org.co/?uNewsID=336410>

Outlet: National Natural Parks of Colombia

Headline: Parques Nacionales Naturales de Colombia realizó el tercer Comité Técnico del Sistema Regional Andes Nororientales–National Natural Parks of Colombia Convenes the third Northeastern Andes Regional System Technical Committee Session

Date: November 1, 2017

Tone: Positive

URL: <http://www.parquesnacionales.gov.co/portal/es/parques-nacionales-naturales-de-colombia-realizo-el-tercer-comite-tecnico-del-sistema-regional-andes-nororientales/>

Outlet: National Natural Parks of Colombia YouTube Channel

Headline: CONSTRUCCIÓN POLÍTICA PÚBLICA SINAP 2020 - 2030–BUILDING 2020-2030 SINAP PUBLIC POLICY

Date: June 7, 2019

Tone: Positive

URL: <https://youtu.be/t6dipyHKPFU>

Outlet: National Natural Parks of Colombia YouTube Channel

Headline: SINAP 2020 - 2030 MEDELLÍN

Date: May 27, 2019

Tone: Positive

URL: [https://www.youtube.com/watch?v=GZgP9\\_Gi-EY&feature=youtu.be](https://www.youtube.com/watch?v=GZgP9_Gi-EY&feature=youtu.be)

Outlet: Ministry of the Environment

Headline: El país contará con una nueva política para el Sistema Nacional de Áreas Protegidas–The Country Will Have a New National System of Protected Areas Policy

Tone: Positive

URL: <http://www.minambiente.gov.co/index.php/noticias/4312-el-pais-contara-con-una-nueva-politica-para-el-sistema-nacional-de-areas-protegidas>

Outlet: El Tiempo

Headline: Una nueva política para definir el rumbo de los parques naturales–A New Policy to Define the Direction of Natural Parks

Date: June 10, 2019

Tone: Positive

URL: <https://www.eltiempo.com/vida/medio-ambiente/una-nueva-politica-para-definir-el-rumbo-de-los-parques-naturales-373702>

Outlet: Codechocó

Headline: Funcionario de Codechocó fue Escogido entre los 12 Expertos Nacionales para la Formulación de la Nueva Política del SINAP–Codechocó Official Was Selected as One of the 12 National Experts Tasked with Formulating a New SINAP Policy

Date: July 8, 2019

Tone: Positive

URL: <https://codechoco.gov.co/portalwp/index.php/2019/07/08/expertos-nacionales-para-la-formulacion-de-la-nueva-politica-del-sinap/>

### **PRESS STATEMENTS PERTAINING TO NEW PROTECTED AREAS**

Outlet: Caracol radio

Headline: Corpochivor declaran área protegida en suroriente de Boyacá–Corpochivor Declares a Protected Area in Southeastern Boyacá

Date: 12/24/2019

Subject: Cuchilla Alta Declaration

Tone: Positive

URL: [https://caracol.com.co/emisora/2019/12/24/tunja/1577195304\\_025131.html](https://caracol.com.co/emisora/2019/12/24/tunja/1577195304_025131.html)

Outline: Semana Sostenible

Headline: Colombia Cuenta Con Una Nueva Área Protegida–Colombia Has a New Protected Area

Date: 12/26/2019

Subject: Cuchilla Alta Declaration

Tone: Positive

URL: <https://sostenibilidad.semana.com/medio-ambiente/articulo/colombia-cuenta-con-una-nueva-area-protegida/48254>

Outlet: El Espectador

Date: 01/15/2020

Subject: Declaration of Three Protected Areas

Tone: Positive

URL: <http://www.elespectador.com/noticias/medio-ambiente/declaran-tres-nuevas-areas-protegidas-en-boyaca-norte-de-santander-y-antioquia-articulo-899965>



Outlet: El Nuevo Siglo  
Date:01/15/2020  
Subject: Declaration of Three Protected Areas  
Tone: Positive  
URL: <https://www.elnuevosiglo.com.co/articulos/01-2020-colombia-cuenta-con-tres-nuevas-areas-protegidas>

Outlet: El Tiempo  
Date:01/15/2020  
Subject: Declaration of Three Protected Areas  
Tone: Positive  
URL: <https://www.eltiempo.com/vida/medio-ambiente/declaran-nuevas-areas-protegidas-en-santander-antioquia-y-boyaca-452220>

Outlet: Cambio Magazine (Mexican publication)  
Date:01/15/2020  
Subject: Declaration of Three Protected Areas  
Tone: Positive  
URL: <https://www.revistacambio.com.mx/mundo/tiene-colombia-tres-nuevas-reas-protegidas/>

Outlet: Inperfecto Website (Mexican outlet)  
Date:01/15/2020  
Subject: Declaration of Three Protected Areas  
Tone: Positive  
URL: <https://inperfecto.com.mx/2020/01/15/tiene-colombia-tres-nuevas-areas-protegidas/>

## **Annex 8:**

### **SUPPORT PROVIDED TO THE PROJECT'S PROTECTED AREA PORTFOLIO (LAST UPDATED ON APRIL 30,2020)**

Table 18

Support Provided to the Project's Protected Area Portfolio (last updated on April 30, 2020)

				PA Declaration/ RUNAP Registration (CSNR)		Management Plan Execution	Managemen t Effectiveness	
SCOPE	ENVIRONMENTAL AUTHORITY	No.	Priority Protected Areas	Hectares	Progress	Progress	METT Score Baseline	
NATIONAL	NATIONAL NATURAL PARKS OF COLOMBIA	1	Serranía del Manacacías	70,000		N/A	N/A	
		2	Sabanas y Humedales de Arauca	310,000				
		3	Cinaruco	331,348	100%			
		4	Cumaribo	50,000				
		5	El Tuparro		N/A			
			NATIONAL TOTAL	761,348	4 processes	1 PA	0 PAs	
NORTHEASTERN ANDES	CORPONOR	1	Bosque Seco Tropical Pozo Azul DRMI	5,067	100%	N/A	N/A	
		2	Sisavita PNR	N/A		43%	30	
	CDMB	3	Zona Árida Cañón Río Chicamocha	4,124	0%	N/A	N/A	
		4	Bosques Andinos Húmedos de El Rasgón PNR	N/A		20%	50	
	CAS	5	Bosque Seco Tropical	4,854	0%	N/A	N/A	
		6	Humedal San Silvestre DRMI	N/A			40	
	CORPOBOYACÁ	7	Bosques Secos del Chicamocha DRMI	12,655	41%	46%	32	
		8	Siscunsi - Ocetá PNR	N/A		46%	60	
	CORPOGUAVIO	9	Cuenca Alta del Río Zaque RFPR	N/A		21%	39	
	CORPOCHIVOR	10	Cuchilla El Varal DRMI	3,391	100%	N/A	N/A	
		11	Mesa Alta DRMI	686	100%	N/A	N/A	
		12	Cristales Castillejo o Guachaneque DRMI	N/A		74%	55	
	CAR	13	Telecom y Merchan RFP	N/A		0%	21	
		14	Bosque Oriental de Bogotá RFP	N/A		N/A	48	
		15	Monquetiva (Expansion) PNR	10,000	0%	N/A	N/A	
			Regional Area Subtotal		40,777	7 processes	8 PAs	9 PAs
	Private Management		16	Adamiuain (CSNR)	1,100	100%	Although no project commitments involve these CSNRs, support has been provided to several CSNRs such as Adamiuain that it is necessary to report	Although no project commitments involve these CSNRs, effectiveness initiatives have been carried out in Adamiuain and management effectiveness analysis capacities will be developed in this regard
			17	Monteverde (CSNR)	1			
			18	El Refugio del Oso (CSNR)	54			
			19	Altamira I (CSNR)	8	100%		
			20	Altamira II (CSNR)	55	100%		
			21	Auromira (CSNR)	2	100%		
			22	Mamaramos (CSNR)	2	100%		
			23	La Bellota (CSNR)	1	100%		
			24	La Cueva (CSNR)	3	100%		
			25	Ojo de Agua (CSNR)	46	100%		
			26	La Victoria (CSNR)	10	100%		
			27	Lucitania (CSNR)	336	100%		
			28	Pampas Porvenir (CSNR)	163	100%		

		29	Castañetos (CSNR)	1	100%		
			Private Area Subtotal (CSNRs)	1,781	14 processes		
			NORTHEASTERN ANDES TOTAL	42,558	21 processes	8 PAs	9 PAs
	CORPORINOQUIA	1	Salto Candelas	10,000	82%		
		3	Bocachico DRMI	N/A			
	CORMACARENA	4	Bosque de los Guayupes PNR	18,219	100%	79%	65
		5	Quebrada Honda PNR	N/A			62
		6	Laguna Carimagua DRMI	N/A			36
			Regional Area Subtotal	28,219	2 processes	5 PAs	5 PAs
	ORINOQUIA	7	Nakua (CSNR)	4			Although no project commitments involve these CSNRs, capacities pertaining to effectiveness analysis will be developed among their work teams
		8	Couple1 (Primavera - Vichada)	300			
		9	Couple 2 (Primavera - Vichada)	600			
		10	Matapalito (Primavera - Vichada)	1,284			
		11	La Palmita (Primavera - Vichada)	881			
		12	Vida Tranquila (Poré - Casanare)	525			
		13	Guacharacas del Cusiana (Aguazul - Casanare)	7			
		14	El Jobito (Nuchia - Casanare)	45			
		15	El Caimán (Mani - Casanare)	508			
		16	Villa Alejandra (Trinidad - Casanare)	39			
		17	La Arabia (Orocue - Casanare)	987			
		18	Hato de Palma - Encanto de Guanapalo	3,000	100%		
		19	Hato Altamira - Encanto de Guanapalo	3,000	100%		
		20	Hato Montana - Encanto de Guanapalo	3,000	100%		
		21	La Esmeralda (Puerto Rondón - Arauca)	3,400			
		22	San Pablo (Puerto Rondón - Arauca)	832			
		23	Raudal Flor Amarillo (Hato Cortozal - Casanare)	843			
		24	Sabanas de Garzas (Paz de Ariporo - Casanare)	434			
		25	Sabanas de Trompillo (Paz de Ariporo - Casanare)	434			
		26	Pozo Azul (Primavera - Vichada)	1,293			
		27	Las Majadas (Primavera - Vichada)	1,230			
		28	Miralejos (Primavera - Vichada)	1,294			
		29	Los Aceites (San Luis - Casanare)	1,308			
		30	Los Robles (Puerto Carreño - Vichada)	140			
		31	Charco Caimán (Vichada)	800			
		32	La Bendición (Vichada)	500			
		33	Señora Carlina (Vichada)	600			
		34	La Pedregosa (CSNR)	1,200			

	Private Area Subtotal (CSNRs)	28,490	28 processes		
	ORINOQUIA TOTAL	56,708	30 processes	5 PAs	5 PAs
	68 MAIN PORTFOLIO TOTAL	860,614	55 processes	14 PAs	14 PAs

Source: GEF-SINAP, 2020.

## **Annex 9:**

### **PRODUCT VS. BUDGET MATRIX (LAST UPDATED ON SEPTEMBER 30, 2020)**

**Table 19 Product vs. Budget Matrix Pertaining to IDB/GEF Funds Only (Last Updated September 30, 2020 deadline)**

Product	Total Cost (USD\$)		2017	2018	2019	2020	2021	2022	End of Project / Current Progress
Component 1: Strengthening the National System of Protected Areas									
1.1: SIRAP action plans updated and harmonized with the SINAP action plan	quantity	P	0	2	4	0	0	0	6
		P (a)	0	2	4	4	2	0	6
		A			2	2			4
	\$	P	60,000	149,600	119,588	65,252	65,252	0	459,692
		P (a)	33,681	181,866	49,945	10,094	0	0	275,586
		A	33,681	205,178	36,216	0	0	0	275,075
1.2: Technical guide for formulating or updating protected area management plans developed	quantity	P	0	1	0	0	0	0	1
		P (a)	0	1	0	1	0	0	1
		A			0	1			1
	\$	P	12,000	31,334	15,000	0	0	0	58,334
		P (a)	9,516	45,851	26,726	18,547	0	0	100,640
		A	9,516	39,771	32,634	4,050	0	0	85,971
1.3: Management effectiveness methodology developed in collaboration with stakeholders	quantity	P	0	1	2	0	0	0	3
		P (a)	0	1	2	3	1	0	3
		A			0	2			2
	\$	P	16,000	18,500	73,500	18,500	13,500	0	140,000
		P (a)	0	9,289	0	0	0	0	9,289
		A	0	8,026	595	667	0	0	9,289
1.4: SINAP monitoring information system developed to address regional subsystem dynamics	quantity	P	0	0	1	0	0	0	1
		P (a)	0	0	1	1	1	0	1
		A			0	0			0
	\$	P	0	8,000	120,000	0	0	0	128,000
		P (a)	0	0	15,665	118,363	52,697	0	186,725
		A	0	0	2,791	29,162	10,082	0	42,035
1.5: SINAP communications strategy designed and implemented	Quantity (percentage)	P	0	0	0	0	1	0	1
		P (a)	0	0	0	0	1	0	1
		A							0
	\$	P	18,000	125,900	30,000	40,074	0	0	213,974
		P (a)	24,619	94,093	76,781	58,488	19,121	0	273,102
		A	24,558	68,296	102,226	10,945	908	0	206,933
		P	0	0	0	0	0	0	0

1.6: Technical inputs for creating SINAP policy instrument generated	Quantity (percentage)	P (a)				1			1
		A				1			1
	\$	P	0	0	0	1	0	0	1
		P (a)	0	0	131,642	23,016	0	0	154,658
	A	0	0	149,317	5,341	0	0	154,658	
TOTAL	\$ 1,000,000	P	106,000	333,334	358,088	123,826	78,752	0	1,000,000
		P (a)	67,816	331,099	300,759	228,508	71,818	0	1,000,000
		A	67,755	321,271	323,779	50,166	10,989	0	773,961
Component 2: Strengthening Regional Subsystems of Protected Areas–SIRAPs									
2.1: Orinoquia and Northeastern Andes SIRAPs’ Action Plans updated and implemented	Quantity (percentage)	P	0	0	0	0	2	0	2
		P (a)	0	0	0	0	0	2	2
		A							0
	\$	P	13,600	59,630	79,856	48,256	60,258	0	261,600
		P (a)	0	6,284	119,606	184,827	98,278	26,712	435,707
		A	0	13,569	105,488	60,427	22,581	0	202,066
2.2: Local institutions and organizations trained in managing PAs	Quantity	P	0	0	0	12	12	0	24
		P (a)	0	0	0	0	12	12	24
		A							0
	\$	P	0	5,000	38,333	98,333	99,445	0	241,111
		P (a)	0	0	0	58,573	51,427	0	110,000
		A	0	0	0	5,446	0	0	5,446
2.3: Implemented regional and national protected area management plans	Quantity (percentage)	P	0	0	0	0	10	0	10
		P (a)	0	0	0	22	0	10	50
		A				22			22
	\$	P	6,600	302,160	357,063	344,006	244,011	0	1,253,840
		P (a)	0	41,034	165,681	624,003	245,093	0	1,075,811
		A	0	7,633	217,172	138,765	24,807	0	388,377
2.4: Management effectiveness methodology analysis cycles conducted within regional subsystems and protected areas	Quantity	P	0	0	7	0	7	0	14
		P (a)	0	0	7	2	8	0	14
		A			5	1			6
	\$	P	15,000	46,450	40,666	30,667	40,666	0	173,449
		P (a)	14,588	28,896	67,973	72,485	77,040	0	260,982
		A	14,588	45,745	54,870	20,836	9,140	0	145,178
2.5: SINAP monitoring information system components implemented in both	cantidad	P	0	0	0	0	2	0	2
		P (a)	0	0	0	0	0	2	2



the Orinoquia and the Northeastern Andes SIRAPs		A							0
	\$	P	0	17,500	17,500	17,500	17,500	0	70,000
		P (a)	0	0	16,500	1,000	100,000	0	117,500
		A	0	0	0	99	0	0	99
TOTAL	\$ 2,000,000	P	35,200	430,740	533,418	538,762	461,880	0	2,000,000
		P (a)	14,588	76,214	369,760	940,888	571,838	26,712	2,000,000
		A	14,588	66,947	377,530	225,573	56,528	0	741,166
Component 3: Increasing the SINAP's Ecosystem Representativeness									
3.1: Technical studies pertaining to the new national, regional and local APs	Quantity	P	0	0	0	0	17	0	17
		P (a)	0	0	0	0	2	0	17
		A				15			15
	\$	P	30,000	194,066	257,225	134,817	263,892	0	880,000
		P (a)	24,704	179,835	370,188	234,866	70,407	0	880,000
		A	24,704	137,891	279,033	98,902	15,373	0	555,904
TOTAL	\$ 880,000	P	30,000	194,066	257,225	134,817	263,892	0	880,000
		P (a)	24,704	179,835	370,188	234,866	70,407	0	880,000
		A	24,704	137,891	279,033	98,902	15,373	0	555,904
Monitoring, Evaluation and Telecommunications	\$ 77,000	P	0	0	35,000	0	42,000	0	77,000
		P (a)	203	1,102	1,773	2,000	32,961	38,961	77,000
		A	203	1,949	2,509	15,826	0	0	20,488
Project Management	\$ 140,000	P	13,800	65,200	11,000	46,000	4,000	0	140,000
		P (a)	57,137	25,746	25,506	27,147	4,464	0	140,000
		A	57,137	25,746	25,506	11,434	5,301	0	125,123
Auditing	\$60,000	P	0	12,000	12,000	12,000	12,000	12,000	60,000
		P (a)	0	12,000	12,000	12,000	24,000	0	60,000
		A	0	11,922	11,100	8,766	0	0	31,788
TOTAL PROJECT COSTS	\$ 4,157,000	P	185,000	1,035,340	1,206,731	855,405	862,524	12,000	4,157,000
		P (a)	164,448	625,996	1,079,986	1,445,409	775,488	65,673	4,157,000
		A	164,387	565,726	1,019,458	410,667	88,191	0	2,248,430

Note: This color   indicates a compliance concern.

This color   indicates that a target was surpassed.

Sources: IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

Table 20

Product vs. Budget Matrix Pertaining to Project's Total Funds (September 30, 2020 deadline)

PRODUCT	TOTAL COST (USD\$)	ITEM	2017	2018	2019	2020	2021	2022	PROGRESS
Component 1: Strengthening the National System of Protected Areas									
1.1: SIRAP action plans updated and harmonized with the SINAP action plan	quantity	P	0	2	4	0	0	0	6
		P (a)	0	2	4	4	2	0	6
		A			2	2			4
	\$	P	110,000	159,600	119,588	65,252	65,252	0	519,692
		P (a)	62,803	109,833	139,838	135,869	0	0	448,343
		A	38,555	233,703	40,216	1,348	0	0	313,822
1.2: Technical guide for formulating or updating protected area management plans developed	quantity	P	0	1	0	0	0	0	1
		P (a)	0	1	0	1	0	0	1
		A			0	1			1
	\$	P	12,000	76,994	60,660	45,660	45,660	0	240,974
		P (a)	9,516	29,229	33,273	91,673	0	0	163,691
		A	9,516	76,407	33,634	3,185	0	0	122,741
1.3: Management effectiveness methodology developed in collaboration with stakeholders	quantity	P	0	1	2	0	0	0	3
		P (a)	0	1	2	3	1	0	3
		A			0	2			2
	\$	P	16,000	318,500	373,500	318,500	313,500	0	1,340,000
		P (a)	0	4,139	5,482	438,450	553,500	187,146	1,188,717
		A	14,131	8,026	1,595	8,551	0	0	32,303
1.4: SINAP monitoring information system developed to address regional subsystem dynamics	quantity	P	0	0	1	0	0	0	1
		P (a)	0	0	1	1	1	0	1
		A			0	0			0
	\$	P	0	298,000	410,000	290,000	290,000	0	1,288,000
		P (a)	0	0	3,291	458,000	520,500	254,474	1,236,265
		A	0	0	16,165	28,744	0	0	44,910
1.5: SINAP communications strategy designed and implemented	quantity	P	0	0	0	0	1	0	1
		P (a)	0	0	0	0	1	0	1
		A							0
	\$	P	18,000	125,900	30,000	40,074	0	0	213,974
		P (a)	24,558	16,015	120,201	90,000	92,563	50,766	394,104
		A	34,676	79,454	104,226	14,534	0	0	232,890

1.6: Technical inputs for creating SINAP policy instrument generated	quantity	P	0	0	0	0	0	0	0
		P (a)				1			1
		A				1			1
	\$	P	0	0	0	1	0	0	1
		P (a)	0	0	52,643	118,876	0	0	171,520
		A	0	0	166,178	6,126	0	0	172,304
TOTAL	\$3,602,640	P	156,000	978,994	993,748	759,486	714,412	0	3,602,640
		P (a)	96,877	159,216	354,730	1,332,868	1,166,563	492,386	3,602,640
		A	96,877	397,591	362,014	62,488	0	0	918,970
Component 2: Strengthening Regional Subsystems of Protected Areas–SIRAPs									
2.1: Orinoquia and Northeastern Andes SIRAPs' Action Plans updated and implemented	quantity	P	0	0	0	0	2	0	2
		P (a)	0	0	0	0	0	2	2
		A							0
	\$	P	33,600	215,171	255,399	223,799	235,801	0	963,770
		P (a)	4,591	13,610	351,294	306,997	853,717	321,353	1,851,562
		A	4,591	315,967	166,912	678,889	0	0	1,166,359
2.2: Local institutions and organizations trained in managing PAs	quantity	P	0	0	0	12	12	0	24
		P (a)	0	0	0	0	12	12	24
		A				0			0
	\$	P	0	180,543	213,876	273,876	274,988	0	943,283
		P (a)	0	0	0	229,982	237,470	0	467,451
		A	0	0	0	5,446	0	0	5,446
2.3: Implemented regional and national protected area management plans	percentage	P	0	0	0	0	10	0	10
		P (a)	0	0	0	22	0	10	50
		A				22			22
	\$	P	6,600	1,224,767	1,279,670	1,266,613	1,166,618	0	4,944,268
		P (a)	0	529,983	456,598	1,195,047	1,195,047	1,195,047	4,571,721
		A	0	887,192	618,316	1,026,636	0	0	2,532,144
2.4: Management effectiveness methodology analysis cycles conducted within regional subsystems and protected areas	quantity	P	0	0	7	0	7	0	14
		P (a)	0	0	7	2	8	0	14
		A			5	1			6
	\$	P	15,000	221,993	216,209	206,210	216,209	0	875,621
		P (a)	14,588	45,612	27,170	254,401	451,564	315,723	1,109,057
		A	14,588	71,061	60,949	29,976	0	0	176,574
2.5: SINAP monitoring	quantity	P	0	0	0	0	2	0	2

information system components implemented in both the Orinoquia and the Northeastern Andes SIRAPs		P (a)	0	0	0	0	0	2	2
		A							0
	\$	P	0	193,043	193,043	193,043	193,043	0	772,172
		P (a)	0	0	0	142,884	356,439	0	499,323
		A	0	0	0	99	0	0	99
TOTAL	\$8,499,114	P	55,200	2,035,517	2,158,197	2,163,541	2,086,659	0	8,499,114
		P (a)	19,179	589,205	835,061	2,129,310	3,094,236	1,832,123	8,499,114
		A	19,179	1,274,221	846,177	1,741,045	0	0	3,880,622
Component 3: Increasing the SINAP's Ecosystem Representativeness									
3.1: Technical studies pertaining to the new national, regional and local APs carried out	quantity	P	0	0	0	0	17	0	17
		P (a)	0	0	0	0	2	0	17
		A				15			15
	\$	P	130,000	1,638,507	1,801,665	1,679,257	1,808,332	0	7,057,761
		P (a)	28,985	181,044	370,559	2,615,547	3,048,231	813,395	7,057,761
		A	28,985	394,655	613,782	811,894	0	0	1,849,316
TOTAL	\$7,057,761	P	130,000	1,638,507	1,801,665	1,679,257	1,808,332	0	7,057,761
		P (a)	28,985	181,044	370,559	2,615,547	3,048,231	813,395	7,057,761
		A	28,985	394,655	613,782	811,894	0	0	1,849,316
Monitoring, Evaluation and Telecommunications	\$127,000	P	0	0	60,000	0	67,000	0	127,000
		P (a)	0	0	22,000	0	0	30,000	52,000
		A	0	0	14,697		0	0	14,697
Project Management	\$840,000	P	43,800	245,200	226,000	226,000	99,000	0	840,000
		P (a)	79,931	42,832	89,806	70,545	400,000	231,886	915,000
		A	79,931	42,832	89,806	75,845	0	0	288,414
Auditing	\$60,000	P	0	12,000	12,000	12,000	12,000	12,000	60,000
		P (a)	0	11,922	11,100	12,078	12,500	12,400	60,000
		A	0	11,922	11,100	8,766	0	0	31,788
TOTAL PROJECT COSTS	\$20,186,515	P	385,000	4,910,218	5,251,610	4,840,284	4,787,403	12,000	20,186,515
		P (a)	224,973	984,219	1,683,255	6,160,347	7,721,530	3,412,191	20,186,515
		A	224,973	2,121,221	1,937,576	2,700,038	0	0	6,983,808

Note: This color   indicates a compliance concern.

This color   indicates that a target was surpassed.

Sources: IDB, 2018; 2020 Biannual Report; GEF-SINAP, 2020; interviews conducted in 2020.

## **Annex 10:**

### **CO-FINANCING SOURCES AND AMOUNTS (LAST UPDATED SEPTEMBER 30, 2020)**

**Table 21 Co-financing Sources and Amounts (Last updated September 30, 2020)**

CO-FINANCING SOURCES [1]	CO-FINANCIER	TYPE OF CO-FINANCING [2]	CONFIRMED/ APPROVED	DISBURSED BY PROJECT MIDTERM	DISBURSED TO MTE
			(USD\$)	(USD\$)	(%)
Local Government	Regional Autonomous Corporations (CARs): CAR, CDMBs, CAS, Corpoboyacá, Corpochivor, Corponor, Cormacarena, Corporinoquia	In Kind	7,474,695	2,460,402	33%
	Casanare Governorate, Vichada Governorate <sup>27</sup>	Cash	2,478,100	0	0%
GEF Agency	IDB <sup>28</sup>	Cash	350,000	0	0%
National Government	National Natural Parks of Colombia <sup>29</sup>	In Kind	3,554,640	0	0%
Others	Asociación Red Colombiana de Reservas Naturales de las Sociedad Civil-RESNATUR, WWF, WCS, Fundación Palmarito, FOB.	Cash	950,000	560,815	59%
		In Kind	1,222,080	1,714,162	140%
TOTAL			16,029,515	4,735,378	30%

Note: This color   indicates a compliance concern.

This color   indicates that a target was surpassed.

[1] Co-financing sources may include: Bilateral Aid Agencies, Foundations, The GEF, Local Governments, the National Government, Civil Society Organizations, other multilateral agencies and the Private Sector, among others.

[2] Types of Co-financing may include: donations, soft loans, hard loans, collaterals and in-kind financing, among others.

Sources: CEO Endorsement Request, 2016; WWF-IDB Agreement, 2016; IDB, 2018; GEF-SINAP, 2020.

<sup>27</sup> Casanare Governorate funding arrangements are being carried out and will soon be legalized (representing approximately USD\$ 784,000). Vichada Governorate funding arrangements are underway; contacts are being made in order to carry out the resource legalization process.

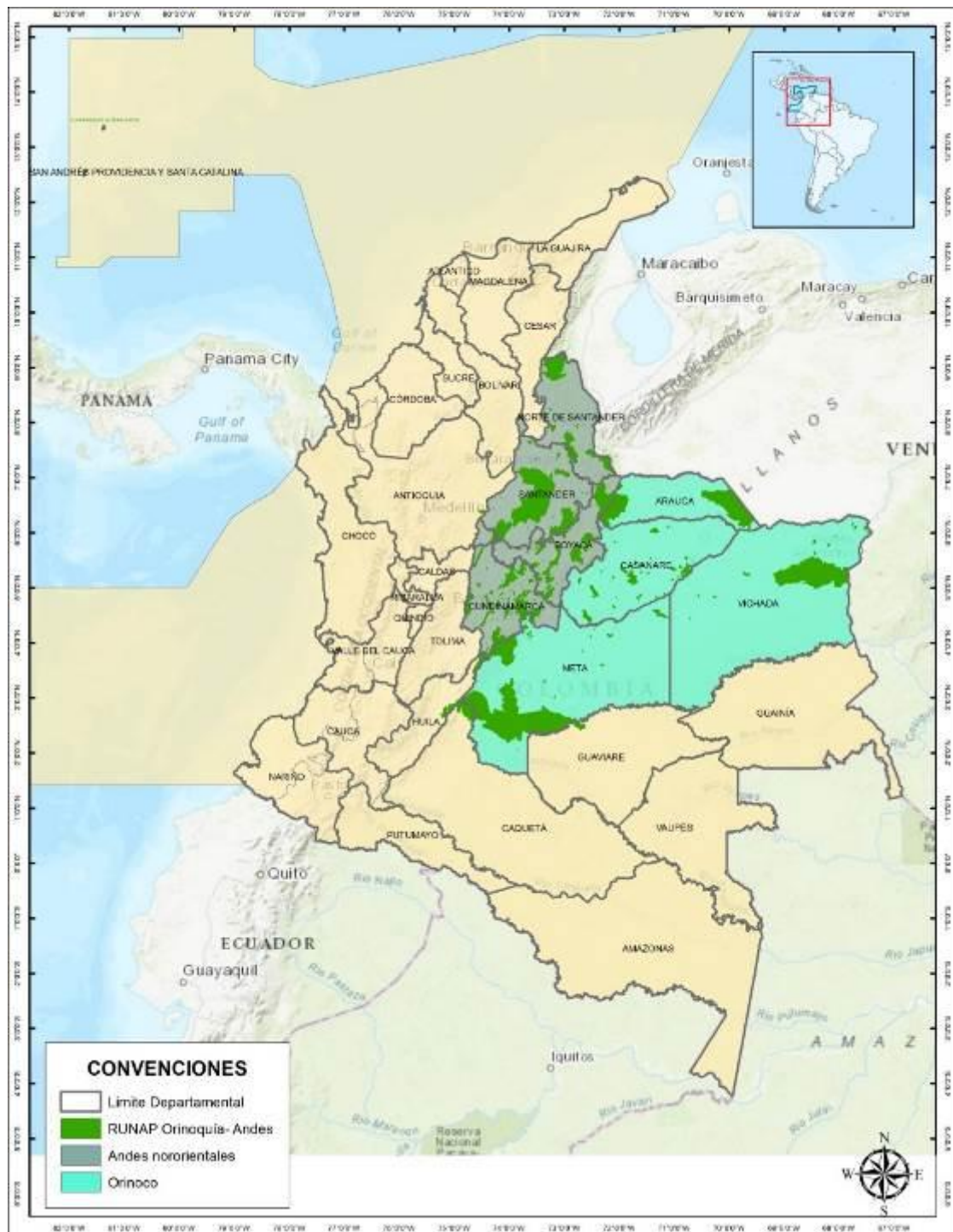
<sup>28</sup> According to the IDB, these resources had been proposed during project planning but none of these were ever disbursed and they are currently unavailable.

<sup>29</sup> Arrangements involving MADS senior staff are being made.

## **Annex 11:**

### **PROJECT FOCUS AREA MAP AND ACTIVITY PHOTOS**

**Map 1: GEF-SINAP Project Formulation Focus Areas: Orinoquia and Northeastern Andes Subsystems**





**Photo 1:** *Asociación de Amigos y Usuarios del Acueducto Independiente–ADAMIUAIN, Ocaña*



**Photo 2:** Community Processes, IDB Tour, Nuevo Colón



**Photo 3:** SINAP Policy Building Diagnostic Phase, Bucaramanga





**Photo 4:** *Collaborative Construction of the Management Planning Guide, Involving Key Stakeholders, Bogotá*



**Photo 5:** Management Effectiveness Analysis through the Project Tool Implementation, Siscunci-Ocetá PNR

