



Mainstreaming biodiversity conservation in the tourism sector of the protected areas and strategic ecosystems of San Andres, Old Providence and Santa Catalina islands

Part I: Project Information

GEF ID

10578

Project Type

FSP

Type of Trust Fund

GET

CBIT/NGI

CBIT **No**

NGI **No**

Project Title

Mainstreaming biodiversity conservation in the tourism sector of the protected areas and strategic ecosystems of San Andres, Old Providence and Santa Catalina islands

Countries

Colombia

Agency(ies)

WWF-US

Other Executing Partner(s)

Conservation International Foundation (CI) and Corporation for the Sustainable Development of the Archipelago of San Andr?s, Old Providence and Santa Catalina (CORALINA)

Executing Partner Type

Others

GEF Focal Area

Biodiversity

Taxonomy

Gender Mainstreaming, Gender Equality, Focal Areas, Influencing models, Stakeholders, Capacity, Knowledge and Research, Biodiversity, Financial and Accounting, Payment for Ecosystem Services, Conservation Finance, Biomes, Coral Reefs, Mangroves, Sea Grasses, Protected Areas and Landscapes, Coastal and Marine Protected Areas, Community Based Natural Resource Mngt, Productive Seascapes, Mainstreaming, Certification -National Standards, Infrastructure, Ceritification - International Standards, Tourism, Convene multi-stakeholder alliances, Strengthen institutional capacity and decision-making, Transform policy and regulatory environments, Indigenous Peoples, Communications, Awareness Raising, Behavior change, Public Campaigns, Education, Local Communities, Private Sector, Financial intermediaries and market facilitators, Individuals/Entrepreneurs, Capital providers, Beneficiaries, Civil Society, Academia, Non-Governmental Organization, Community Based Organization, Type of Engagement, Consultation, Participation, Women groups, Gender-sensitive indicators, Sex-disaggregated indicators, Gender results areas, Access to benefits and services, Participation and leadership, Knowledge Generation and Exchange, Capacity Development, Knowledge Generation, Innovation, Targeted Research, Learning, Theory of change, Indicators to measure change

Sector**Rio Markers****Climate Change Mitigation**

Climate Change Mitigation 2

Climate Change Adaptation

Climate Change Adaptation 2

Submission Date

4/17/2020

Expected Implementation Start

7/1/2022

Expected Completion Date

12/31/2025

Duration

42In Months

Agency Fee(\$)

238,706.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount(\$)	Co-Fin Amount(\$)
BD-1-1	Loss, fragmentation, and degradation of significant natural habitats, and associated extinction debt, is reduced, halted, or reversed, and conservation status of known threatened species is improved and sustained, including through monitoring, spatial planning, incentives, restoration, and strategic establishment of protected areas and other measures.	GET	1,522,500.00	12,424,940.00
BD-2-7	The area of protected areas under effective and equitable management is significantly increased, including development of sustainable financing. The ecological representativeness of protected area systems, and their coverage of protected areas, and other effective area-based conservation measures, of particular importance for biodiversity is increased, especially habitats for threatened species.	GET	1,129,794.00	9,221,296.00
Total Project Cost(\$)			2,652,294.00	21,646,236.00

B. Project description summary

Project Objective

The project’s Objective is to mainstream biodiversity conservation and green recovery in the tourism sector to maintain ecosystem health and the environmental goods and services provided by the Seaflower MPA.

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
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Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 1: Planning and Institutional Framework for a biodiversity focused tourism sector in the MPA, PAs and three islands of the Archipelago, in the context of the POMIUAC.	Technical Assistance	Outcome 1.1: Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of corals, sandy beaches, mangroves, seagrass, and key species.	<p>Output 1.1.1: Interinstitutional coordination group created to advise and accompany the design and implementation of a new sustainable tourism plan for MPA, PAs and the three islands, in the context of POMIUAC, including active participation of the tourism private sector.</p> <p>Output 1.1.2: Carrying capacity and limits of acceptable change assessments and spatial use analysis of threatened ecosystems of MPA, PAs and three islands for the design of environmental management measures to implement into the tourism sector.</p> <p>Output 1.1.3: Sustainable Tourism Plan (STP) developed and under early implementation stages by responsible authorities (CORALINA and the</p>	GET	465,918.00	6,580,456.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 2: Management of tourism impacts on the key biodiversity of the MPA, PAs and the three islands.	Technical Assistance	<p>Outcome 2.1.: Reliable information about tourism impacts on coral reef, seagrass, sandy beaches, mangroves, and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats</p> <p>Outcome 2.2. Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves, seagrass, and associated species in the MPA and PAs.</p>	<p>Output 2.1.1: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program on 4 threatened ecosystems (mangroves, seagrass, corals, and sandy beaches).</p> <p>Output 2.1.2: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program for four (4) species most sensitive to tourism.</p> <p>Output 2.2.1: Training and technical assistance to CORALINA and tour operators to develop and implement emergency management measures for key species and ecosystems impacted by tourism in the</p>	GET	1,086,077.00	8,760,232.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 3: Biodiversity mainstreaming in innovative coastal and marine local tourism development in the MPA, PAs and three islands.	Investment	Outcome 3.1: Sustainable use of corals, seagrass, sandy beaches, mangroves, and key species is mainstreamed into existing local tourism initiatives.	<p>Output 3.1.1 Participatory selection of at least 5 local tourism businesses from an existing portfolio with potential to mainstream biodiversity and development of their action plans.</p> <p>Output 3.1.2 Technical assistance and key investments (equipment and materials) for supporting implementation of action plans (prepared under 3.1.1.).</p> <p>Output 3.1.3: Business models for the selected local tourism businesses developed and implemented and are consistent with Colombia's green recovery approach for the archipelago.</p> <p>Output 3.1.4: Marketing plans for the selected tourism businesses.</p> <p>Output. 3.1.5.: Awareness</p>	GET	708,994.00	3,824,890.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Component 4: Monitoring and Evaluation, awareness raising and knowledge management.	Technical Assistance	<p>Outcome 4.1: Informed and adaptive project management</p> <p>Outcome 4.2: Knowledge Management communications and dissemination.</p>	<p>Output 4.1.1: Project M&E plan implemented and PPRs developed and completed.</p> <p>Output 4.1.2.: Annual reflection meeting to track progress against work plan and results framework indicator targets for effective adaptive management.</p> <p>Output 4.2.1: Cross-sectoral communication strategy and knowledge products developed.</p> <p>Output 4.2.2: Exchange visits to support upscaling of project lessons and distribution of knowledge products to relevant stakeholders.</p>	GET	265,005.00	1,398,346.00
			GEFTF 170,000 1,398,346			

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
Sub Total (\$)					2,525,994.00	20,563,924.00

Project Management Cost (PMC)

GET	126,300.00	1,082,312.00
Sub Total(\$)	126,300.00	1,082,312.00
Total Project Cost(\$)	2,652,294.00	21,646,236.00

Please provide justification

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Recipient Country Government	Ministry of Environment and Sustainable Development	In-kind	Recurrent expenditures	1,575,851.00
Recipient Country Government	Corporation for the Sustainable Development of the Archipelago of San Andr�s, Providencia, and Santa Catalina	In-kind	Recurrent expenditures	800,000.00
Civil Society Organization	Conservation International - Colombia	In-kind	Recurrent expenditures	290,602.00
GEF Agency	World Wildlife Fund, Inc.	In-kind	Recurrent expenditures	330,000.00
Private Sector	Awake Travel	In-kind	Recurrent expenditures	15,000.00
Recipient Country Government	Departmental Government ? San Andres Tourism Secretariat	In-kind	Recurrent expenditures	4,508,857.00
Recipient Country Government	Departmental Government ? San Andres Tourism Secretariat	Grant	Investment mobilized	7,246,377.00
Recipient Country Government	Departmental Government ? Public Services and Environment Secretariat	In-kind	Recurrent expenditures	4,174,235.00
Recipient Country Government	Departmental Government ? San Andres Agriculture and Fisheries Secretariat	In-kind	Recurrent expenditures	2,705,314.00
Total Co-Financing(\$)				21,646,236.00

Describe how any "Investment Mobilized" was identified

The investment mobilized was identified as royalties (i.e., payments made by the private sector to the State under national regulations, see footnote) for the execution of specific projects led by the territorial entity (Gobernaci n) such as beach certification, community tourism projects, economic reactivation of the

sector, infrastructure tourism etc. Footnote: Royalties, under the Colombian legislation (Article 360 of the Political Constitution), are understood as payments made by oil and mining companies to the Colombian State for exploiting deposits of a non-renewable natural resource (<https://www.contraloria.gov.co/web/regalias>).

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)	Total(\$)
WWF-US	GET	Colombia	Biodiversity	BD STAR Allocation	2,652,294	238,706	2,891,000.00
Total Grant Resources(\$)					2,652,294.00	238,706.00	2,891,000.00

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)
PPG Required **true**

PPG Amount (\$)
100,000

PPG Agency Fee (\$)
9,000

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)	Total(\$)
WWF-US	GET	Colombia	Biodiversity	BD STAR Allocation	100,000	9,000	109,000.00
Total Project Costs(\$)					100,000.00	9,000.00	109,000.00

Core Indicators

Indicator 1 Terrestrial protected areas created or under improved management for conservation and sustainable use

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
108.29	108.00	0.00	0.00

Indicator 1.1 Terrestrial Protected Areas Newly created

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0.00	0.00	0.00	0.00

Name of the Protected Area	WDP A ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
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Indicator 1.2 Terrestrial Protected Areas Under improved Management effectiveness

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
108.29	108.29	0.00	0.00

Name of the Protected Area	WDP A ID	IUCN Category	Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
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Name of the Protected Area	WDP A ID	IUCN Category	Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
Akula National Park Jhonn y Cay Regional Natural Park	125689 55555779	Select National Park	5.30	5.30			60.00		
Akula National Park Old Point Regional Mangrove Park	125689	Select National Park	92.47	92.47			44.00		
Akula National Park The Peak Regional Park	125689 55555773	Select National Park	10.52	10.52			38.00		

Indicator 2 Marine protected areas created or under improved management for conservation and sustainable use

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
11,817.00	11,817.00	0.00	0.00

Indicator 2.1 Marine Protected Areas Newly created

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0.00	0.00	0.00	0.00

Name of the Protecte d Area	WDP A ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
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Indicator 2.2 Marine Protected Areas Under improved management effectiveness

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
11,817.00	11,817.00	0.00	0.00

Name of the Prote cted Area	WDP A ID	IUC N Cate gory	Total Ha (Exp ecte d at PIF)	Total Ha (Expect ed at CEO Endors ement)	Total Ha (Ach ieve d at MTR)	Total Ha (Ach ieve d at TE)	METT score (Baseli ne at CEO Endors ement)	MET T score (Ach ieve d at MTR)	MET T score (Ach ieve d at TE)
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Name of the Protected Area	WDP A ID	IUC N Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
Akula National Park District of Integrated Management of the Marine Protected Area (MPA) of the Seaflo wer Biosphere Reserve	125689 555636411	Select Protected area with sustainable use of natural resources	11,623.00	11,623.00			63.00		
Akula National Park Jhonny Cay Regional Natural Park	125689 555555779	Select National Park	39.00	39.00			60.00		
Akula National Park Old Point Regional Mangrove Park	125689	Select National Park	155.00	155.00			44.00		

Indicator 4 Area of landscapes under improved practices (hectares; excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
4363.00	4363.00	0.00	0.00

Indicator 4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
4,363.00	4,363.00		

Indicator 4.2 Area of landscapes that meets national or international third party certification that incorporates biodiversity considerations (hectares)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Type/Name of Third Party Certification

Indicator 4.3 Area of landscapes under sustainable land management in production systems

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 4.4 Area of High Conservation Value Forest (HCVF) loss avoided

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Documents (Please upload document(s) that justifies the HCVF)

Title

Submitted

Indicator 5 Area of marine habitat under improved practices to benefit biodiversity (excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Indicator 5.1 Number of fisheries that meet national or international third party certification that incorporates biodiversity considerations

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Type/name of the third-party certification			
Indicator 5.2 Number of Large Marine Ecosystems (LMEs) with reduced pollutions and hypoxia			
Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (achieved at MTR)	Number (achieved at TE)
0	0	0	0

LME at PIF	LME at CEO Endorsement	LME at MTR	LME at TE
Indicator 5.3 Amount of Marine Litter Avoided			
Metric Tons (expected at PIF)	Metric Tons (expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female		3,913		
Male		3,470		
Total	0	7383	0	0

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided

The 108 hectares target for Core Indicator 1 - Terrestrial protected areas under improved management for conservation and sustainable use represents the terrestrial portions of Jhonny Cay Regional Natural Park (5.3 ha), Old Point Regional Mangrove Park (92.47 ha) and The Peak Regional Park (10.52 ha). The 11,817 hectares target for Core Indicator 2 - Marine protected areas under improved management for conservation and sustainable use represents the marine portions of Seaflower MPA (11,623 ha), Jhonny Cay Regional Natural Park (38.9 ha), and Old Point Regional Mangrove Park (155.09 ha). The 4,363 hectares for

Core Indicator 4 - Area of landscapes under improved practices (excluding protected areas) is the total area covered by multiple ecosystems and habitats in the buffer zones of the four protected areas identified for project intervention. Ecosystems represented in the target value are mangrove, beach, wetland, natural streams, dry tropical forest, rocky shores, and water recharge areas. The targets identified for Core Indicator 11 (3,913 women and 3,470 men) were estimated based on the number of persons, disaggregated by sex, that are directly involved in the tourism sector on the archipelago and who have a very close reliance on the four protected areas to be supported by the project for their livelihoods. Also included in these target values are persons from key stakeholder institutions that will benefit from technical assistance and training from the project.

Part II. Project Justification

1a. Project Description

Changes in alignment with the project design with the original PIF.

IN PIF	IN CEO ENDORSEMENT REQUEST	REASON FOR CHANGE
Outcome 1.1: Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of corals, sandy beaches, mangroves, and key species	<u>Outcome 1.1:</u> Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of corals, sandy beaches, mangroves, <i>seagrass</i> , and key species.	This outcome was adjusted to reflect the inclusion of seagrass as a critical ecosystem to be protected in the biodiversity mainstreaming process, in response to recommendations made during PPG consultations held with stakeholders.
Outcome 2.1.: Reliable information about tourism impacts on coral reef, sandy beaches, mangroves, and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats.	<u>Outcome 2.1.:</u> Reliable information about tourism impacts on coral reef, <i>seagrass</i> , sandy beaches, mangroves, and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats	This outcome was adjusted to reflect the inclusion of seagrass as a critical ecosystem for which information should be collected to better understand the impacts of tourism on the environment, in response to recommendations made during PPG consultations held with stakeholders.
Outcome 2.2: Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves, and associated species in the MPA and PAs.	<u>Outcome 2.2.</u> Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves, <i>seagrass</i> , and associated species in the MPA and PAs.	This outcome was adjusted to reflect the inclusion of seagrass as a critical ecosystem for which information should be collected to better understand the impacts of tourism on the environment, in response to recommendations made during PPG consultations held with stakeholders.
Outcome 3.1: Sustainable use of corals, sandy beaches, mangroves, and key species is mainstreamed into existing local tourism initiatives.	<u>Outcome 3.1:</u> Sustainable use of corals, <i>seagrass</i> , sandy beaches, mangroves, and key species is mainstreamed into existing local tourism initiatives.	This outcome was adjusted to reflect the inclusion of seagrass as a critical ecosystem to be protected in the biodiversity mainstreaming process, in response to recommendations made during PPG consultations held with stakeholders.

Output 1.1.2.: Carrying capacity assessments and spatial use analysis of threatened ecosystems of MPA, PA and three islands for the design of environmental management measures to implement into the tourism sector.	<u>Output 1.1.2:</u> Carrying capacity <i>and limits of acceptable change</i> assessments and spatial use analysis of threatened ecosystems of MPA, PAs and three islands for the design of environmental management measures to implement into the tourism sector.	This output was expanded to include limits of acceptable change, as a result that can be achieved with same level of effort originally planned but will provide another critical piece of information that can be used to better defined measures to management visitation to PAs.
Output 2.1.1: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program on 3 threatened ecosystems (mangroves, corals and sandy beaches).	<u>Output 2.1.1:</u> Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program on 4 threatened ecosystems (mangroves, <i>seagrass</i> , corals, and sandy beaches).	This output was adjusted to reflect the increase from 3 to 4 threatened ecosystems, in response to recommendations made during PPG consultations held with stakeholders.
Output 2.1.2: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program for three (3) species most sensitive to tourism.	<u>Output 2.1.2:</u> Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program for four (4) species most sensitive to tourism.	This output was adjusted to reflect the increase from 3 to 4 species sensitive to tourism, in response to recommendations made during PPG consultations held with stakeholders.
Output 2.2.1: Training and technical assistance to CORALINA to develop and implement emergency management measures for key species and ecosystems impacted by tourism in the MPA, PAs and three islands.	<u>Output 2.2.1:</u> Training and technical assistance to CORALINA <i>and tour operators</i> to develop and implement emergency management measures for key species and ecosystems impacted by tourism in the MPA, PAs and three islands, <i>and education and awareness to tourists on interactions with critical ecosystems and sensitive species.</i>	This output was adjusted to include the local tourism operators as direct beneficiaries of this output, and to expand the scope of the output to include education to tourists on interactions with ecosystems and species as an associated or closely linked activity.
Output 3.1.3 Marketing plans for the selected tourism initiatives.	<u>Output 3.1.3:</u> <i>Business models for the selected local tourism businesses developed and implemented and are consistent with Colombia's green recovery approach for the archipelago.</i>	This output was swapped with output 3.1.4 to better align with the overall logic of the project processes, i.e., Business Models (output 3.1.3) may need to be developed before Marketing Plans (output 3.1.4).
Output 3.1.4: Business models for the selected local tourism initiatives developed and implemented.	<u>Output 3.1.4:</u> <i>Marketing plans for the selected tourism businesses.</i> -	This output was swapped with output 3.1.3 to better align with the overall logic of the project processes, i.e., Business Models (output 3.1.3) may need to be developed before Marketing Plans (output 3.1.4).

<p>Outcome 4.1 Monitoring and evaluation plan finalized with on-time data collection, reflection and reporting to aid in results-based decision making and adaptive management</p> <p>Output 4.1.1 Training of PMU and field staff on data collection and reporting to track and analyze indicators of the results framework and workplan.</p> <p>- Output 4.1.2 Annual reflection meeting to track progress against work plan and results framework indicator targets for effective adaptive management.</p> <p>- Output 4.1.3 Project M&E plan implemented and reports ? including project progress reports, results framework, midterm, and terminal evaluation.</p>	<p>Outcome 4.1: Informed and adaptive project management</p> <p><u>Output 4.1.1:</u> Project M&E plan implemented and PPRs developed and completed.</p> <p><u>Output 4.1.2.:</u> Annual reflection meeting to track progress against work plan and results framework indicator targets for effective adaptive management.</p> <p>- Outcome 4.2: Knowledge Management communications and dissemination</p> <p><u>Output 4.2.1:</u> Cross-sectoral communication strategy and knowledge products developed.</p> <p>- <u>Output 4.2.2:</u> Exchange visits to support upscaling of project lessons and distribution of knowledge products to relevant stakeholders.</p>	<p>The anticipated results of Component 4 were restructured into 2 outcomes instead of one, to clearly separate day-to-day management and operations of the project from structured Knowledge Management and communications.</p> <p>The outputs have been reformatted to align with the delivering the new outcomes.</p>
<p>Total Co-financing:</p> <p>19,199,542</p>	<p>Total Co-financing:</p> <p>21,646,236</p>	<p>The project was able to secure co-financing from CORALINA, separate from that of the Departmental Authority. Additional co-financing was also secured from the Ministry of Environment and Sustainable Development, and from the private sector (Awake Travel).</p>

Co-financing Distribution:	Co-financing Distribution:	To achieve proportionality in the distribution of co-financing, consistent with the distribution of GEF funds across project components, and ensuring at least 5% of co-financing is assigned to PMC
Component 1: 15,850,000	Component 1: 6,580,456	The proportional distribution of the co-financing does not negatively affect the 1:7 ratio that is applicable in the case of Colombia
Component 2: 2,050,000	Component 2: 8,760,232	The proportional distribution of the co-financing does not place at risk the delivery of project outputs and outcomes per component.
Component 3: 600,000	Component 3: 3,824,890	
Component 4: 100,000	Component 4: 1,398,346	
PMC: 599,542	PMC: 1,082,312	

1. Global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description)

1.1 Project Scope and Environmental significance

In 2005, the Seaflower Marine Protected Area was declared within the Seaflower Biosphere Reserve, further protecting key coral reef and seagrass ecosystems, that are intimately linked to important terrestrial ecosystems including mangroves and sandy beaches (See map in Annex E)

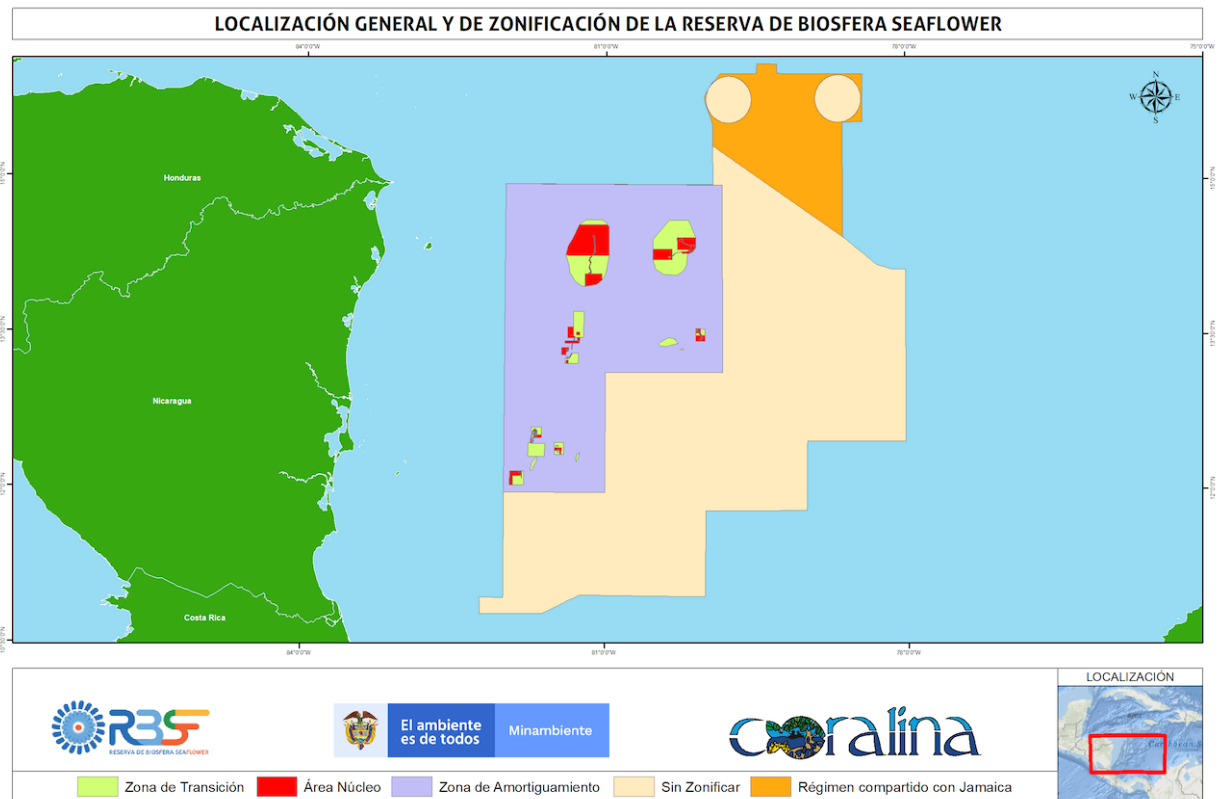


Figure 1. Location of the Seaflower Biosphere Reserve[1]¹

This was reaffirmed in 2014 when CORALINA (Corporation for the Sustainable Development of the Archipelago of San Andrés, Providencia, and Santa Catalina) reasserted it as an Integrated Management District (DMI). This designation, recognized in the National System of Protected Areas, allows the development of sustainable activities from the cultural, ecological, and economic point of view, such that "the Seaflower protected area must guarantee the conservation of representative samples of marine and coastal biodiversity, of the basic ecological processes that support the environmental offer of the Archipelago and of the social and cultural values of the population". This area covers 34% of the Colombian Caribbean territorial sea. It is one of the largest MPAs in the world and the largest in the Caribbean, covering 10% of the Caribbean Sea. The Seaflower MPA is found within the Western Caribbean Coral Reef Hotspot, identified by Conservation International, and contains about 78% of all the coral areas of Colombia (142,000ha)[2]². Overall, the MPA contains more than 200,000 hectares of significant corals, mangroves and seagrass beds that provide feeding and breeding grounds for birds, reptiles, fish, and invertebrates, including many endemics, vulnerable, threatened, and endangered species.

The adjacent and surrounding areas of the Seaflower MPA include globally important biodiversity, encompassing the largest and most productive open-ocean coral reefs in the Caribbean and providing a continuum of habitats that support significant levels of marine biodiversity. With the presence of 192 Red-Listed species, this reserve is an important site for the conservation of endangered and threatened species of global concern. While the main islands are threatened with over-visitation, much of the Reserve remains under-explored, featuring barrier reefs, reef lagoons, reef slopes, deep coral plateaus,

seamounts, deep coral reefs, mangroves, seagrass and algal beds, soft and hard bottoms, beaches, and open ocean. The Seaflower MPA provides an exceptional example of marine habitat diversity, complexity, and inter-connectivity on a regional basis, with a few overpopulated islands that threaten the surrounding natural capital. Important characteristics of the Seaflower Biosphere Reserve include at least 48 species of Scleractinia coral species; habitat and nesting grounds for 4 IUCN Red-listed sea turtle species: the loggerhead turtle (*Caretta caretta*, EN), the hawksbill turtle (*Eretmochelys imbricata*, CR), the green turtle (*Chelonia mydas*, EN) and the leatherback turtle, (*Dermochelys coriacea*, CR); home to another 188 RED-listed species of marine mammals, fish and invertebrates; mangroves including *Rhizophora mangle*, *Avicennia germinans*, *Laguncularia racemosa* and *Conocarpus erectus*; 126 migrant bird species including the endemic *Vireo caribaeus* plus 12 endemic subspecies; and is home to a globally significant population of range-restricted Black Crab, which is under consideration by IUCN to be listed as Endangered (EN).

The project will be implemented in the Seaflower Marine Protected Area associated with the islands of San Andr s, Old Providence, and Santa Catalina (11,623 ha including key coral reef and seagrass ecosystems of the total 6,501,700 ha of the Seaflower MPA) and in the three regional protected areas of Jhonny Cay (44.2 ha), Old Point (247.56 ha) and The Peak (10.52 ha). Interventions will also focus on the non-protected but key terrestrial ecosystems of the islands of San Andr s, Old Providence, and Santa Catalina, especially in the mangroves (133.93 ha) and sandy beaches. Table 1 presents a characterization of the PAs included in the project, and protected areas maps with geo-coordinates and legend are presented in Annex E.

Table 1. Protected Areas included in the project

Protected Area	National Level	Area Type	Hectares	WDPA ID	IUCN category	Area (hectares)	METT Score at CEO Endorsement (2021)
District of integrated management of the marine protected area (MPA) of the Seaflower Biosphere Reserve	MPA Area associated with the islands (San Andr�s, Providencia, and Santa Catalina)	Marine	11,623 (of the total 6,501,700 ha from the Seaflower MPA)	555636411	Protected Area (PA) with sustainable use of natural resources	11,623	63
Jhonny Cay Regional Natural Park	Regional Protected Area	Terrestrial	5.30	555555779	National Park	44.20	60
		Marine	38.90				
Old Point Regional Mangrove Park	Regional Protected Area	Terrestrial	92.47	n/a	National Park	247.56	44
		Marine	155.09				

Protected Area	National Level	Area Type	Hectares	WDPA ID	IUCN category	Area (hectares)	METT Score at CEO Endorsement (2021)
The Peak Regional Park	Regional Protected Area	Terrestrial	10.52	555555773	National Park	10.52	38

1.2 Environmental Problem(s), Threats and Root Causes

Overall Environmental Problems

Coastal marine ecosystems in the Archipelago -- rocky shores, sandy beaches, mangrove forests, sea grass, wetlands, and coral reefs -- are seeing their functionality impacted by tourism-related degradation. The islands have been protagonists of the expansion of tourism, being a scene not only of migratory processes but also of the use of natural and cultural attractions for the tourism industry; especially since the type of tourism developed on the island of San Andr s is substantially "Sun and beach". Due to the large number of tourists to the island of San Andr s, the economy of the islands has benefited, but it has also brought negative consequences since the disorderly growth of tourism has not considered the capacity of the attractions of the islands, where traditional natural attractions such as keys, mangroves and beaches are saturated, generating a high risk of environmental degradation. Likewise, there is no integrated vision and coordinated work by local institutions, which means that there is no common purpose that includes the protection of biodiversity and ecosystem services as the main objective in the planning and development of the tourism activity, which is evidenced in the lack of integrated work plans and strategies to reduce environmental impacts caused by the tourism industry.

The loss of mangroves due to local and mass tourism infrastructure development diminishes the productivity of fish populations, thus affecting food security for local communities and increasing the risk of, and vulnerability to, natural disasters, while accelerating the coastal erosion process. The recent Hurricane Iota struck Old Providence and Santa Catalina between November 16 and 17, 2020, causing destruction in more than 98% of the local infrastructure as well as major impacts on the ecosystems and species that inhabit the islands[3]³. The general loss of vegetative cover over time has contributed to soil erosion and generated heavy sediment loads, which in turn have degraded the coral reefs, ultimately reducing the capacity of ecosystems to respond effectively to the impacts of climate change. Furthermore, mass tourism and high concentrations of local human settlements in beach and coastal environments have caused significant impacts on natural and areas of cultural significance (see table 2). This has generated environmental problems such as inadequate solid waste management, insufficient wastewater management, degradation of critical ecosystems, coastal erosion, excessive noise pollution, and increased occupation of public space, among others.

The current challenges in the management and conservation of the natural resources of the Archipelago require strategic and sustainable interventions with the involvement of the local community. The extent to which these ecosystems are impacted and how much the wildlife is disturbed is currently unknown. The proposed project seeks to improve biodiversity conservation and sustainable management of ecosystem services in San Andres, Old Providence and Santa Catalina islands through the design and implementation of participatory governance models, effective policies and innovative culturally-based and biodiversity friendly tourism products.

Threats and Root Causes

A threat analysis on the impacts of tourism and other sectors on the Mangroves, Sandy Beaches, Coral Reefs, and Seagrass of the Archipelago conducted during the PIF elaboration and validated during the PPG, ranked threats according to High, Moderate-High, Medium, and Low. The overall ranking of threats to targeted ecosystems is presented in Table 2 and those prioritized for project intervention, with ranking of High and Moderate-High are presented in Table 3.

Table 2. Analysis of threat impacts to target ecosystems

Direct Threats	Mangroves	Coral Reefs	Sandy Beaches	Seagrass	Average
Unplanned development of small-scale local tourism lodging.	High	Medium	High	Medium	High
Unplanned mass tourism infrastructure development in coastal areas (hotels, roads, piers, etc.).	High	Medium	High	Medium	High
Excessive physical presence of tourists in the prioritized ecosystems without carrying capacity consideration.	High	Medium	High	Medium	High
Uncontrolled solid waste disposal (from tourism and general population).	High	High	High	Medium	High
Unsustainable recreational water sport and motorized transportation activities.	High	High	High	High	High
Sewage disposal (from tourism and general population) into waterways, mangroves, and reefs.	Medium	Medium	Medium	Medium	Medium
Unsustainable fishing (local artisanal) to feed tourism demand.	Medium	Medium	Medium	Medium	Medium
Overconsumption for food (by tourism sector) of freshwater from aquifers.	Medium	Medium	Medium	Medium	Medium

Direct Threats	Mangroves	Coral Reefs	Sandy Beaches	Seagrass	Average
Overconsumption of endemic species (by tourism sector), such as the Black Crab.					
Sand mining and dredging to satisfy demand for building materials (to feed a growing number of tourism infrastructure projects).					
Unplanned urban development (expansion over natural ecosystems) to satisfy immigration of tourism employees.					

KEY TO THREAT PRIORITIZATION	HIGH	MODERATE - HIGH	MEDIUM	
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Table 3. Description of prioritized threats

Threats	Impacts on Biodiversity
Unplanned development of small-scale local tourism lodging	The unplanned development of the local tourism represents a high threat to biodiversity since there are no environmental norms regulating the expansion of this sector. This means, for example, that traditional Raizal constructions or infrastructure related to transport or mobility (roads, highways, or piers) can be built on key ecosystems, such as mangroves, and that these habitats are under serious threat of being destroyed. In recent years the number of local tourism initiatives has significantly increased in the islands, facilitating an increased number of tourists and an increased pressure on the island's ecosystems. Most local tourism initiatives do not adopt good environmental practices in recreational activities, and they offer products and services that directly affect the health of ecosystems.

<p>Unplanned mass tourism infrastructure development in coastal areas (hotels, roads, piers, etc.)</p>	<p>Mangrove and other coastal forests of San Andres have been cleared for developing mass tourism infrastructure which has, in turn, led to increased vulnerability to climate change impacts, coastal erosion and sedimentation on coral reefs. This has caused mortality and reef degradation across San Andres. Also, sandy beaches have decreased in the Archipelago, due to erosion caused by different factors, including climate change impacts.</p> <p>Fragmentation of the mangrove forest compromises the ecological integrity and functionality of the ecosystem and degrades hydrological systems. This loss and fragmentation of habitat are threatening seabirds, shorebirds, migratory and resident species, as well as shellfish, crustaceans, and reef fish species. The loss of beach habitat in the Archipelago due to erosion and massive infrastructure development are, in the Archipelago, threatening endangered turtle species and affecting black crab natural migration processes.</p> <p>Lastly, the criteria for the use and type of materials for the construction of tourism-related infrastructure is based on conventional engineering approaches that do not integrate biodiversity conservation or climate change adaptation and resilience considerations. The disposal of surplus and residues from infrastructure development impacts coastal ecosystems -at different levels- in particular, the mangrove.</p>
<p>Excessive physical presence of tourists in the prioritized ecosystems without carrying capacity consideration</p>	<p>The lack of a carrying capacity analysis for the islands means that there is great pressure on ecosystems and hence there is a demand for environmental services that far exceeds what the ecosystems can support. The vast number of tourists on the islands leads to a high frequency of visits to conservation objects, generating physical interaction with the ecosystems which disrupts biological processes.</p> <p>More tourists imply an increase of fishing efforts including illegal fishing and use of non-selective fishing gear and techniques that have wide-ranging ecological consequences (such as fish traps that catch small species and are often left behind which results in ghost-fishing) affecting the sustainability of commercially-important fishing resources and creating a demand for consuming new fish species that were not considered in the past (i.e., parrot fish).</p> <p>Selective removal of species from reef communities and beaches for local consumption (such as queen conch, lobster, grouper, snapper, and parrot fish, among others) has adverse ripple effects on the integrity of the reef ecosystem.</p> <p>An exorbitant presence of tourists implies an increase in light and noise pollution on the islands, which affect certain species of birds; it also results in an increase in the emissions that occur on the islands (due to the increase in transport) and in the discharge of wastewater into the ecosystems of the coastal marine territory.</p> <p>Lastly, a great number of tourists results in overconsumption of freshwater from aquifers in tourism resort areas leading to degradation of water supply.</p>

<p>Uncontrolled solid waste disposal (from tourism and general population)</p>	<p>Uncontrolled solid waste disposal (especially plastic) into wetlands, water retention zones, and coastal areas leads to mortality of fish, birds, and turtles (among other species) when entangled or ingested by individuals.</p> <p>Likewise, solid waste agglomerates on the beaches and mangroves affecting the health of species and generating considerable impacts on vegetation cover ecosystems such as forests and mangroves.</p> <p>The organic matter associated with solid waste implies bacteria and microorganisms that generate compounds that acidify the water and eliminate oxygen which is vital for the life of aquatic species and cause contamination of water for human consumption and health problems.</p>
<p>Unsustainable recreational water sport and motorized transportation activities</p>	<p>Degradation of marine habitats from increased contact and disturbance, e.g., mooring and anchoring of dive boats, yachts, and, less frequently, cruise ships on or near coral reefs. Other recreational activities, such as the unregulated use of speed boats, and spear fishing are also destructive to wildlife.</p> <p>Water transport can also result in collision damage on reefs, and mortality of mammals and sea turtles. Noise emissions from motorboats affect the wildlife associated with the water bodies.</p>

Threats to Biodiversity within the Context of COVID-19

The COVID-19 outbreak has severely disrupted economies globally, with negative impacts on public revenue, private sector income and local livelihoods. The tourism sector has been particularly affected with consequences for direct and indirect tourism-related jobs. Although the decline in international travel and decreased numbers of tourists on the islands could positively impact the health of the ecosystems currently under threat from massive tourism, the Seaflower Archipelago has been marketed as a low-cost 'sun and beach' tourism model and could recover relatively quickly (especially at

national level) and could continue to exert the same pressure to the environment. As of March 2021, there was already evidence of recovery of the tourism sector as described below.

Despite the ravages of hurricanes Eta and Iota and the restrictive measures to mitigate the COVID 19 pandemic, since the San Andr s Island airport was opened in September 2020, the tourism sector shows figures that reflect a recovery trend that began to be notorious in March 2021. Although the recovery of the tourism and hotel sector is slow, it continues to advance in the middle of the third peak of the pandemic that is hitting Colombia, since San Andr s had the highest hotel occupancy in the country according to COTELCO figures, with an indicator of 47.65% and a growth of 9.8 percentage points with respect to March 2020. Despite the result, the Island is still close to 50 percent below its historical records. However, it is once again one of the main destinations preferred by Colombian and foreign visitors. Regarding the number of tourist arrivals handled by the tourism secretariat, by March (Easter season) of 2021, 72,257 visitors arrived in the archipelago, which represented an increase of 27% compared to the same period for 2020 when pandemic-related confinement were at their highest level. In the month of April, 68,216 visitors entered San Andres, only 13,476 fewer visitors than in the same period for 2019 when normal levels of tourist flow were maintained in the archipelago.

1.3 Barriers Addressed by the Project

a. Weak local institutional capacities for mainstreaming biodiversity in the tourism sector planning.

Weaknesses in local institutional capacities are reflected in the absence of an effective inter-institutional governance model between the entities charged with regulating tourism and those in charge of protecting and conserving biodiversity and ecosystem services in the Seaflower Biosphere Reserve, creating a barrier to the adequate mainstreaming of biodiversity conservation in the tourism sector. Also, limited capacities of the competent authorities in terms of training, skills, equipment, and knowledge of the area, is an additional barrier for the adequate management of biodiversity in the context of tourism in the islands.

More effective inter-institutional coordination which includes all the relevant stakeholders (public and private) at the national and local level is needed to properly mainstream biodiversity conservation in the tourism sector and regulate the tourism industry. For the most part, institutions in charge of environmental and tourism areas work in isolation, and currently don't have a shared vision for how to mainstream biodiversity conservation within the tourism sector or in planning processes. Regional governmental tourism entities have little experience regulating tourism in protected areas, which often reinforces the tendency to focus on the existing model of mass tourism.

Regarding spatial planning, there is no information with respect to the carrying capacity of the islands nor the value of the ecosystem services which are key to determining the potential zoning and the possible sustainable uses of the territory. These information gaps contribute to poor planning capacities and result in tourism that grows without control and negatively affects biodiversity. The infrastructure developed on the islands is based mainly on conventional construction (grey infrastructure). No specific infrastructure projects with biodiversity conservation considerations have been developed on the islands and currently local authorities have expressed the necessity to acquire capacity in sustainable development, and on how to integrate biodiversity conservation considerations in future tourism infrastructure. The current project will aid in generating capacity amongst stakeholders to mainstream biodiversity conservation in green and gray infrastructure for current and future touristic project development, and will strengthen the capacity for managing tourist visitation and for

monitoring the impacts of tourism on ecosystems and biodiversity within protected areas, consistent with the management weaknesses identified in the most recent METT results (2021) of the Seaflower MPA and the other 3 associated regional protected areas being supported by the project. The average management effectiveness of the 4 protected areas to be supported by the project is 51.25% with one of them having a METT score of only 38% at November 2021. The common management challenge across the 4 protected areas of the project includes the ability to determine carrying capacity of protected areas based on multiple types of uses, the institutionalization of carrying capacity measures in day-to-day park management, ecosystem, and biodiversity monitoring of the impacts of tourism, budget constraints, and shortage of staff and park rangers. These needs are captured in the barriers below and are further detailed in the project's intervention strategy under component and activity descriptions.

b. Lack of sound data to understand the effect of tourism on biodiversity and to guide the management and mitigation of tourism impacts on biodiversity.

The absence of monitoring efforts to evaluate the tourism sector's impact on the Reserve's biodiversity and the associated economic impacts on ecosystem services is critical. Currently, no database or data collection methods exist for measuring the tourism activities' impact on protected areas and key biodiversity. Additionally, there is a data gap regarding ecosystem services associated with tourism and their value in the Seaflower Reserve. This barrier results in the lack of necessary information to take the appropriate measures for adequate management of ecosystems and species. The lack of fundamental data to guide management is compounded by the local authority's lack of capacity to respond efficiently leads to an inability to make informed and concrete decisions that support natural resource conservation.

c. Weak legal framework and enforcement of biodiversity conservation and protected area policies.

There are gaps in the national regulations for the adequate management of tourism in strategic areas or ecosystems, and a lack of articulation amongst the environmental and economic development sectors. The weaknesses in the legal framework as well as the limitations in the application of policies leads to difficulty in the enforcement of relevant legislation. Also, the competent authorities lack the proper training to conduct effective surveillance and control of the territory; and lack essential supplies for the fulfillment of their enforcing functions. Therefore, strengthening the authorities in terms of both their capacities and the equipment is fundamental in overcoming this barrier and obtaining more effective control and surveillance within the islands.

d. Limited local capacity in mainstreaming biodiversity conservation in existing local tourism businesses.

Weak institutional capacities and engagement, combined with the limited information available and the weak legal framework result in the islands being a conventional 'sun and beach' destination, with very few examples of successful sustainable community-run tourism projects. Old Providence and Santa Catalina islands are well-positioned to cater to specialty tourism activities and ecotourism; however, existing products and services lack quality and diversity. Also, the local proprietors of such community initiatives often lack the capabilities to run a successful business and the resources to offer a biodiversity friendly portfolio of tourism activities. Given these constraints, it is necessary to strengthen the local tourism industry capacity and scope to promote the transformation of existing local businesses into sustainable businesses that ensure the conservation of biodiversity.

To address these gaps, it is necessary to structure an incentive to tourism businesses to adhere to sustainable standards and policies, engaging the tour operators and visitors of the area in a strong biodiversity conservation approach.

1.4 National and Sectoral Context

Country Context in Relation to Project Intervention Area

Colombia is among the top five most biodiverse countries on earth. It is the fourth-largest country in South America, and with 3,000 km of coastline, it is the only country with shorelines along both the Pacific Ocean (1,400 km) and the Caribbean Sea (1,600 km). The Colombian territory is characterized by a great diversity of ecosystems, determined by its geographical location and the physical and climatic characteristics of a country that has three mountain ranges, six natural regions and a large cultural diversity shaping the dynamics of numerous local communities.

The project intervention area, Archipelago of San Andres, Old Providence, and Santa Catalina is Colombia's only oceanic and West Indies Department. The landscape includes farmland, tourist centres, isolated traditional settlements in Old Providence and densely populated sectors in San Andres^[4]. The archipelago is located 710 km (440 miles) northwest of Cartagena, Colombia, and 180 km (110 miles) off the coast of Nicaragua. San Andr's is the largest island of the archipelago, and its capital is also called San Andr's. The other two islands lie to the northeast of San Andr's and their capital is Santa Isabel. The archipelago is volcanic in origin and comprised of cays and atolls. The area of some of its coral banks, such as Quitasueño, can exceed 1,000 sq km (386 sq Mi). The Old Providence barrier reef is 32 km (20 mi) long and covers an area of 255 sq km (98 sq mi) making it one of the largest coral reefs in the Americas. It is identified as a major site of coral and fish diversity and is considered a biodiversity hot spot. The islands of Old Providence and Santa Catalina, with 19 sq km (7 sq mi) formed by an extinct Miocene volcano and with an unusually well-preserved tropical forest, have far less population than San Andr's. The climate is tropical, stable, with an average temperature of 27° C (80° F). The islands experience a tropical monsoon climate that borders on a tropical wet and dry climate. Average temperatures range from 24 °C (75 °F) to 30 °C (86 °F) in two periods dominated by dry and rainy spells. The rainy season is from May to January, when humidity is also high^[5]. These islands represent a total land area of 57 square kilometers and a population of more than 83,000.

Covering the project intervention area is the Seaflower Biosphere Reserve, which was declared in 2000 by UNESCO, due to its cultural and environmental values. The reserve protects a rich marine biodiversity, which includes more than 407 species of fish, 48 hard corals, 54 soft corals, 130 sponges, 157 birds and many other significant species. While the archipelago is noted as a secondary endemic bird area, it also hosts a number of endemic species including two species of snakes, *Leptotyphlops albifrons* (silver snake) and *Coniophanes andresensis*; the endemic bird *Vireo caribeus*; *Gambusia aestivateus*, an endemic fish that lives in the mangroves of Bah'a Hooker (San Andr's Island); the *Leptodactylus insularis* toad; and *Hypoplectrus providencianus* (Hamlet), a fish from Providence Island^[6].

Legal Context

The Constitution (article 310) gives the Archipelago natives (Raizal) special status as an ethnic minority group with a cultural identity distinct from the dominant society, requiring that special programs be developed locally to protect their environment and culture; the survival of which depend on coastal and marine resources and the natives' traditional rights of tenure to the Archipelago's marine areas. Law 99/93 declared the Archipelago a biosphere reserve and named CORALINA as the agency responsible for realizing this delegation at the national and international levels. Law 47/93 calls for the establishment of artisanal fishing areas in the Archipelago, law 136/94 protects the Archipelago's

mangroves, resolution 1426/96 defines the Archipelago's corals as special environmental management zones, and executive resolution 023/71 declares a National Reserve Zone in San Andres Bay from Johnny Cay to Haines Cay. Resolution 1021/95 established the first national park in the Archipelago, Old Providence McBean Lagoon. Locally the Environmental Plan for Sustainable Development of the Archipelago: 1998-2010 (approved, 1998) prescribed the need for the delimitation of marine areas to conserve biodiversity, special measures to recover endangered species, and realignment and demarcation of coastal and marine reserves to protect species habitat. The Seaflower Biosphere Reserve, the Seaflower MPA and other national parks have since been declared, in addition to regional development plans and management units.

The new Tourism Law (Law 2068 of 2020) regulates some key aspects related to the promotion of tourism in Colombia and is relevant for this Project. Among the aspects that this Law regulates, is the definition of concepts such as the capacity of a tourist attraction, understood as the limit of tourist use in a period, so that it is sustainable, and the carrying capacity, understood as the limit to the intensity of tourist use by several people determined by the corresponding authority, so that it is sustainable. The Law contemplates the possibility that local governments declare some areas as tourist attractions, which implies that said assets are affected by their exploitation as tourist attractions, as opposed to other contrary purposes; the types of infractions that tourism service providers may incur; delegates to the Ministry of Commerce, Industry and Tourism; the determination of quality levels, taking into account both the capacity of the providers and the characteristics of the tourist attractions; etc.

Institutional Context

By Decree No. 415, March 13, 2017 the Ministry of Environment and Sustainable Development (MinAmbiente) unified different environmental instruments in the Archipelago Department of San Andr's, Old Providence and Santa Catalina, establishing that (for all purposes of environmental management), the Integrated Management Plan of the Caribbean Insular Coastal Environmental Unit (Insular POMIUC), is the only instrument articulating the regulations and ordinances of the territory of the Archipelago Department of San Andr's, Providencia and Santa Catalina responding adequately to the specialties and environmental needs of this jurisdiction. Accordingly, the Insular POMIUC constitutes the norm of superior hierarchy and environmental determinant for the elaboration and adoption of the plans or schemes of territorial ordering or departmental ordering, in the Archipelago of San Andr's, Old Providence and Santa Catalina.

The Corporation for Sustainable Development of the Archipelago of San Andres, Old Providence, and Santa Catalina (CORALINA) under the Ministry of Environment and Sustainable Development (MinAmbiente), as the maximum environmental authority in the Archipelago, executes the national policies, plans, and programs in environmental matters defined by the law of the National Development Plan and the Ministry of Environment. While Section 2.4 contains a full description of project stakeholders, the following actors are critical to the institutional framework necessary for project success.

The Office of Green and Sustainable Businesses (ONV) of MinAmbiente supports the consolidation of green businesses in nature tourism, through technical support and transfer of policies and methodologies. The Ministry of Commerce, Industry and Tourism (MINCIT) oversees the formulation, management and coordination of policies related to the development of sustainable tourism practices and other activities associated with the economic and social progress of the region. The General Maritime Directorate (DIMAR), besides formulating, managing, and directing public security and defense policies, is also instrumental in marine spatial planning and the regulation of the use of public goods in the coastal region as well as in aspects regarding marine transportation. The National Natural Parks of Colombia (PNN) is the national authority to manage national parks of Colombia and are key in the implementation of field conservation action, national and local coastal ecosystems strategy and policy strengthening. The Secretariat of Tourism perform an important function in the administration, coordination, control and regulation of local plans and tourism, while the Secretariat of Social

Development - Departmental office for women's and gender affairs, coordinates the design, implementation, and monitoring of the departmental public policy on women, and thus will be instrumental in ensuring compliance with the project's Gender Mainstreaming Plan.

CORALINA and the Departmental Authority (Gobernaci?n Archipelago) under the Colombian National Government, are the key government entities that manage the Seaflower Marine Protected Area and oversee the implementation of corresponding national and departmental plans and programs. Conservation International (CI), the other lead executing agency, is an environmental NGO dedicated to biodiversity conservation through research, planning and management actions that include innovative alternatives in areas such as sustainable production, community participation, land use planning, environmental education, and communication, among others. In Colombia, it works in the design and execution of programs that integrate the conservation of natural resources with socio-economic development at the national, regional, and local levels. These programs involve the governmental, academic-scientific sectors and the civilian population in the different instances of participation.

Socio-economic Context

The native islander population of the Archipelago has the legal protection granted to ethnic minorities by the Colombian constitution of 1991. The local resident population in the project intervention area belong to an ethnic community (Raizales), recognized by Colombian government as peoples with specific rights, with an invaluable culture and traditional knowledge of its territory. The Raizales are an ethnic community, because they have their own language and culture developed from their African, European, and Caribbean roots. Its Afro-Anglo-Antillean cultural roots are manifested in a strong cultural identity that differs from the rest of the Colombian population. The Creole language spoken by the people of the San Andre's Archipelago still contain words from an ancient English dating from the seventeenth century. A general picture of the socio-economic situation on the Archipelago is presented in Table 4.

Table 4. Socio-economic Statistics of the Archipelago^[7]

Parameter	Statistic (%) of Population
Males in population	50.91
Females in population	49.09
Multi-Dimensional Poverty Index	40.7
Did not attend school	1.5
Not attending school	1.3
Achieved very low education level	28.8
Long-term unemployment	10.1
Have inadequate sewage facilities	71.7

School drop-outs	21.7
Without access to appropriate water supply	49.5
Without access to health insurance	4.1
Childhood labor	0.4
Informal employment	52.8

The economy of the Department of San Andr s and Providencia is based mainly on tourism and commerce, agriculture, and subsistence fishing. The main agricultural product that was commercially exploited in the archipelago was coconut, but in addition avocado, sugar cane, mango, orange, yam, noni, and yucca were produced, productions which have declined over the years due to damage to the land and urbanization of many areas. Following Colombia's 2016 peace agreement, the economy of the Archipelago has shifted. Domestic and international tourism have boomed, and tourism related activities have become the main threat to biodiversity in the Archipelago. Traditional fishing activities have decreased dramatically and the exponential demand for natural resources due to the increase of visitors to the Islands, has exposed the Archipelago, its ecosystems and biodiversity to a new set of threats that must be urgently addressed.

According to the Ministry of Commerce, Industry and Tourism (MINCIT), the tourism sector in Colombia has followed global trends, reaching an increase of 28% in 2017. The Island of San Andres has experienced an exponential increase in tourism, with the number of visitors growing from 263,577 in 1991 to 1,050,763 in 2017, and 1,138,351 in 2019, where 90% of the visitors who arrive have as their motive to undertake tourist activities. As a result of this important flow of visitors, a tourism development model has been implemented in the territory based on the standardization and sale of land, to provide tourism services to a floating population with no regard for the carrying capacity of the Archipelago. Based on 2019 data from the Secretariat of Tourism of the Department, a high percentage of locally-run lodgings were observed, such as tourist housing accommodations (57%), Apart-hotels (20%), and Native places^[8] (7%) amongst others. The local population also provides other tourism-related services such as terrestrial transport, tourism agencies, nature tourism and ecotourism, gastronomic activities, and tour guide services.

According to the database of the departmental chamber of commerce, in 2021, 2,744 commercial establishments were registered, associated with tourist services such as: accommodation, vehicle rental, rental of recreational and sports equipment, food outlets and cafeterias (Restaurants), travel agencies and tour operators. Likewise, these 2,744 establishments report 5,408 employees and 1,925 people represent said establishments. Of the 2,744 business establishments associated with tourism, 2,407 are in San Andr s and 337 in Providencia. Of the 1,925 people who provide tourist services, 1,021 correspond to women and 904 are men, which corresponds to 53% headed by women and 47% by men. Of the activities carried out by commercial establishments, the ones that stand out the most are: accommodation service and the sale of prepared meals (restaurants). Among the street vendors that provide tourist services on the beaches and different islets, a total of 327 active vendors are registered with the departmental government secretariat, of which 158 are women and 169 are men: 48% and 52% respectively. Of the activities carried out by street vendors, the most representative are sale of food and beverages with 22%, hairdressers with 20% and rental of tents with 15%. Regarding the size of the commerce establishments in the tourism sector, according to figures from the Ministry of Industry, Commerce and Tourism, most establishments in San Andr s and Providencia are micro-

enterprises, representing 83.6%. Small companies account for 6.1%, medium-sized companies 5.2% and finally large companies account for 5.2%.

The number of business establishments associated with tourism for 2021 according to the databases of the Departmental Government Secretariat and the archipelago's chamber of commerce are gathered according to commercial and general activity in the table 5.

Table 5. Business establishments associated with the tourism sector in the archipelago of San Andr s, Providencia, and Santa Catalina in 2021

Tourism Trade Establishments in 2021	
Total number of active tourism associated establishments in 2021	2744
Number of active tourism establishments in San Andr�s in 2021	2407
Number of active tourism establishments in Providencia in 2021	337
Number of accommodation establishments in the Archipelago	1183
Number of accommodation establishments in San Andr�s in 2021	1043
Number of Accommodation establishments in Providencia in 2021	140
Total number of travel agency and tour operator establishments in the Archipelago	492
Total number of travel agency and tour operator establishments in San Andr�s	447
Total number of travel agency and tour operator establishments in Providencia	45
Total number of vehicle and recreational and sports equipment rental establishments in the Archipelago	193
Total number of vehicle and recreational and sports equipment rental establishments in San Andr�s	177
Total number of vehicle and recreational and sports equipment rental establishments in Providencia	16
Total number of establishments selling prepared meals in the Archipelago	876
Total number of establishments selling prepared meals in San Andr�s	740

Tourism Trade Establishments in 2021	
Total number of establishments selling prepared meals in Providencia	136
Number of people representing a tourism establishment in the Archipelago	1925
Number of people representing a tourism establishment in San Andr�s	1614
Number of people representing a tourism establishment in Providencia	311
Number of women representing a tourism establishment in the Archipelago	1021
Number of men representing a tourism establishment in the Archipelago	904

As indicated above, tourism is the Colombian islands' economic driver. At the country level, the GDP of the archipelago of San Andr s, Providencia, and Santa Catalina, represents 0.15% of the National GDP, and for its part at the regional level, the departmental GDP for 2019 (provisional) was US \$ 482,749,038.49 current (DANE, 2020), while the GDP per capita for 2019 is US \$ 9,201, which is above the national average of US \$ 7,430.

In 2018, 57% of the Gross Domestic Product (GDP) of the Island of San Andres was associated with commerce, hotels, and restaurants. Forty-Five (45%) of the formally employed population is linked to tourism and commerce: in 2015, of the 29,000 employed on the Archipelago, 13,000 were linked to commerce, hotels, and restaurants. Lodgings have grown by more than 1,000% in the last five years, going from 66 to 742 lodging establishments with the National Tourism Registry between 2012 and 2017. In 2019, among all the destinations in the country, San Andr s had the highest hotel occupancy with 82.05%, well above the national average and even surpassing Cartagena (68.99%), which shows the importance of the destination and its high demand in the country. But it is precisely this high dependence of the islands on tourism that has made the mandatory preventive isolation measures, implemented to contain the spread of COVID-19 and which have led to the closure of the airport and the paralysis of the tourism sector, have devastating effects on the local economy, and an unprecedented economic crisis. According to a study carried out by the National Federation of Departments on the impact of the emergency caused by this new coronavirus on territorial finances, the department with the greatest effects on its current income in May 2021 was San Andr s, with a drop of 81%^[9].

The Chamber of Commerce highlights the economic impact that the implementation of measures for the prevention and control of the spread of COVID-19 in the island economy has had, given that the Archipelago of San Andr s, Providencia, and Santa Catalina was particularly exposed, and its economy

had a great negative impact due to two relevant structural factors: Dependence on food supplies (domestic and imported) and the high concentration of the economy predominantly around tourism. Likewise, the chamber of commerce highlights that because of the closure of the different passenger air transport terminals, 96% of the companies directly associated with tourism closed as a result as of March 2020. According to survey data carried out by this entity to measure the impact of COVID-19 on companies in the Archipelago, the cessation of activities and closure of companies directly or indirectly affected by tourism, left an average of around 4,215 direct workers unemployed. Regarding the figures of commercial establishments, according to the chamber, 2,001 were registered and renewed in 2020 while in 2019, 2,376 were renewed and registered, which meant a variation of -15.78%. In relation to tourism establishments registered in the national tourism registry, 1,183 were renewed while 320 establishments were suspended. The Monthly Accommodation Survey (EMA) carried out by DANE, which obtains information on the behavior of establishments that provide accommodation services at the national and regional level through indices, variations, and indicators of the tourism sector, shows that the percentage of occupancy was 24.7%. Likewise, the EMA survey shows that in the period between December 2019 and 2020, the archipelago had an annual variation and contribution of real income of -61.0%, employed personnel of -25.9% and a variation in salaries -8.5%.

Although tourism has benefited the economy of the islands, the disorderly expansion of this model has brought negative consequences and is at the center of many conflicts and pervasive impacts on the territory and its local populations. It is known that about 50% of the total number of rooms available on the island of San Andres is provided by large national and international hotel chains[10]¹⁰ which receive most of the mass tourism, and the remaining percentage is supplied by the local population, where native lodges may represent more than 20%.

The economic importance of tourism described above for Colombia is consistent with the trend in the wider Caribbean region. The tourism sector in the Caribbean accounts for over 15% of the GDP and 13% of jobs in the region. The Caribbean's tourism industry and the whole regional economy is dependent on the health of its coral reefs and other important coastal and marine ecosystems (including mangroves and seagrass), as well as fragile terrestrial habitats and species. A recent study by The Nature Conservancy (TNC) found that reef-adjacent activities generate an estimated \$5.7 billion per year in the Caribbean from roughly 7.4 million visitors. When combined with reef-dependent tourism activities, they generate \$7.9 billion total from roughly 11 million visitors[11]¹¹.

Currently, the tourism sector that is developing in the coastal and insular areas is considered one of the fastest growing private sectors worldwide. It has been noted that, due to the dynamic nature of the marine and coastal environment, any activity that interferes with the processes of these natural ecosystems may have consequences on their stability. Taking this into consideration with the magnitude of tourism demand, the development of the tourism sector must be fully integrated into government plans, policies, and programs to guarantee the sustainable use of natural

environments.[12]¹² With tourism arrivals by air and by cruise ships quickly returning to pre-COVID 19 levels, it is urgent that integrated tourism planning and management be instituted on the archipelago.

2. Baseline scenario and any associated baseline projects

Planning Framework for a sustainable tourism sector

The evaluation and data analysis of the biodiversity values associated with the islands of San Andres, Old Providence, and Santa Catalina, is a strong baseline that supports and validates the importance of this region and the need to strengthen conservation actions for their environmental resources. CORALINA as the local environmental authority have generated significant inputs which can be incorporated into policy programs in other government sectors.

The departmental authority has different units responsible for the administration of national policy applied to the local level. One of these agencies is the Secretary of Tourism, whose actions are based on a tourism plan adopted in 1995, which now needs to be updated urgently to include more environmental considerations that are consistent with a sustainable tourism plan. The local authorities, in accordance with their functions, regularly follow up and monitor aspects relevant to their jurisdiction. CORALINA generates data on the condition of critical ecosystems such as corals, sea grasses, mangroves, and beaches, as well as key species. The departmental authority registers and monitors tourist activity on the islands by documenting the number of visitors, lodgings, restaurants, and other information. Although data is collected and monitored by local authorities, there is limited information to identify and define effective actions for the management of tourism and biodiversity conservation in the islands in an integrated manner.

The grey infrastructure built on the islands (mainly on the San Andres Island) has not considered environmental criteria in the past. However, existing traditional architecture developed by the local Raizal population, for many generations, may be a valuable baseline to consider for new infrastructure projects on the islands.

CORALINA is currently in the process of formulating the POMIUAC, and simultaneously is formally advancing a process of previous consultation of the same with the Raizal ethnic community. Tourism, as the main engine of the economy in the Archipelago of San Andr?s, Providencia and Santa Catalina is prioritized to address its impacts on biodiversity and protected areas, and to prospectively adopt policy, regulatory and governance guidelines that promote the development of sustainable tourism in accordance with the guidelines of the Seaflower Biosphere Reserve.

The local authorities from the Archipelago, according to their functions, maintain a relationship with the private sector associated to tourism at different levels, focusing on the actions implemented by the government programs, as well as on specific projects that are formulated and executed. An important baseline to emphasize in the framework of the last METT evaluation (2013), was the active participation of key actors including the private sector, in which limited awareness (by the population at large) regarding the importance of natural resources and biodiversity was identified, highlighting the association between the difficulty in committing to care for these resources and the unemployment and lack of economic alternatives for the local population.

Monitoring, management, and mitigation of tourism impacts on biodiversity

CORALINA has a particular condition which allows annual access to the Environmental Compensation Fund (FCE), an economic instrument that distributes resources among national corporations based on

proposals formulated and approved by the Ministry of Environment. Therefore, through the submission of projects, CORALINA has acquired financial support from the national government for about 15 years to carry out the activities under its competence, such as monitoring, surveillance and control at the environmental level, creation of awareness strategies, training and capacity building, development of sustainable production and consumption practices, management of water stress and adaptation to climate change, among others. Recurrent baseline projects being implemented by CORALINA are mentioned below in Section 1.6. with which this proposed project will ensure complementarity and coordination. For its part, the Departmental Authority will be making recurrent investments over the next 5 years in conservation and management actions for priority ecosystems including beaches, ecosystem restoration, sustainable design principles for tourism infrastructure, implementation of strategies for the integration of cultural practices focused on improving behavior of tourists and residents towards conservation of marine biodiversity, conservation of threatened marine species, the development of a Sustainable Tourism Plan for the Seaflower Biosphere Reserve, and the prevention of marine pollution affecting biodiversity.

Regarding the monitoring of the coastal and marine resources, INVEMAR, the scientific institution in charge of the research of these ecosystems, has developed several protocols (2014) for the monitoring of sandy beaches, coral reefs, seagrasses, mangroves, and aquatic birds (which was updated in 2018 through resolution 1263). These methodologies have been reviewed, expanded, and implemented by CORALINA through recurrent monitoring programs to generate management and conservation strategies for key species and obtain information regarding the state of the ecosystems. Within this project, feasibility studies have also been carried out to guarantee the implementation of conservation agreements and the quality of life of the Archipelago's fisherfolk. It has also been possible to maintain and reinforce four community monitoring programs (Reefcheck, Coral Nursery, Marine Mammals, and Chondrichthyans), as well as training, coaching, generation of guides, building and adaption of a specific zone related to important tourist activities developed within the islands of San Andrés and Old Providence, including: recreational diving, water sports, marine mammal sighting, tourist practices related to rays (*Dayastis americana*), and diving for chondrichthyan observation. Although the mentioned project has ended, these activities continue within the framework of the biological monitoring functions of CORALINA, which applies the protocols designed by INVEMAR annually.

The San Andres, Old Providence and Santa Catalina Archipelago department has the largest protected area in Colombia, which was approved, declared and re-categorized, according to the Single National Registry of Protected Areas of Colombia (RUNAP), as a District of integrated management of the marine protected area (MPA) of the Seaflower Biosphere Reserve. Since the creation of this area and under two GEF projects, the Management Effectiveness Tracking Tool (METT) have been carried out in 2009 (with a score of 33%) and in 2013 (with a score of 55.6%) providing an important baseline on the status of the implementation of the management plan in this national protected area. The METT assessment has been updated for the Seaflower MPA in November 2021 as mentioned above, and a METT baseline now also exists for the three (3) regional protected areas that CORALINA manages since 2001 and which also form part of this project.

The Archipelago government, following the guidelines of the National Development Plan (NDP 2018 - 2022), is currently supporting economic strategies and instruments that make the productive sectors more sustainable, innovative and reduce their environmental impact. An updated National Development Plan is now due. CORALINA is currently implementing four projects that are relevant to the baseline of this project: (1) "Effective Management, Administration and Conservation of Marine, Coastal and Terrestrial Resources for a total budget in 2021 of US\$181,155; (2) "Protection of Biodiversity and Environmental Services Associated to Wetlands and Coral Reefs of the Archipelago" for a total US\$579,762 financed by CORALINA and the Environmental Compensation Fund (FCA); (3) "Protecting and Managing the Water Resources of the Archipelago" for a total of US\$299,218; and (4) "Strengthening Actions for the Improvement of Environmental Quality and Ecosystems in the Archipelago" for a total of US\$142,125.

In the area involved in this project, CI has executed several environmental and social development programs that accredit its technical, administrative, and financial capacity for this project. Some of

these projects were carried out in collaboration with CORALINA, and were associated with the strengthening of actions for the management and conservation of the Black Crab in the Providence Island, the effective biodiversity conservation related to coral ecosystem of the Seaflower Biosphere Reserve by involving the communities actively, coral ecosystem restoration activities, the monitoring and conservation of the Black Crab, awareness campaigns on threatened species and strategic ecosystems, and holistic actions for the control of the invasive lionfish species. For the next year, CI will implement a project financed by the IDB for the mapping of strategic marine ecosystems to update an early warning system (Tremarcos) that serves the decision makers -as well as the private sector- as a data base and guiding tool regarding where is feasible to develop infrastructure as well as the compensation measures that would take place if said infrastructure work were to be developed. Also, CI is working with the Ministry of Environment in a national project called 'One million corals for Colombia' where 600,000 coral fragments will be nursed in the islands of the archipelago, in joint work with fisherfolk, civil society organizations and the local authorities.

Local biodiversity-friendly tourism initiatives

The existing tourism model in the Archipelago has caused a competitive crisis in the tourism sector, with a growing local tourism sector trying to capture some of the economic benefits the mass tourism sector represents in the Department, but through businesses that do not always integrate sustainability considerations and lack technical and financial capacities. For this reason, CORALINA has created a Green Business Window by legal act (Resolution 055 of 2019), which has been promoting, encouraging, and accompanying Green Businesses on the islands. The corporation decided to promote sustainable and environmentally friendly ventures seeking to mitigate the evident damage on the Archipelago. The Green Businesses consider the economic activities that offer goods or services and generate positive environmental impacts and incorporate good environmental, social, and economic practices with a circular economy approach, contributing to the conservation of the environment as natural capital that supports the development of the territory.

CORALINA has been accompanying 43 Green Businesses, through a revision process with different criteria gathered in 3 different qualification levels: (1) Economic, social and environmental compliance at a legal level; (2) Economic viability, positive environmental impact, useful life, use of recycled materials, social and environmental responsibility in the value chain, communication of its environmental services; (3) Environmental or social schemes, programs or recognitions implemented or received. This constitutes a very important baseline for directing actions to strengthen innovative local initiatives that incorporate tourism that benefits the conservation of the islands' natural resources. This is consistent with one of the pillars of the National Development Plan, on the promotion of the economy through circular economy strategies where tourism and value chains play an important role in promoting local businesses. In this way, the National Development Plan consolidates the strategy of the orange economy as that which seeks to consolidate the cultural and creative industries. Likewise, the pillars of sustainable business are strengthened as a tool to diversify the economy and has a goal to consolidate at least 1,865 verified green businesses at national level. This generates a national commitment that provides the opportunity to strengthen local initiatives and contribute to the conservation of strategic ecosystems and species and to their livelihoods.

COVID-19 and hurricanes Eta and Iota have had a significant impact on the businesses registered in CORALINA's Green Business Window. An assessment of the program between 2020-2021 revealed that only 56% of the original 43 businesses were still active under the program. Of the 19 businesses no longer active, 2 were liquidated due to economic impacts of COVID 19, while 7 voluntarily left the program due to inconformity with some of the processes implemented by the program. The others are still trying to recover economically from the impacts of COVID 19 and hurricanes Beta and Iota and may rejoin the program in the future.

At an institutional level, CORALINA is an active member of the Regional Network of Enterprises of the Department of San Andr s, as a strategic ally to promote and boost green businesses and their

products in the region. Among the entities linked to the Regional Enterprise Network are The San Andres Islands Chamber of Commerce, the Departmental Government, SENA Regional San Andres, the Institute of Technical Vocational Training INFOTEP, and the San Andres Islands Family Compensation Fund CAJASAI. This network gives the opportunity to articulate activities that are relevant to validate innovative tourism plans and make the corresponding investments and strengthening.

3. Proposed alternative scenario

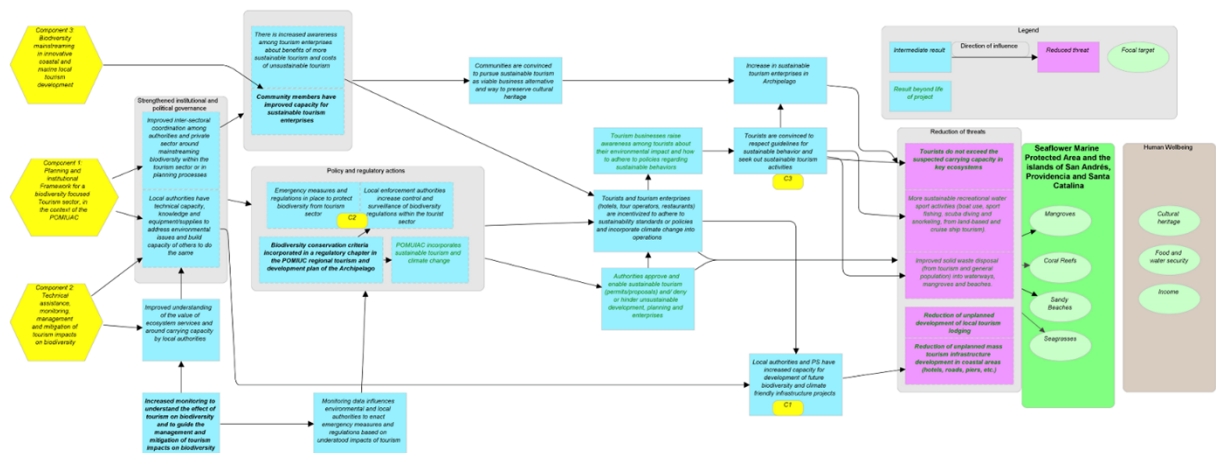
Project Objective and Theory of Change

The project's Objective is to mainstream biodiversity conservation and green recovery in the tourism sector to maintain ecosystem health and the environmental goods and services provided by the Seaflower MPA. The intervention logic of the project is guided by the 'drivers', 'assumptions', and 'logical pathways' needed to produce the project's objectives and ultimately the desired impact and global environmental benefits. The key drivers are those activities and processes that the project can potentially and directly sponsor (inputs), in support of project outputs and outcomes, while the assumptions are those conditions and circumstances that are necessary to achieve the desired project results, but are outside the control of the project, as highlighted in the Project Results Framework. The logical or impact pathways are the set of steps, consisting of activities, processes and assumptions that collectively will deliver the desired project objective.

The project's concept and overall intervention is centered on addressing the barriers prohibiting the integration of biodiversity conservation in tourism activities, and on the logic that the strengthening of capacities and the inter-institutional articulation with the small-scale private sector, as well as the first-hand knowledge of the impacts produced by tourism on biodiversity, will allow informed decision-making and the participatory implementation of measures for the effective management of ecosystems and their respective conservation, as part of a broader green recovery approach and in support of strengthening the resilience of the Seaflower MPA in the face of extreme climatic events. Likewise, the support and strengthening of biodiversity friendly and culturally-rich local tourism initiatives - based on the principles established by the national government regarding green businesses - will promote a change in the local tourism sector towards one that not only has an impact on conservation but also is an agent of change that can be used in favor of biodiversity.

The underlying theory of change of the project proposes that if there is improved understanding of the value of ecosystems services and impacts of tourism on biodiversity, inter-institutional coordination may be facilitated which would create the enabling environment for an integrated approach to sustainable tourism management. Consistent with this integrated approach, tourism enterprises, the local community, and local authorities will seek capacity building in sustainable tourism. This enhanced capacity will result in systematic data collection on the impacts of tourism that will allow for informed decision-making and management interventions in support of sustainable tourism and biodiversity and climate friendly tourism infrastructure. An informed tourism constituent will champion best practices among visitors and clients and will ensure sustainable behaviors by tourists. An enhanced understanding of sustainable tourism and capacity, ownership by private enterprise, and best practice behaviors will result in an overall reduction of impacts caused by tourism with enhanced conservation of biodiversity and maintenance of ecosystems goods and services offered by the Seaflower MPA. The project's approach is captured in the Project Concept Model, Results Chains, and Theory of Change presented in Annex A1. The Project Results Framework is presented in Annex A2, the Implementation timeline in Annex H. The project's budget is submitted as a separate Excel file, as well as the Environmental and Social Screening and the Climate Risk Screening.

Project Theory of Change



Project Components and Expected Outcomes

In response to the identified barriers and consistent with the impact pathways proposed above in the Theory of Change to achieve the project's objective, the proposed interventions have been organized into four components.

Component 1: Planning and institutional framework for a biodiversity and green recovery focused tourism sector in the MPA, PAs and the three islands of the Archipelago, in the context of the POMIUAC (GEF TF \$465,918; Co-financing \$6,580,456).

The POMIUAC is a legal instrument that defines and guides the environmental planning and management of coastal areas of the Colombian territory, and through the development and implementation of a sustainable tourism plan. Component 1 seeks to integrate into the POMIUAC different strategies and regulations for mainstreaming biodiversity in the tourism sector of the Archipelago, inclusive of beach areas and other landscapes in the project intervention areas. This component, therefore, seeks to address improved governance, the identification of effective policies, and capacity building. This will be achieved with the participation of the key related institutions (public and private) at the local level and through the following outcomes and outputs:

Outcome 1.1: Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of corals, sandy beaches, mangroves, seagrass, and key species.

Output 1.1.1: Interinstitutional coordination group created to advise and accompany the design and implementation of a new sustainable tourism plan for MPA, PAs and the three islands, in the context of POMIUAC, including active participation of the tourism private sector.

To support the development of a sustainable tourism plan and to support implementation of said plan through the activities of Component 2 and 3, this output will determine where inter-institutional coordination can be most effective in ensuring the mainstreaming of biodiversity in tourism activities on the Archipelago, the effectiveness of current inter-institutional bodies in mainstreaming biodiversity into tourism development, and a determination of tourism and biodiversity policies which may require inter-institutional or cross-sectoral articulation and strengthening to facilitate better integration. An Inter-Institutional Coordination Group (ICCG) will be developed with equitable representation of relevant entities including the competent authorities in environmental matters (CORALINA and others as appropriate), administration of marine and coastal public property (beaches, port areas, buoy areas, etc) (DIMAR), tourism and land use planning (Government), Tourism Sector Organizations (hotels and

tourism services), formal representation of the Raizal Community on the archipelago and national entities relevant to these issues for the Archipelago (Environmental Ministry, vice ministry of tourism and others as appropriate). This multi-disciplinary group will meet at least twice per year to lead the development of the Sustainable Tourism Plan, inclusive of the integration of biodiversity conservation objectives in green-gray development of the Archipelago. Further details of the role, operations, and anticipated outputs of the IICG will be specified in the Terms of Reference to be developed once baseline assessments on governance and effectiveness have been conducted during implementation. The primary activities to deliver this output are as follows:

1.1.1.1 Institutional Governance and Effectiveness Assessment to determine gaps/needs and where inter-institutional coordination can be most effective in ensuring the mainstreaming of biodiversity in tourism activities on the Archipelago.

1.1.1.2 Assessment of Tourism and Biodiversity Policies which may require inter-institutional or cross-sectoral articulation and strengthening to inform specific roles of the IICG

1.1.1.3 Develop Terms of Reference to be approved by the Project Steering Committee for the Inter-Institutional Coordination Group to support development and implementation of Sustainable Tourism Plan

1.1.1.4 Establishment of Inter-institutional Coordination Group (IICG)

1.1.1.5 Consultation Sessions of the Inter-institutional Coordination Group on the Sustainable Tourism Plan and production of corresponding minutes and reports.

Responsibility: The Project Management Unit (PMU) with guidance of the Project Steering Committee (PSC), with support from CORALINA, the Vice Ministry of Tourism, and involving local tourism organizations and the Raizal Community, and the Departmental Government.

Output 1.1.2: Carrying capacity and limits of acceptable change assessments and spatial use analysis of threatened ecosystems of MPA, PAs and three islands for the design of environmental management measures to implement into the tourism sector.

Carrying capacity is more than just number of persons per unit of area and includes addressing the broader context of human use that causes stress to ecosystems; methods to determine appropriate types, levels and conditions of use; and to inventory and manage a variety of recreational use opportunities within protected areas, thus suggesting the need to give due consideration to the possibility of requiring different carrying capacities within a given area or park, depending on variety and nature of recreational uses within the area. The carrying capacity approach requires a determination of how much environmental and how much social impact can be tolerated or absorbed by the PA and visitors, respectively. Protected area management objectives must define and articulate the 'desired' future environmental status of the PA and the visitor experience it can provide, to be continuously measured against an established baseline which captures a variety of impact types. Results of this continuous monitoring will provide the basis for adjusting carrying capacity as may be needed. Carrying capacity, therefore, includes 'descriptive components' which include management parameters like the type and extent of use-related impacts, and 'evaluative components' which includes value judgments about the

acceptability of different levels of impacts[13]¹³. Within the context of the targeted 4 protected areas of the project, carrying capacity assessments will consider a combination of methodologies to allow for flexibility in the approach, which will in turn allow for the generation of multiple recommendations based on a series of possible carrying capacity scenarios for threatened ecosystems in protected areas. Carrying capacity assessments will give due consideration to those specific sites within protected areas that were damaged by Hurricane Iota, and which require time to recover and thus should be off limits to tourist visitation. Additionally, carrying capacity assessments will consider damages caused to protected areas by the resident population on the archipelago, in addition to those caused by tourists.

The methodology of limits of acceptable change ? LAC (in addition to carrying capacity), also focuses on the impacts that can generate negative changes in the ecological values ??of a certain tourist area but recognizes that in certain cases the numbers of visitors are in themselves insufficient to explain these impacts. LAC advocates that other variables such as the quality of the visit or the types of behavior exhibited by tourists may be better predictors of observed negative impacts. The application of this methodology can be interesting in a region such as the San Andres Archipelago, in which the influx of visitors has been considered a source of economic growth, but with a recognized need for greater sustainability, and the implementation of strategies that are consistent and better aligned with management objectives. This methodology has been agreed for use by project partners on the Project Development Team, inclusive of the authority responsible for the management of the protected areas (CORALINA) and will be further promoted for buy in and uptake through the IICG. The Project Steering Committee and the Technical Advisory Committee will be instrumental in providing ?peer review? support to the process and the assessment results.

This output will focus on data collection, analysis, and diagnosis, developed through consultancies as a practical tool for creating and establishing more rational management principles (to be included in the sustainable tourism plan and protected areas management plans) on how marine and coastal key ecosystems are used, considering the demand that this sector is generating in the Archipelago. The development of this output will require substantial public consultation inclusive of the local Raizal Community of the three islands, local tourism groups, and both small and large hoteliers and providers of tourism goods and services. Activities under this output will be conducted with due consideration for the provisions in the new Tourism Law Number 2068 of 2020, which contains specific reference and definition of carrying capacity for tourism destinations. The primary activities to deliver this output are as follows:

1.1.2.1 Determination of PA management objectives for different user types in each targeted PA, and the effects of poorly planned tourism on the integrity and sustainability of protected areas[14]¹⁴

1.1.2.2 Spatial Analysis based on user types for each of the targeted PAs

1.1.2.3 Carrying Capacity Assessments and LAC responsive to PA management objectives per user type in each targeted PA carried out with recommendations for relevant authorities (considerations for green recovery principles, resolutions, agreements, zoning, mechanism for visitor flows, etc.)

1.1.2.4 Spatial Analysis interpretation and Validation Workshop with PA managers, academic institutions, CORALINA, fishers, Raizal Community representatives, and other regional authorities of the archipelago

1.1.2.5 Carrying Capacity Workshops with PA managers, tour operators, academic institutions, CORALINA, and Vice-Ministry of Tourism

1.1.2.6 Publication of Spatial Analysis, Carrying Capacity Assessment, and LAC Reports

1.1.2.7 Integrate results into IICG meetings and generate formal recommendations for their implementation

Responsibility: PMU, MinAmbiente, Vice Ministry of Tourism, CORALINA; involving local tourism organizations and the Raizal Community, and the Departmental Government.

Output 1.1.3: Sustainable Tourism Plan (STP) developed and under early implementation stages by responsible authorities (CORALINA and the Tourism Secretariat), as part of the POMIUC.

This output is consistent with article 8 of the new Tourism Law, Law 2068 of 2020, which states that the Tourism Development Sector Plans that must be prepared by the departments, districts, municipalities and indigenous communities "must include the policies and provisions inherent to conservation, preservation and restoration of public goods declared tourist attractions (?), as well as a sustainable tourism action plan that contains a strategy to fully manage the environmental impacts of tourist activity in the territories and ensure the sustainability of tourist destinations ". The new law also indicates that the Ministry of Commerce, Industry and Tourism (MINCIT) must formulate and disseminate to the territorial entities the guidelines for the preparation of these plans, in line with national policies on sustainability, thus highlighting the key role to be played by MINCIT (through the Vice Ministry of Tourism) in the delivery of this output. In this process it will be necessary to consider coordination with all competent authorities to have the plan designed and adopted within wider planning and policies in the Archipelago.

Consistent with the above, and taking into account information generated in previous outputs, a Sustainable Tourism Plan will be designed between CORALINA and the IICG (of which the Vice Ministry of Tourism must be a member), including measures with appropriate environmental considerations (ecological principles and an ecosystem approach), differentiating the current particularities of the sector on the islands of San Andr's, Old Providence and Santa Catalina, and taking advantage of internationally recognized certifications such as the "Blue Flag"^[15] to consolidate a sustainable tourism based on the conservation of priority coastal ecosystems such as beaches. The STP will seek to promote optimal use of environmental resources, maintain essential ecological processes and help to conserve natural heritage and biodiversity; respect the socio-cultural authenticity of the communities of the Archipelago, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance; and will ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation. The primary activities to deliver this output are as follows:

1.1.3.1 Baseline assessment on national and regional tourism management policies and regulations that identify gaps and opportunities for the appropriate implementation of the Sustainable Tourism Plan for the archipelago

1.1.3.2 Participatory workshops with the tourism sector, the Vice-Ministry of Tourism, CORALINA, and PA Managers, Raizal Community, and other members of the IICG for the formulation of the Sustainable Tourism Plan that is consistent with green recovery principles and the ecosystems approach

1.1.3.3 Preparation of the Sustainable Tourism Plan, inclusive of an updated tourism threat analysis at the time of development of said plan

1.1.3.4 Sustainable Tourism Plan Validation Workshop with local authorities, tourism organizations and the Raizal Community, among other relevant stakeholders

1.1.3.5 Feasibility study for Blue Flag implementation on the archipelago (including assessment of training needs, monitoring requirements, impact of Blue Flag certification on competitiveness and marketing, etc.)

1.1.3.6 Apply the Blue Flag protocol for new potential areas and monitor those that are currently certified.

1.1.3.7 Design and implement a training program on Blue Flag implementation and monitoring to private sector and regulatory entities

1.1.3.8 Dissemination and public awareness of the Sustainable Tourism Plan elaboration across the Archipelago (radio spots, video spots, town halls, school presentations, etc.)

Responsibility: PMU, Vice Ministry of Tourism, CORALINA; involving local tourism organizations and the Raizal Community and the Departmental Government.

Output 1.1.4: Technical assistance to local authorities to mainstream biodiversity conservation in the design and development of green and grey infrastructure projects (in the context of the POMIUC and updated tourism plan).

This output complements the project that is being developed by the Vice Ministry of Tourism and the DNP for infrastructure in coastal and island areas, as well as with the elements proposed in the "sustainable infrastructure" project, strategy no. 3 "Investment and innovation to generate added value from sustainable tourism" of the Sustainable Tourism Policy. Green-grey infrastructure combines conservation of ecosystems with the selective use of conventional engineering approaches to provide people with solutions that deliver climate change resilience and adaptation benefits ? an approach that will become increasingly important as extreme climatic events such as hurricane Iota pose major threats to the islands? infrastructure, tourism sector and economy. By blending ?green? conservation with ?gray? engineering techniques, communities can incorporate the benefits of both solutions while minimizing the limitations of using each individually^[16]. The project will focus on leaving installed capacity in the competent authorities (Tourism Secretariat of the Department of San Andres and the Vice Ministry of Tourism) to design and implement biodiversity-friendly green and gray infrastructure, informed by a prior fit for purpose Needs Assessment to be conducted for all relevant institutions. To that end, the project will finance consultants to carry out a diagnosis of the possible application of biodiversity conservation criteria in green-gray infrastructure solutions, in accordance with the needs of

the islands, and provide spaces for trainings, "hands on" workshops and exchanges of experience that will enable officials to have the necessary knowledge to propose this type of biodiversity friendly engineering design approaches for the territory within the framework of their planning functions. These workshops and spaces will also be attended by representatives of the tourism private sector for them to be able to incorporate biodiversity friendly green-grey strategies into their current or future tourism development projects on the islands.

The implementation of this output which seeks to ensure biodiversity conservation is mainstreamed into green-grey infrastructure development, will be done in close coordination with the Green Business Office of CORALINA, which has working groups with local, regional, and national actors for the strengthening of green businesses and nature tourism and with the Secretariat of Tourism and MINCIT. The primary activities to deliver this output are as follows:

1.1.4.1 Needs Assessment of competent authorities to design and implement biodiversity friendly green and gray infrastructure

1.1.4.2 Diagnosis of the possible application of biodiversity conservation criteria in green-gray infrastructure solutions, including analysis of existing green-gray infrastructure and their respective implementation challenges, successes and lessons learned

1.1.4.3 Demonstrative case study on the application of biodiversity conservation criteria in green-gray infrastructure solutions, with priority given to areas with the best enabling environment for the application of green-gray guidelines such as in Providencia post-Iota.

1.1.4.4 Training Workshops for government officials and the private sector in biodiversity-friendly engineering techniques to be considered for inclusion in existing or planned projects.

Responsibility: PMU, Vice Ministry of Tourism, CORALINA; involving local tourism organizations and the Raizal Community, and the Departmental Government.

Component 2: Management of tourism impacts on key biodiversity of the MPA, PAs and the three islands (GEF TF \$1,086,077; Co-financing \$8,760,232).

This component is aligned to Strategy No. 1 of the Sustainable Tourism Policy "Strengthening information for the management of sustainable tourism." This strategy seeks, among other things, to implement tools for measuring the environmental impacts generated by tourism activities, to guide decision-making in relation to the comprehensive management of these impacts and the sustainable development of tourism activities, and complements the outputs proposed under Component 1. This component focuses on the generation of comprehensive and reliable information on the impact of the tourism sector on the biodiversity of the Archipelago for supporting management decisions and to ensure its proper diffusion and dissemination with policy makers, authorities, and the public; and using this information to undertake management actions to reduce the threats caused by tourism on key ecosystems and species. This is the backbone for maintaining biodiversity sensitive to tourism and for sustaining the Archipelago's tourism industry, which relies on the beaches, coral reefs, seagrass beds and tropical dry forest. Under this component, a process will be carried out early in project implementation to identify at least four key species that are highly impacted by tourism-related activities, for which appropriate monitoring strategies should be generated to concretely evaluate the level of impact, and to inform development and implementation of appropriate measures for their conservation. The project will place special emphasis on the long-term generation of information on the status of key ecosystems (mangroves, coral, seagrass, and sandy beaches) and population trends of flagship marine species that are negatively impacted by tourism in project areas. This component will therefore focus primarily on data collection, analysis, and response for the management of vulnerability

to and impacts of tourism on critical ecosystems and sensitive species, and the strengthening of institutional capacity to respond, manage and control risks and impacts.

Outcome 2.1. Reliable information about tourism impacts on coral reef, seagrass, sandy beaches, mangroves, and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats.

Monitoring the impacts of tourism is critical to generate the data and information necessary to ensure the industry can manage its impact, create economic benefits such as jobs and tax revenues, protect the environment, benefit local people, and improve the customer experience. In this process, it is necessary to determine the economic, socio-cultural, and environmental impacts of tourism development. In this regard, a tourism monitoring program must be able to assess whether tourism is negatively affecting biodiversity, respecting the culture of local and indigenous peoples, or is negatively exploiting the natural resources and cultures of the local population. A tourism impact monitoring program should also follow best practice approaches; an example of such is those of the Global Sustainable Tourism Council (GSTC). The GSTC Criteria serve as the global baseline standards for sustainability in travel and tourism, and often used for education and awareness-raising, policymaking for businesses and government agencies and other organization types, measurement, and evaluation, and as a basis for certification. The GSTC criteria are arranged in four pillars: sustainable management, socioeconomic impacts, cultural impacts, and environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes)[17]¹⁷. The tourism impact monitoring program to be supported by this project will be developed in accordance with global best practices for sustainable tourism destinations.

Output 2.1.1: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program on 4 threatened ecosystems (mangroves, seagrass, corals, and sandy beaches).

Coral reefs, seagrass and mangroves are probably the most complex ecosystems on earth, providing trophic linkages critical to the health of coastal communities. Tourism activities across the globe can cause breakage of coral colonies and tissue damage from direct contact such as walking, touching, kicking, standing, or gear contact, breakage or overturning of coral colonies and tissue damage from boat anchors, changes in marine life behavior from feeding or harassment by humans, water pollution, trash and debris deposited in the marine environment. Mangroves and seagrass beds suffer from physical clearance or removal, dredging of the seafloor, use of herbicides, increasing wastewater, and motorized traffic in shallow waters, all because of the development of tourism infrastructure and related tourism activities. The harm caused by tourism does not only erode the primary base for tourism attraction, but also the individual and combined coastal protection services supplied by live corals on reefs, seagrass beds, and mangrove forests, which are critical for reducing vulnerability and increasing resilience to the impacts of climate change and natural disasters such as hurricanes. As stated in the Caribbean Marine Climate Change Report Card 2017, low-lying coastal areas and offshore cays and atolls in the Caribbean are very vulnerable to the projected acceleration in sea-level rise. Wave overtopping and wash-over can be expected to become more frequent, which will degrade fresh groundwater resources. By the 2080s, average sea surface temperatures in the Caribbean region could be 2-3°C warmer than the period 1976-2005, and climate change may lead to the strongest category 4 and 5 storms increasing by 80% and the pH of seawater can reduce by 0.1 units resulting in ocean acidification.

As suggested above, Component 2 will strengthen conservation and management information gathering across these 4 strategic ecosystems threatened by tourism: a) seagrasses and; b) coral reefs, mainly related to activities such as diving and snorkeling, c) mangroves, and d) beaches, which are included within the Old Point Regional Park, which corresponds to the most extensive system of bordering mangroves in the San Andrés Archipelago, located in Hooker and Haynes Bays, on the eastern side of

the island, where four species of mangroves, mussels, crabs, iguanas, lizards and endemic and migratory birds predominate. Established methodological surveys will be used to make the data consistent with baseline monitoring conducted by CORALINA and INVEMAR, and to make the data comparable to other globally and regionally approved methodologies for coastal ecosystems monitoring. The impact of tourism on the Raizal Community will also be monitored, and as such, the monitoring methodology will also include provisions for this. Training to all organizations in the application of the methodology, data analysis and interpretation will be conducted, and the resulting information used to inform tourism management and improve the implementation of the POMIUC. Institutions that will be key in the development of this output include the Institute of Hydrology, Meteorology and Environmental Studies (IDEAM), Amazonian Institute of Scientific Research (SINCHI), Institute for Marine and Coastal Research (INVEMAR), and the HUMBOLDT Biological Resources Research Institute. While CORALINA and INVEMAR will lead this output, cooperation agreements may be required with institutes and/or academic, research or management entities in the international sphere, with additional expertise and experience that could be useful to the tasks at hand. The primary activities to deliver this output are as follows:

2.1.1.1 Stocktaking of methodology baselines available for critical ecosystems: seagrass, coral reefs, mangroves, and beaches, including those methodologies in use in the region and inclusive of socioeconomic and cultural indicators.

2.1.1.2 Design a scheme for monitoring the impact of tourism on critical ecosystems, according to the particularities of the islands of the Archipelago.

2.1.1.3 Technical Workshop with representatives of IDEAM, INVEMAR, CORALINA, Humboldt Institute, PNN and other relevant institutions to validate methodology and implementation plan/roadmap to be used in surveys of critical ecosystems: seagrass, coral reefs, mangroves, and beaches

2.1.1.4 Training to organizations (IDEAM, INVEMAR, CORALINA, Humboldt Institute, PNN and other relevant institutions) in the application of the methodology, data analysis and interpretation

2.1.1.5 Implement tourism impact monitoring of critical Ecosystems

2.1.1.6 Informative Public Sessions to present and interpret results of ecosystems monitoring to the community and relationships with the tourism sector

2.1.1.7 Preparation, publication, and socialization of a "Tourism Impact Report Card" for the Archipelago of San Andres, highlighting the impact of tourism on ecosystems and species

Responsibility: PMU, CORALINA, INVEMAR, involving local tourism organizations and other technical and academic institutions, and the Departmental Government.

Output 2.1.2: Training, technical assistance and operational support for development and implementation of a tourism impact monitoring program for four (4) species most sensitive to tourism.

Consistent with the overall approach to assess impacts of tourism from an ecosystems approach, this output will strengthen conservation, management and data collection for strategic species threatened by tourism. The species that have been preliminarily identified are rays, sharks, black crab, and parrot fish. This preliminary selection is based on two key criteria: physical interaction with tourists (rays and parrot fish) and exploitation for human consumption (black crab and parrot fish). The quantitative data

and analysis to substantiate or otherwise modify this preliminary list will be conducted early in project implementation. As is the case for the ecosystems monitoring in Output 2.1, established methodologies will be used to build on baseline monitoring conducted by CORALINA and INVEMAR, and to make the data comparable to other globally and regionally approved methodologies for monitoring the impact of tourism on species. monitoring. Training to all organizations in the application of the methodology, data analysis and interpretation will be conducted, and the resulting information used to inform tourism management and improve the implementation of the POMIUAC. The primary activities to deliver this output are as follows:

2.1.2.1 Stocktaking of methodology baselines available for tentative sensitive species: rays, sharks, black crab, parrotfish, including those in use in the region.

2.1.2.2 Design a scheme for monitoring the impact of tourism on sensitive species, according to the particularities of the islands of the Archipelago.

2.1.2.3 Technical Workshop with representatives of IDEAM, INVEMAR, CORALINA, Humboldt Institute, and other relevant institutions to validate methodology and implementation plan/roadmap to be used in monitoring of sensitive species.

2.1.2.4 Training to relevant organizations (INVEMAR, CORALINA, Fisheries Authority) in the application of the methodology, data analysis and interpretation.

2.1.2.5 Implement monitoring of tourism impacts of sensitive species.

2.1.2.6 Informative Public Sessions to present and interpret results of sensitive species monitoring to the community and relationships with the tourism sector.

Responsibility: PMU, CORALINA, INVEMAR, Tourism Secretariat, involving local tourism organizations and other technical and academic institutions, and the Departmental Government.

Outcome 2.2. Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves, seagrass, and associated species in the MPA and PAs.

Under this outcome, work will be done to strengthen the institutional layers of CORALINA and other competent entities with a view to improving their capacity to respond to, manage and control the risks and impacts on natural resources associated with tourism.

Output 2.2.1: Training and technical assistance to CORALINA and tour operators to develop and implement emergency management measures for key species and ecosystems impacted by tourism in the MPA, PAs and three islands, and education and awareness to tourists on interactions with critical ecosystems and sensitive species.

CORALINA's response capacity will be improved to take measures and resolutions to guarantee the sustainability of key ecosystems and species. These measures will be based on the results of the monitoring program (developed under 2.1.1 and 2.1.2). This will be achieved through the expedition of legal acts and resolutions (such as bans and restrictions for tourist boats, amongst others) that consider the information of the monitoring program. The implementation of the response measures (obtained because of the monitoring of the impact of tourism) will be jointly done with the tour operators, who will have to guarantee that the activities they offer - and their guests' behaviors - respect the restrictions and are in accordance with the best environmental practices, in accordance with the new legal acts and resolutions to be developed and adopted. This output will seek to educate tourists at the

start of the tourist high season each year on appropriate interaction with the attractions of the destination and acceptable behaviour, as well as develop regulations to prosecute entities and sellers of illegal seafood products used in the tourism industry. This process will see a leading role by the tourism authorities of the Archipelago. The primary activities to deliver this output are as follows:

2.2.1.1 Consolidate scenarios and modelling schemes for the development of Emergency response Plan[18]¹⁸.

2.2.1.2 Workshop for experts from emergency management organizations of the archipelago for the identification of possible emergencies (based on scenarios and modelling) and the development of corresponding Emergency Response Plan

2.2.1.3 Workshops for PA managers, Vice Ministry of Tourism, CORALINA and other regional authorities of the archipelago on use of carrying capacity assessment and LAC results and monitoring results,

2.2.1.4 Drafting of Resolutions to protect ecosystems and species based on the results of the workshops

2.2.1.5 Design of Tourists Education Program on Biodiversity-friendly behaviour and interactions based on the results of the monitoring program and studies.

2.2.1.6 Develop and propose for adoption, a regulation that requires all public and private sector entities (travel agencies, airlines, hotels, tour companies, etc.) to provide tourists information regarding protected areas, biodiversity, cultural importance of the islands, including regulations and permitted uses.

2.2.1.7 Implementation of Tourists Education Program on Biodiversity-friendly behaviour and interactions

2.2.1.8 Training to CORALINA personnel in emergency management measures, including the implementation of new resolutions and the implementation of the Tourists Education Program.

Responsibility: PMU, Vice Ministry of Tourism, CORALINA; involving local tourism organizations and the Raizal Community, and the Departmental Government.

Output 2.2.2: Training and operational support to CORALINA, Departmental Government, and DIMAR authorities (including basic equipment, maintenance, and field supplies) for improved management (including control and surveillance) of key threatened ecosystems and species.

Lastly, to guarantee the effective implementation of the POMIUAC and its sustainable tourism plan, a strengthening of control and surveillance of activities by tourism companies is proposed to lower the negative impacts on biodiversity. This will be done in accordance with the prioritization conducted during the PPG on the acquisition of equipment needed to carry out effective control and surveillance

of tourism activities by DIMAR, CORALINA and the Departmental Government. These include environmentally friendly 4-stroke outboard motors (to replace current inappropriate ones) for the proper control and surveillance of the Marine Protected Area, acquisition of satellite images that show temporal changes of ecosystems and through satellite analysis of areas, Global Positioning Systems equipment, cameras, microphones, drones, sensors for species monitoring, minor laboratory equipment for the analysis of samples, and supplies and consumables. As part of the project's overall approach to ensure compliance with the GEF's social safeguard policies, all efforts will be made to ensure members of the Raizal Community are considered for training opportunities and for beneficial participation in monitoring programs implemented by the project. The primary activities to deliver this output are as follows:

2.2.2.1 Evaluate capacity for monitoring and surveillance of ecosystems associated to tourism

2.2.2.2 Participatory development of an effective Monitoring and Surveillance Action Plan related with tourism impacts on biodiversity.

2.2.2.3 Workshop with representatives from DIMAR, CORALINA, Governing Authority of the Archipelago of San Andres, and staff of the PMU to assess needs for the effective implementation of the Monitoring and Surveillance Action Plan

2.2.2.4 Equipment and supplies for implementation of the Monitoring and Surveillance Action Plan

2.2.2.5 Training to personnel inclusive of the human rights approach^[19], of relevant entities in the implementation of the Monitoring and Surveillance Action Plan related with tourism impacts on biodiversity, and on existing regulations and norms

Responsibility: PMU, CORALINA, Governing Authority of the Archipelago of San Andres, DIMAR, and the Departmental Government.

Component 3: Biodiversity mainstreaming in innovative coastal and marine local tourism development in the MPA, PAs and three islands (GEF TF \$708,994; Co-financing \$3,824,890).

This component seeks to consolidate tourism as a tool for the conservation of biodiversity in MPAs, PAs and the three islands of the archipelago. The project will engage with the small-scale private sector of the Islands -operators of tourist activities- to strengthen and mainstream biodiversity conservation and green recovery approaches into existing local tourism initiatives. It will include the development of a strategy to integrate and preserve biodiversity-friendly culturally rich community-based tourism, as well as improving local utilities, services and the greening of infrastructures related to tourism. Moreover, it will include final selection of small tourism businesses preliminarily identified by CORALINA, and the development of marketing plans and strengthening of business models, aiming at giving these small businesses the basis for their sustainability. The component will be aligned with the principles of the Ministry of Culture's "Orange Economy" strategy and with the Ministry of the Environment's "Green Ventures" initiative.

Additionally, this component will promote the alignment of the business models with the conservation actions of the ecosystems and species management plans, to complement the resources and actions directed by the competent authorities and thus promote a greater conservation effort in the project's targeted areas. Finally, this component will focus on the generation and implementation of a communication strategy aimed at raising the awareness of the tourism sector actors - both public and private - to generate awareness of the value of the biodiversity and ecosystem services present in the area, and of the actions that each of the stakeholders can take to contribute to the protection of those natural assets.

Private sector engagement in this component will be essential, since the actions set out in each of the outputs will be carried out in a participatory manner with the private sector. Likewise, the initiatives selected must contribute in kind to achieve the project results.

Outcome 3.1: Sustainable use of corals, seagrass, sandy beaches, mangroves, and key species is mainstreamed into existing local tourism initiatives.

This component is aligned with the national government's priorities in terms of consolidating green businesses that promote both conservation and the generation of economic alternatives for communities. Five (5) of the 43 green businesses previously identified by CORALINA will be selected to be strengthened and supported, based on criteria described below, and consistent with the number of businesses the project budget can afford to support.

Output 3.1.1 Participatory selection of at least 5 local tourism businesses from an existing portfolio with potential to mainstream biodiversity and development of their action plans.

Under this output, and consistent with the Government of Colombia's green recovery efforts, a validated portfolio of green businesses in the three islands that have the potential both to ensure the conservation of natural resources and to propose differential tourism will be selected via an equitable process, with due consideration for the effects COVID-19 and Hurricane Iota may have had on the businesses to be selected. Consistent with this, selection of the five (5) green businesses will be conducted according to their financial management capacity, social capital, leadership, risk assessment, record of information about their activity, innovation of products offered based on environmental and cultural components, and their willingness to be transformed towards a biodiversity friendly business model. Final selection will be conducted in consultation and coordination with the Tourism Secretariat, community tourism organizations, the Raizal community organizations, and the IICG. Each green business will be supported financially and technically, according to an action plan (inclusive of monitoring of impact) developed together with the environmental authority and local stakeholders. The primary activities to deliver this output are as follows:

3.1.1.1 Confirmation and validation of criteria for the selection of 5 local tourism businesses to adopt and implement green business practices in a post ETA -IOTA and COVID 19 context

3.1.1.2 Develop Action Plans for 5 local businesses to adopt and implement green business practices and the generation of lessons learned for continuously improving biodiversity-friendly and green recovery business practices, and for upscaling and replication

Responsibility: PMU, Vice Ministry of Tourism, CORALINA, with involvement of local tourism organizations and the Raizal Community, Governing Authority of the Archipelago of San Andres, Mayor's Office, and the Departmental Government.

Output 3.1.2 Technical assistance and key investments (equipment and materials) for supporting implementation of action plans (prepared under 3.1.1.).

Based on the action plans there will be an intervention in the selected initiatives regarding their tourist offer conditions to strengthen and transform them towards a more biodiversity friendly business model. Consistent with biodiversity-friendly tourism activities in MPAs and sensitive coastal ecosystems, potential investments may consider the provision of equipment and materials for ecotours which may include kayaks, paddle boards, life jackets, binoculars for marine and coastal birding (beach and mangrove ecosystems), supplies and equipment for catch and release sport fishing in mangrove lagoons and other shallow coastal lagoons with predominant seagrass beds and other marine areas, culinary supplies to include culturally-sensitive local organic cuisine as part of tourism packages, etc. In the procurement of equipment, the project shall apply a criteria which ensures selection of the most environmentally-friendly equipment. Using specialized consulting services, the capacity of the operators to provide ecotourism services will also be strengthened to provide the best possible attention to tourists. This will require the development of a tourism services best practice and capacity building manual, followed by the associated training in its use and implementation. It is anticipated that training will also include administrative and organizational strengthening of selected green businesses. The primary activities to deliver this output are as follows:

3.1.2.1 Develop a Tourism Services Best Practice and Capacity Building Manual as part of the Action Plan

3.1.2.2 Training to the selected 5 local businesses in Tourism Services Best Practice based on the Tourism Services Best Practice and Capacity Building Manual

3.1.2.3 Procurement of equipment and materials for Action Plan Implementation

3.1.2.4 Monitoring of performance and compliance with Action Plan and best practices manual by 5 local businesses

Responsibility: PMU, Tourism Secretariat, CORALINA, with involvement of local tourism organizations and the Raizal Community, and the Departmental Government.

Output 3.1.3 Business models for the selected local tourism businesses developed and implemented and are consistent with Colombia's green recovery approach for the archipelago.

For each of the selected biodiversity friendly and culturally rich local tourism initiatives, a business model will be developed, with the purpose of creating a high-level plan for a profitable operation of their eco-friendly activities in the Archipelago's tourism market. For each initiative, the aim is to identify the products or services the business will sell, select the target market, and anticipate their expenses to accomplish their business goals. Business models will be based on principles that combine business goals with commitment to the environment and community, with the clear intention of creating a positive impact for the business, environment, and people.

The project will not create new initiatives nor compete with large-scale massive tourist operators. On the contrary, the project will strengthen and transform an innovative niche, existing local tourism activities that want to pursue a differential market and be transformed into biodiversity friendly businesses. The primary activities to deliver this output are as follows:

3.1.3.1 Strengthening of Business Models for the selected tourism businesses to be more biodiversity-friendly

3.1.3.2 Training to local businesses in the implementation of Business Models

3.1.3.3 Demonstrative case study on the application of biodiversity-friendly and green recovery Business Models on the Archipelago

Responsibility: PMU, Tourism Secretariat, CORALINA, with involvement of local tourism organizations and the Raizal Community, Governing Authority of the Archipelago of San Andres, Mayor's Office, and the Departmental Government.

Output 3.1.4 Marketing plans for the selected tourism businesses.

Building on the results of Outputs 3.1.1, 3.1.2 and 3.1.3, a baseline study will be conducted to better understand the characteristics of the Archipelago from the perspective of a destination offering biodiversity-friendly and culturally sensitive tourism goods and services, the results of which will be used to inform the development of marketing plans for each of the five selected businesses. The baseline study will seek to inform the key elements required of an eco-tourism marketing plan from the perspective of the 'product' (services offered, timing, packaging, image, service quality, liability, research, and price), 'promotion' (branding, advertising, personal selling, public relations, and social media), and 'place' (distribution channels and geographic area)^[20]²⁰. The primary activities to deliver this output are as follows:

3.1.4.1 Destination Baseline Study

3.1.4.2 Development of Marketing Plans for the selected tourism businesses

3.1.4.3 Implementation of Marketing Plans

Responsibility: PMU, CORALINA, Vice Ministry of Tourism, with involvement of local tourism organizations and the Raizal Community, and the Departmental Government.

Output. 3.1.5 Awareness campaign implemented to improve tourist behavior regarding the importance of biodiversity and the need for responsible tourism.

Finally, the actions will be complemented with the design and implementation of a communications strategy aimed at the authorities and local stakeholders (inhabitants, operators, tourists, among others) that socializes the importance of the environmental goods and services of the island and the protected areas, as well as the actions that each of the different actors can contribute to the sustainability of the resources. This strategy will complement and build on the anticipated results of the Tourist Education Program to be implemented under Component 2. Indicative activities are as follows:

3.1.5.1 Preparation of a Communication Strategy

3.1.5.2 Implementation of the Communication Strategy (in coordination with Tourist Education Program)

Responsibility: PMU, CORALINA, Vice Ministry of Tourism, Governing Authority of the Archipelago of San Andres, Mayor's Office, Private Sector, and the Departmental Government.

Component 4: Monitoring and Evaluation, awareness raising and knowledge management (GEF TF \$265,005: Co-financing \$1,398,346)

Project monitoring and evaluation will be conducted in accordance with procedures established by the WWF GEF Agency. This is guided by the WWF Program and Project Management Standards, which follows the Open Standards for Conservation, endorsed by major international NGOs, including Conservation International and WWF, and which lends consistency to planning, implementing, monitoring, and reporting effective conservation projects and programs worldwide. The monitoring plan is designed to help the project team plan, execute, monitor, and report progress towards achieving objectives and outcomes in a consistent and routine manner.

Results indicators have been selected and clearly defined in project development to enable uniform data collection and analysis. The frequency and schedule of data collection will be defined for the project, as well as the roles and responsibilities of project team members. The project's M&E plan will be presented at the project inception workshop, including a review of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Outcome 4.1: Informed and adaptive project management

Output 4.1.1: Project M&E plan implemented and PPRs developed and completed.

This output will ensure that the monitoring and evaluation plan is finalized with on-time data collection, reflection and reporting to aid in results-based decision making and adaptive management. Primary activities to deliver this output are as follows:

4.1.1.1 Conduct applied monitoring and supervision of project implementation

4.1.1.2 Prepare PPRs and submit to WWF- GEF Agency

Responsibility: PMU

Output 4.1.2 Annual reflection meeting to track progress against work plan and results framework indicator targets for effective adaptive management. Primary activities to deliver this output are as follows:

4.1.2.1 Organize and Implement Annual Reflection Meeting in conjunction with all project-executing partners

4.1.2.2 Preparation and socialization of Annual Reflection Meeting Report

Responsibility: PMU

Outcome 4.2: Knowledge Management communications and dissemination

The KM approach will be developed and implemented to ensure systemic documentation and uptake of results, experiences and lessons learnt is realized through-out project implementation, and not just because of periodic monitoring of time-bound project milestones. The development of this approach will be guided by the GEF approach to KM and by globally accepted elements affecting the successful implementation of Knowledge Management Systems: adoption, acceptance, and assimilation^[21]. The institutionalization of knowledge management initiatives and processes developed by the project will be a specific objective of the Knowledge Management Approach and will be a critical element for the sustained storage, access and dissemination of project results and outcomes beyond the life of the project.

Output 4.2.1: Cross-sectoral communication strategy and knowledge products developed. Networking tools and communications products will be applied to facilitate the general public's awareness regarding the importance of the Seaflower Biosphere Reserve and the actions needed to protect it. Primary activities to deliver this output are as follows:

4.2.1.1 Preparation of Cross-Sectoral Communication Strategy and at least two (2) knowledge products per year

4.2.1.2 Implementation of Cross-Sectoral Communication Strategy

Responsibility: PMU

Output 4.2.2: Exchange visits to support upscaling of project lessons and distribution of knowledge products to relevant stakeholders. Primary activities to deliver this output are as follows:

4.2.2.1. Conduct Exchange Visits between tourism stakeholders on the islands of the archipelago

4.2.2.2. Distribution of knowledge products to stakeholders, including making them accessible on project partners' websites

Responsibility: PMU

4. Alignment with GEF focal area and/or Impact Program strategies

The project is aligned with GEF Biodiversity Focal Area Objectives BD 1-1: Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors, and BD 2-7: Address direct drivers to protect habitats and species and improve financial sustainability, effective management, and ecosystem coverage of the global protected area estate. To specifically contribute to the two mentioned GEF Focal Area Objectives, the project will focus on improving the management and condition of four key ecosystems critical to the Seaflower Biosphere Reserve as described below.

a. Corals: The project will recover degraded areas to increase coral cover (percentage increase), improving a favorable substrate for coral reef ecosystem community development, enhancing overall coral reef ecosystem health.

b. Seagrasses: The project will identify areas with homogeneous extensions which represent the largest area of at least one dominant species to reduce pressures from tourism in these areas and ensure optimal levels of density and extension of seagrasses.

c. Sandy beaches: The project will increase protection of sandy beaches through environmental management measures, especially through the promotion of appropriate waste management following legal standards and recycling processes, as well as implementing educational campaigns aimed at informing the public on natural capital values, conservation activities, and good behavioral code.

d. Mangroves: The project will increase protection status of mangroves threatened by expansion of unplanned tourism-related infrastructure development by supporting spatial planning regulations which mainstream biodiversity conservation and specific management and conservation measures.

The project will also support GEF Biodiversity Focal Area Objectives by enhancing the management and protection of key indicator species in the prioritized ecosystems listed above. Although CORALINA has identified direct pressures (from tours that offer direct interactions) to some species such as rays, sea urchins, starfish and sea cucumbers, no scientific study has been carried out to provide evidence of these impacts on species related to tourism. Through the project, monitoring of the impact of tourism on ecosystems and species will be supported, the findings of which will be used to develop and institute management measures that will increase their population densities and their protection. Achieving a better condition of the ecosystems will guarantee a natural environment to support key species (mainly fish) that are a vital source of food security for the local population.

5. Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing

Considering the different stakeholders related to the tourism sector in the Archipelago, the project will incorporate an inter-sectoral approach, based on the involvement of local community, government authorities and the private sector, to generate an updated institutional framework with clearly defined environmental criteria, with the objective of generating benefits in the management and conservation of the islands' biodiversity that is of known global significance. Under this context, the project will support the creation of an optimal scenario for inter-institutional coordination, articulating key assessments for biodiversity management associated to the tourism sector using environmental sustainability inputs, and the generation of reliable information by monitoring the impact of this activity on key ecosystems and priority species. Additionally, because the local community of the Archipelago is an ethnic group recognized by the national legislation of Colombia, actions will be focused on the strengthening of local tourism through the recognition and support of culturally-rich innovative and environmentally friendly local initiatives. The baseline scenario proposed alternative and global environmental benefits are presented in Table 6.

Table 6. Proposed Alternative and Global Environmental Benefits

Baseline Scenario	Proposed Alternative	Global Environmental Benefits
Planning and Institutional Framework		

Baseline Scenario	Proposed Alternative	Global Environmental Benefits
<p>POMIUAC, as a territorial environmental planning instrument, is currently being formulated by the environmental authority, CORALINA, in accordance with legislation.</p> <p>There is an absence of an effective inter-institutional governance model between the entities charged with regulating tourism and those in charge of protecting and conserving biodiversity and ecosystem services in the Seaflower Biosphere Reserve, creating a barrier to the adequate mainstreaming of biodiversity conservation in the tourism sector.</p> <p>The local government has no scientific basis or information upon which to base management of the tourism sector with environmental considerations in the archipelago.</p> <p>Previous assessments of the biodiversity associated with the islands of San Andres, Old Providence and Santa Catalina and protected areas, provides insights and inputs to support the importance of managing tourism activities in key ecosystems.</p> <p>The grey infrastructure built on the islands (mainly on the San Andres) do not consider environmental criteria and there are technical limitations in developing and implementing biodiversity friendly</p>	<p>By strengthening inter-institutional coordination and capacities, an intersectoral and advisory group will be created to review and propose measures that benefit biodiversity and sustainable tourism with environmental criteria, to be formalized through administrative acts (resolutions).</p> <p>To appropriately incorporate environmental criteria in the tourism activity related to the management instruments, a tourism plan will be updated in the context of POMIUAC to add intersectoral measures to environmental planning.</p> <p>With the project's support, an assessment of the carrying capacity and spatial analysis associated with the use of natural areas by the tourism sector and the appropriate limits of number of visitors, shall indicate how to decrease the impact on strategic ecosystems.</p>	<p>An effective inter-institutional coordination will allow an appropriate management and conservation of the biodiversity and conservation objects of the protected areas of the Archipelago, contributing to national and international goals.</p> <p>The sustainable tourism plan to be included in POMIUAC will provide measures and guidelines to protect globally significant biodiversity from the impacts of tourism activities.</p> <p>Increased efficacy in the management and spatial planning of tourism activities, will improve the provision and sustainability of ecosystem services in islands and their protected areas.</p>

Baseline Scenario	Proposed Alternative	Global Environmental Benefits
Technical assistance and monitoring		

Baseline Scenario	Proposed Alternative	Global Environmental Benefits
<p>National monitoring programs, as well as special programs on coastal marine ecosystems (corals, seagrasses, and mangroves), are being implemented by CORALINA for the most part in sampling areas or stations outside of tourism areas.</p> <p>In terms of species, there is a baseline for monitoring at the level of fish and marine invertebrate communities. However, there is no monitoring of the impacts on species which interact directly with tourists.</p> <p>As part of the implementation of management plans for the protected areas from the archipelago, only assessments of management effectiveness (METT) have been carried out for the Seaflower MPA, and these are now outdated. Also, regional protected areas have not had any such assessments and there is a lack of a reference value for their effectiveness.</p>	<p>The project will implement monitoring of strategic ecosystems and species in tourist areas to determine the impact of this activity; and implement emergency measures to respond to threats and reduce impacts on key ecosystems and species.</p> <p>The monitoring of strategic ecosystems will continue to focus on mangroves, sea grasses and corals. In addition, the monitoring of beaches -which are outside of the protected areas- will be included to reduce the impact of tourism on these areas.</p> <p>For the first time in the islands, there will be certainty about the impact of tourism on the determined species, and ecosystems and emergency measures can be taken according to the information collected.</p> <p>Likewise, emergency measures to protect certain species will be formally adopted by the competent authorities.</p> <p>Led by CORALINA, an updated baseline will be generated on management effectiveness assessment for all the protected areas from the archipelago managed by this authority, allowing to measure the effective implementation by the project actions in benefit of the protected areas and their conservation objects.</p>	<p>Improved information on the impact of the tourism sector on key ecosystems and species will guide the design and implementation of more efficient management and mitigation measures, strengthening biodiversity conservation efforts in key ecosystems.</p> <p>Increased management effectiveness of protected areas from the Archipelago, enhancing the recovery and conservation of key ecosystems and maintaining populations of priority species.</p>

Baseline Scenario	Proposed Alternative	Global Environmental Benefits
Local tourism development		
Local tourism facilities and operators in the islands of San Andres, Old Providence and Santa Catalina are varied. There is a high number of local lodgings and informality in the provision of services to visitors. This tourist model has caused a competitive crisis in the tourism sector where only few examples of successful sustainable community tourism projects are seen.	The project will support the transformation and implementation of community-based tourism alternatives that meet biodiversity conservation criteria and are willing to enhance cultural and traditional values.	Innovative tourism products contribute to biodiversity conservation, maintenance of ecosystem services and improvement of communities' livelihoods.
<p>CORALINA, through the Green Business Window created by legal act (resolution 055 of 2019), has been promoting, encouraging, and accompanying Green Business in the islands. 49 green businesses have been accompanied and only two have received advanced ratings, so it is necessary to strengthen the capacities for their sustainability.</p> <p>Most visitors who access the tourist services available in the Archipelago are not aware about the natural richness and importance of the ecosystem services provided by the biodiversity of this region of the country. This implies a low commitment and understanding of the significance of taking actions that contribute to the conservation of key ecosystems and species.</p>	<p>The project will strengthen the initiatives with more potential according to the criteria described previously, creating plans and business models for their sustainability and marketability.</p> <p>A communication strategy will be developed and implemented under the leadership of local authorities, to increase the level of awareness and commitment of the visitors, contributing through conservation actions hand in hand with the local communities.</p>	

6. Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

The project will directly contribute to four GEF Core Indicators: i) Terrestrial protected areas created or under improved management for conservation and sustainable use, ii) Marine protected areas created or under improved management for conservation and sustainable use, iii) Area of landscapes under

improved practices (excluding protected areas), and iv) Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment.

The proposed project will improve management of approximately 11,925 hectares of protected areas, including both terrestrial areas of the regional Protected Areas of Jhonny Cay, Old Point and The Peak, and marine protected areas including the Seaflower MPA and the marine areas of Jhonny Cay and Old Point. Management effectiveness for PA and MPA will be improved through the promotion of inter-institutional coordination and strengthening of capacities of the responsible authorities to improve planning processes - through the chapter on sustainable tourism as part of POMIUC - to generate tools to increase the control and monitoring of measures and, in turn, increase the response capacity from the authorities in taking decisions and regulations to conserve key ecosystems and species which are priorities in the face of tourism impact.

The project will also carry out interventions in key ecosystems, especially mangroves and sandy beaches of the archipelago of San Andres, Providencia, and Santa Catalina Islands. These actions will be implemented in the key and prioritized ecosystems and species within protected areas and the non-protected area of the three islands. As such, the same activities will be applied in both PA and non-PA areas, thus contributing to Core Indicator 1 and 2, as well as the Core Indicator 4.

Project beneficiaries will include persons in the coordination groups, those developing the sustainable tourism plan, government staff trained, carrying out law enforcement, private sector tour operators, inter alia. Through component number 3, the project will work directly with at least 5 local initiatives to strengthen their capacities in terms of tourism supply integrating biodiversity conservation and enhancing cultural and traditional values. Likewise, this component will promote the increase of income from these initiatives and ensure the project produces direct benefits and will develop action plans and business models to support the implementation of the management measures. The project directly benefits 7,383 persons, of which 3,913 are women and 3,470 are men.

GEF-7 Core Indicators addressed by the project are summarized in Table 7.

Table 7. GEF-7 Core Indicators Addressed by the Project

Project Core Indicators		Expected at CEO Endorsement
1	Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)	108
2	Marine protected areas created or under improved management for conservation and sustainable use (Hectares)	11,817
4	Area of landscapes under improved practices (excluding protected areas) (Hectares)	4,363 ?????
11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Total: 7,383 Females: 3,913 Males: 3,470

7. Innovativeness, sustainability, and potential for scaling up ?

Innovation

In 2012 the International Court of Justice sanctioned against Colombia concerning title to territory and maritime delimitation with Nicaragua. After eight years of that decision and following Colombia's 2016 peace agreement, the economy of the Archipelago is in crisis. Tourism has boomed and a new set of threats to nature must be addressed. Fishing activity decreased dramatically and the exponential demand for resources due to the increase of visitors to the Islands, had led to extracting new wildlife species. There is an increased need to control the tourism activity, to reduce negative impacts on biodiversity, and maintain the ecosystem services, while at the same time promoting economic incomes for local inhabitants that are directly affected by the above situation, exacerbated by both the COVID-19 pandemic, and ensuing drop in tourism, as well as the devastating effects of Hurricane IOTA on the Archipelago's economy and infrastructure.

The project injects the best available science, strategies, and tools firmly into the center of the tourism planning process in one of the region's most biologically diverse sites and popular tourist destinations. For example, by combining conservation of ecosystems with selective use of conventional engineering approaches, the project will promote biodiversity friendly green-gray innovative solutions for small-scale tourist lodges that are a threat to water quality of key ecosystems. Solutions will be derived from the indicators defined by biological monitoring protocols to assess negative impacts on biodiversity by the actual tourism activity in the Archipelago.

Additionally, the project will draw on the experiences of other innovative and noteworthy projects as well as include market analysis to improve existing tourism products designed to have a smaller ecological footprint, and greater economic impact while creating and supporting finance mechanisms for protecting biodiversity.

Sustainability

Mainstreaming biodiversity conservation into the Archipelago's tourism industry and planning process is a game changer when compared to the business-as-usual scenario. The project will create important economic and educational linkages between tourists, operators, hotels, and decision makers with respect to biodiversity and priority ecosystems. Additionally, by strengthening governance and policy related to management plans for biodiversity affected by tourism activities, and working directly with local government, the project seeks to ensure the long-term support of local enforcement and government agencies that guarantee the continuity of proper tourism practices. The project will also focus on the small-scale private sector tourism operators to formalize their business practices, become compliant with environmental regulations, and reduce pressure and negative impacts on key natural ecosystems.

Potential for Scaling up

With the collaboration of influential stakeholders in local and national politics, the project will work on the construction of innovative strategies that seek to mainstream biodiversity through the strengthening of local small-scale tourism in a region that is quite popular among tourists in Colombia. As such, it is expected to become a model to be expanded within the Islands and similar coastal areas in Colombia, to reduce pressures on key species and ecosystems exerted by the mass Sun and Beach tourism model.

[1] Green = Transition Zone; Red = Neutral Zone; Purple = Buffer Zone; Cream = No Zoning; Orange = Joint Management with Jamaica.

[2] GEF Project Identification Form (PIF). Mainstreaming biodiversity conservation in the tourism sector of the protected areas and strategic ecosystems of San Andres, Old Providence, and Santa Catalina islands. GEF Project ID: 10578

[3] Howard Newball, F. (2021). Informe preliminar sobre an?lisis de escritorio e investigaci?n de campo. Archipelago of San Andres, March 15, 2021, 17p

[4] June Marie Mow. The native islanders of San Andres, Old Providence, and Santa Catalina: Dreaming between two worlds. Providence Foundation, Avenida Colon, Centro Comercial San Andres, Of. 106 San Andres, Island. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.579.7892&rep=rep1&type=pdf>. Accessed 14th August 2020

[5] Archipelago of San Andr?s, Providencia and Santa Catalina (Colombia). Posted in: GEOLOGICAL FEATURE/LANDFORM. <https://lacgeo.com/archipelago-san-andres-providencia-santa-catalina>. Accessed 14th August 2020

[6] Seaflower Biosphere Reserve. Posted in: PROTECTED AREA. Latin America & Caribbean Geographic - Documenting the Natural and Cultural Landscape of the Latin America and Caribbean Region. www.lacgeo.com. ACCESSED on 11th April 2021

[7] Gobernaci?n ? Departamento Archipi?lago de San Andr?s, Providencia y Santa Catalina (2019). Aspectos Sociales. Anuario Estad?stico 2019, 98p

[8] In accordance with Local Government Decree 325 of 2003 and 0423 of 2015, ?Posadas Nativas? (native places) are houses representative of patrimonial values and traditional heritage that function as tourist accommodation and owned by Raizal islanders.

[9] El COVID-19 y sus efectos en la econom?a del Archipi?lago de San Andr?s, Providencia y Santa Catalina. Johannie Lucia James Cruz, Profesora asociada y directora del Instituto de Estudios Caribe?os de la Universidad Nacional de Colombia (UNAL) Sede Caribe, Universidad Nacional de Colombia, Julio 10 de 2021. www.unperiodico.unal.edu.co ACCESSED 15th April 2021

[10] James, J.L. 2013. El Turismo como estrategia de desarrollo econ?mico: El caso de las islas de San Andr?s y Providencia. Cuadernos del Caribe Vol. 16 No. 1 (37-55).

[11] The Nature Conservancy (2019). The Caribbean needs tourism, and tourism needs healthy coral reefs. www.nature.org ACCESSED 12th April 2021

[12] Hal, M.C. 2001. Trends in ocean and coastal tourism: the end of the last frontier? Ocean & Coastal Management Vol. 44, page 601?618. Department of Tourism, Otago School of Business, University of Otago, P.O. Box 56, Dunedin, New Zealand.

[13] Jacobs, N.D. (2012). Comparative Analysis of Select Frameworks for Determining Carrying Capacity in Protected Areas. National Protected Areas System (NPAS) Project. UNDP ? Belize, 15p

[14] A working session will be required during project implementation with management authorities of PAs to clearly define what is desirable or expected from PA management for each of the primary uses of the park. This information will complement findings of the carrying capacity and LAC assessments, to ensure that any recommendations for future carrying capacity limitations are in fact responsive to what the management objectives are for each user type. The effects of visitation must be determined to establish a baseline against which the effectiveness of carrying capacity limitations which may be introduced because of project interventions.

[15] The Blue Flag is a certification by the Foundation for Environmental Education (FEE) that a beach, marina, or sustainable boating tourism operator meets its standards. FEE's Blue Flag criteria include standards for quality, safety, environmental education and information, the provision of services and general environmental management criteria.

[16] Conservation International (2019). A practical guide to implementing Green-Grey Infrastructure, 29p + Attachments

[17] Global Sustainable Tourism Council (GSTC). GSTC Criteria Overview. www.gstcouncil.org. ACCESSED 14th April 2021

[18] Emergency scenarios and modelling include all the activities for identifying, detecting, planning, training, analyzing vulnerability and responding to unanticipated events that may result in injury and/or loss of human lives and damage and/or destruction of critical infrastructure or ecosystem elements. Workshop elements may include requirements for modeling and simulation (M&S) tools for emergency response, proposals for integration of such tools into a framework for rapid deployment of this vital capability, available M&S applications for the purpose, etc.

[19] Consistent with best practices as cited at <https://www.ursa4rangers.org>

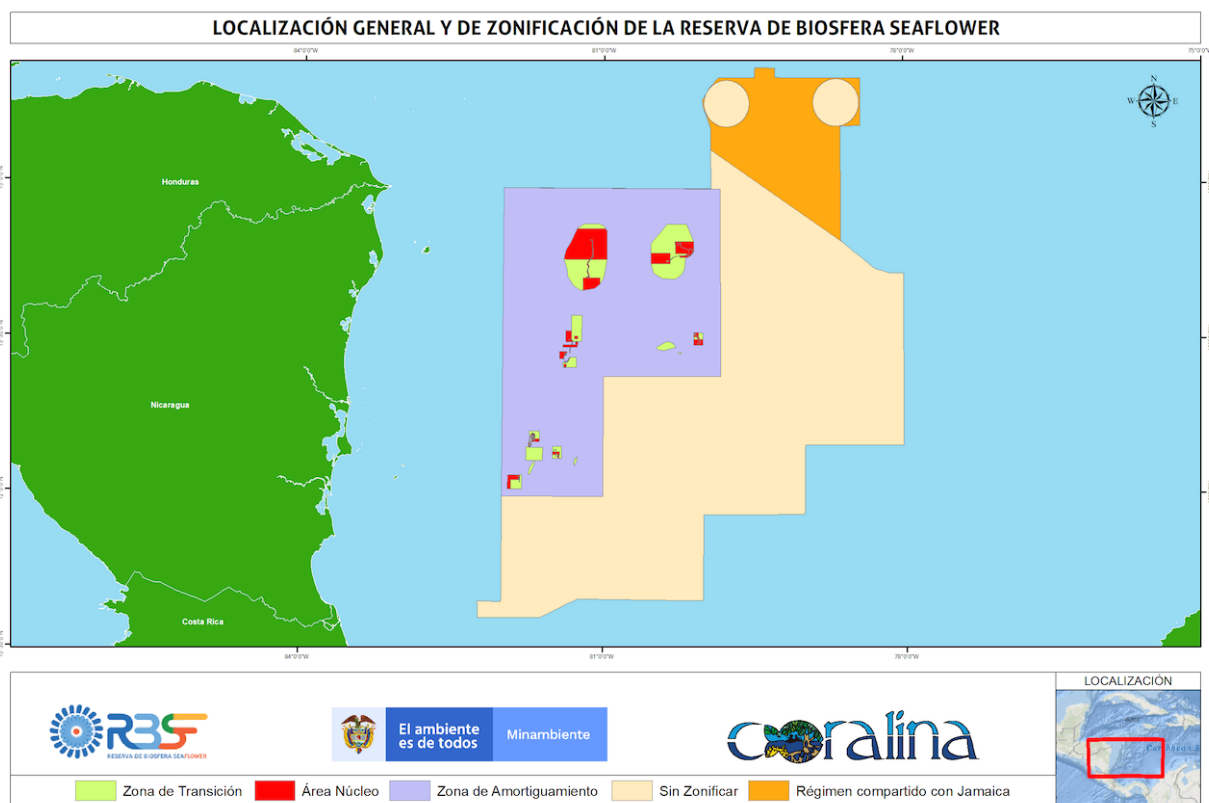
[20] Bustam, T. and T. Stein (2010). How to develop a marketing plan for your ecotourism business. University of Florida, School of Forest Resources and Conservation Department, UF/IFAS Extension. Original publication date December 2010. Revised August 2013, January 2017, and July 2020. <https://edis.ifas.ufl.edu/publication/FR340> ACCESSED 9th June 2021.

[21] Knowledge Management Tools. <https://www.knowledge-management-tools.net/knowledge-management-systems.html>

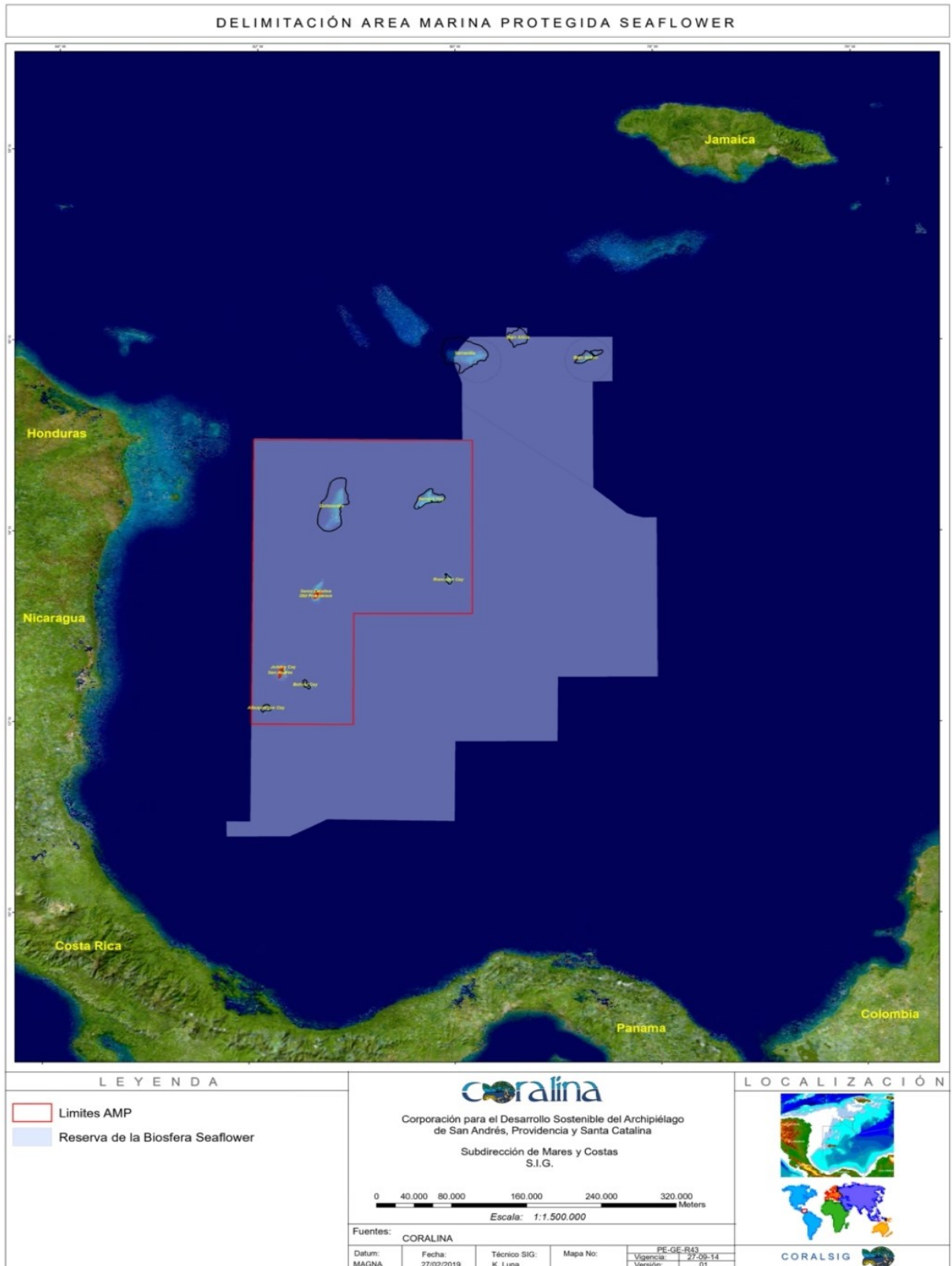
1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.

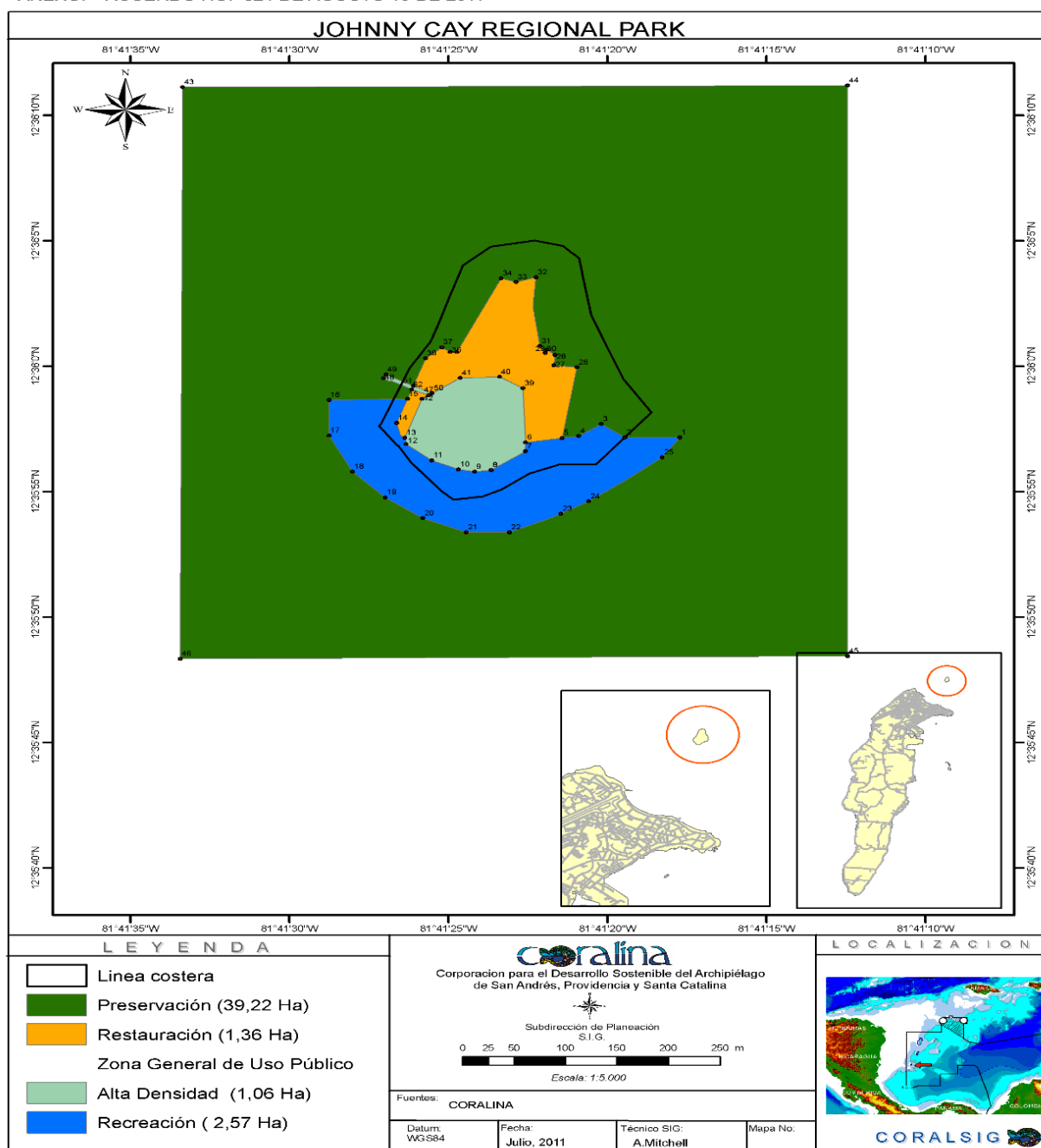
Please see maps in Annex E.



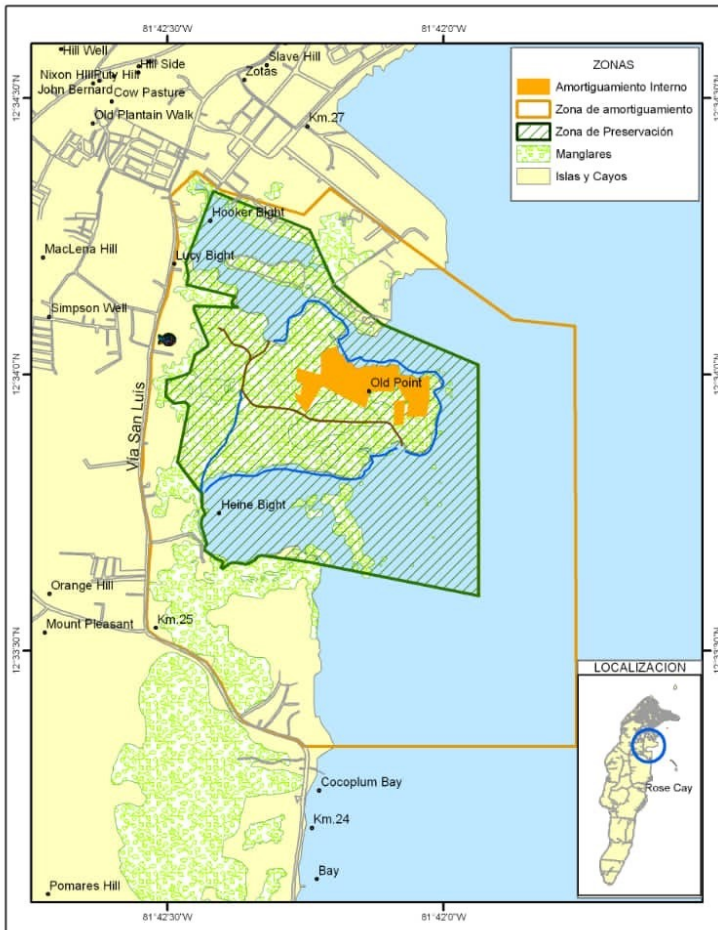
Clarification note on boundaries: The boundary lines presented in the graphic illustrations of the area or figures are an approximate graphic representation for illustrative purposes and do not represent an official position. Neither MINAMBIENTE nor CORALINA assume any responsibility for cartographic interpretations arising from them.



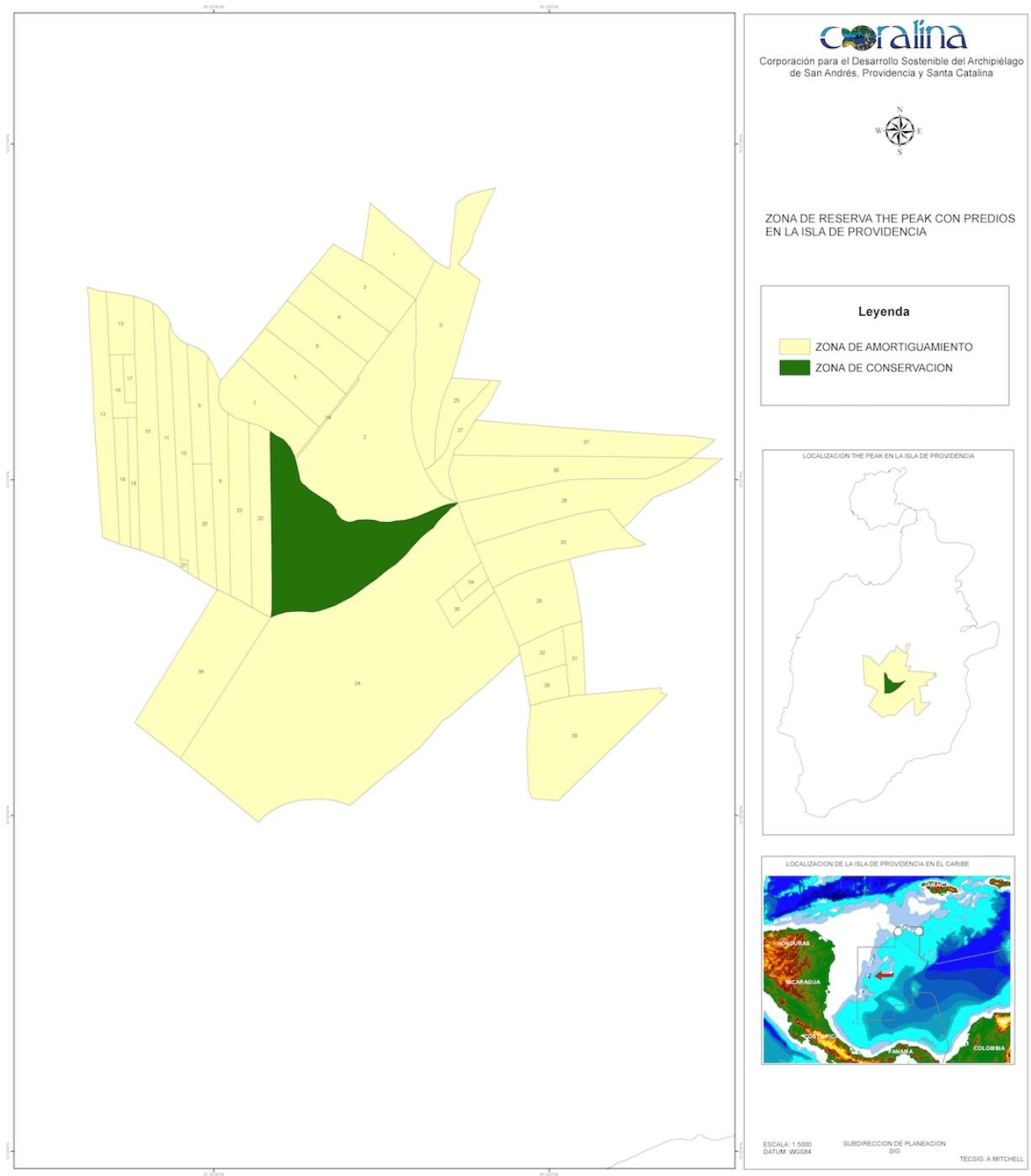
Jhonny Cay Regional Natural Park



Old Point Regional Mangrove Park



The Peak Regional Park



1c. Child Project?

If this is a child project under a program, describe how the components contribute to the overall program impact.

N/A

2. Stakeholders

Select the stakeholders that have participated in consultations during the project identification phase:

Civil Society Organizations Yes

Indigenous Peoples and Local Communities Yes

Private Sector Entities Yes

If none of the above, please explain why:

Please provide the Stakeholder Engagement Plan or equivalent assessment.

Stakeholder Engagement During Project Development

A stakeholder analysis in early project preparation confirmed 7 primary stakeholder groups: 1) artisanal and industrial fishers, 2) recreational users including the tourist industry, 3) native rights organizations representing traditional users and primarily of the Raizal community), 4) conservation interests, 5) educational institutions offering marine resource management programs, 6) the general public of the Archipelago, and 7) government agencies with relevant jurisdictions at local and national levels. Several locally established NGOs, sectoral boards, and cooperatives are made up of the first 4 stakeholder groups, so the project will work in collaboration with these organizations whenever possible. Members of the last group have been determined to be the Departmental Fishing Board (when established), Municipal Offices of Planning and Tourism, the Old Providence McBean Lagoon National Park Office, INPA at local and national levels, DIMAR at local and national levels, INVEMAR, and the Departmental Secretaries of Agriculture (fisheries), Tourism, and Planning. The stakeholder list was continuously reviewed and adjusted as necessary during project preparation to ensure all relevant stakeholders were identified, included, and consulted.

Between October 2020 and August 2021, stakeholders participated in the identification of project priorities, confirmation of project sites, and in the definition of planned outputs and outcomes during interviews and consultations. Project stakeholders had the opportunity to review and comment on proposed project activities and to provide specific inputs to the project formulation process.

Consultations were conducted using ordinary virtual meetings of the Project Development Team (PDT) every 15 days during the PPG period. Virtual meetings of the PDT were also conducted as necessary, to review and validate the Project Concept Model and Results Chains, to review and expand on proposed activities to be implemented under each component and output, technical consultation to agree on the preliminary list of three (4) target species to be subject of monitoring to evaluate tourism impacts, and to devise strategies to ensure effective engagement and input from key agencies.

Individual physical meetings/interviews/surveys where possible and necessary with project stakeholders in the project intervention area were conducted to better understand their interactions with the protected areas targeted by the project, solicit inputs on capacity building priorities, one-on-one consultations with agencies responsible for monitoring and surveillance on specific needs, to solicit inputs on gender perspectives, and with the private sector to obtain their perspectives on mainstreaming biodiversity conservation into their business models. Direct email communications were used with the

PDT and broader participants of the PPG process, while an interactive mix of virtual and physical presence in plenary sessions were used to engage stakeholders in technical consultations, the Project Kickoff Workshop, and the Project Document Validation Workshop.

Stakeholders manifested a wide diversity of observations and suggestions, even though the Project Development Team (PDT) recognized that a substantial amount of the observations made during the Kickoff Workshop, for example, were outside the scope of the project's objectives and/or would exceed the budget possibilities of the project. However, a significant number of inputs received from stakeholders were taken onboard and incorporated into the project document, these included:

1. suggestions on capacity needs
2. suggestions on equipment needs of monitoring and surveillance entities
3. methods to be used for engaging and soliciting feedback from stakeholders during project implementation
4. criteria for prioritizing sensitive species and critical ecosystems
5. recommendations on existing ecological monitoring and associated baseline to be considered by the project
6. additional considerations for assessing carrying capacity of protected areas
7. considerations for key agencies that should participate in species and ecosystems monitoring
8. suggestions on local and grassroots organizations that should be considered within the project's stakeholder list
9. suggestion on approaches to be used to engage the private sector
10. recommendation on gender needs
11. give special attention to the education and training of stakeholders
12. it is vital to make sure the Ethnic people of the Archipelago are considered
13. strengthen institutional partnerships to expand number of selected businesses or initiatives to build up the mainstreaming of biodiversity.
14. notwithstanding the fragile situation in Old Providence and Santa Catalina, it is important to engage the Mayor and Secretary of Tourism, who have shown great interest in the project.

Key stakeholders, their role and relevance in project preparation, Project Validation Workshop, nature of consultation, and method of consultation are presented in Annex I: Stakeholder Engagement Plan.

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

Stakeholder Engagement During Project Execution

During project implementation, stakeholder participation will include the provision of co-financing, gender-responsive participation of technical staff in workshops, training, and tools development, the facilitation of local project events and processes, the provision of project oversight through participation on the PSC or TAC, as data sources, technical expertise and knowledge management through the institutionalization of project results and lessons learned to allow for up-scaling, replication, and sustainability. The inclusion and engagement of Civil Society Organizations (CSOs) and the public in the implementation of the project will be ensured via their direct participation in the

governance and decision-making bodies of the project. Special effort will be made to ensure that CSOs active or present in influence of the project are represented in project decision-making and in interventions which may affect their interests. In all instances, the standards and guidelines of the WWF Standards and GEF Policy on Environmental and Social Safeguards and the GEF Policy on Stakeholder Engagement shall apply, especially as it relates to ensuring appropriate stakeholder participation. Stakeholder engagement in project implementation will be gender responsive as evidenced and detailed in the Gender Action Plan in Annex J. A complete Stakeholder Engagement Plan (SEP) inclusive of Grievance Redress Mechanism and a SEP Monitoring Plan is presented in Annex I.

Select what role civil society will play in the project:

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier; Yes

Member of project steering committee or equivalent decision-making body; Yes

Executor or co-executor; Yes

Other (Please explain)

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

Summary Gender Assessment

The Gender Analysis to inform this section of the project document was conducted using a combination of desktop literature review, virtual consultations and select one-on-one interviews with stakeholders in the project intervention areas. COVID 19 restrictions limited the extent to which in-person interviews could be held. Desktop reviews were conducted at the national level and the level of the San Andres Archipelago and focused on reports and statistics produced by the government, CSOs, the multi-lateral banks, and the United Nations agencies. Virtual consultations were held as part of the process to consult on the baseline socio-economic conditions influencing the project, with a specific focus on understanding the gender dimension of the project. One-on-one interviews were held with women of the Raizal Community and women who either own or manage tourism businesses on the archipelago.

National Overview

Colombia has ratified all current international treaties on human rights and women's rights and has made significant progress in developing laws to promote gender equality and guarantee women's rights. Some of the key ones are summarized in the Table 8 below, including a statement of their relevance for the project's design and implementation.

Table 8. Gender-Relevant Instruments

Gender-Relevant Instrument	Year of Inception	Alignment/Relevance to Project
The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) 1979	1980	<p>Establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and to ensure elimination of all acts of discrimination against women by persons, organizations, or enterprises.</p> <p>Colombia having ratified the convention, CEDAW sets the overall international standard to be met by the project in Colombia for women's rights and is consistent with the WWF Standard and the GEF Policy on Gender Equality.</p>
Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women (Convention of ?Belem do Para?) 1995	1996	<p>Key objectives: to promote awareness and observance of women's rights; to modify, through educational programs, social and cultural patterns of conduct of men and women and prejudices, and customs and stereotypes based on the idea of the inferiority and superiority of the sexes; and to promote the education and training of all those involved in the administration of justice, police, and other law enforcement officers amongst others.</p> <p>The project is investing public awareness, technical trainings, as well as training to monitoring and surveillance entities. All these investments are opportunities for gender mainstreaming, and directly consistent with the objectives of the convention as outlined above.</p>
National Policy on Gender Equality (CONPES 161)	2013	<p>Co-ordinate efforts across the whole-of-government to guarantee women's equality and non-discrimination.</p> <p>All the government institutions involved in the implementation of this project are mandated by this policy to guarantee women's equality and non-discrimination through-out all project interventions (MINAMBIENTE, CORALINA, MINCIT, DIMAR, IVEMAR, IDEAM, PNNC, etc.)</p>

Gender-Relevant Instrument	Year of Inception	Alignment/Relevance to Project
National Development Plan 2018-22, chapter on women's rights, "Pact for Women's Equality"	2018	<p>Important provisions on gender equality based on three dimensions: the economic dimension (overcoming poverty, the care economy, inequality in the workplace); the political dimension (women in positions of power and decision making) and the physical integrity dimension (violence and sexual and reproductive rights).</p> <p>This National Development Plan provides an enabling framework for the project's Gender Action Plan to align gender mainstreaming actions along the 3 nationally-mandated dimensions as listed above.</p>
Law 1257 of 2008	2008	<p>Provisions for regulations on awareness, prevention, and punishment of all forms of violence and discrimination against women.</p> <p>This law is consistent with the national commitments acquired through the ratification of CEDAW, and its relevance to the project are those described above for CEDAW.</p>
Law 581 - Quota Law	2000	<p>Establishes that a minimum of 30 percent of appointed positions must be occupied by women in the three branches of public power: executive, legislative, and judiciary[1].</p> <p>This law creates an enabling environment for the project to demonstrate that it is doing its part by ensuring no less than 30% female representation on the project's governing bodies (Project Steering Committee and Technical Advisory Committee) and the Inter-Institutional Coordination Group to be formed through the project's intervention.</p>

While the norms described above provide a solid framework for advancing women's rights, there are still challenges to be addressed. As of April 2017, the National Registry of Victims (RUV) estimates that there are over 8.1 million victims of armed conflict in Colombia, representing 18% of the Colombian population[2]. Most victims (4.5 million) were females affected by forced displacement and sexual and gender-based violence, and were mostly female adolescents, single mothers or widowed with children affected by the war. At least 40% of the victims were women below the age of 29; approximately 10% were girls and young women between 10-19 years old; about 40% were adult women between 30-59 years old; 13% were older women above the age of 65; and 4% were octogenarian women over 80 years old. Women belonging to indigenous and Afro-Colombian ethnic groups have been disproportionately affected by conflict-derived violence; Of 3,445 cases of homicides of indigenous and Afro-Colombian people, 65.5% were women[3]. According to the report of the National Institute of Legal Medicine in Colombia (INMLCF) in 2014, 1,007 women were murdered and 37,881 cases of violence against women among couples were registered. In that same year, 16,088 cases of sexual violence against women were reported, with girls and adolescents being the main affected by this form of violence.

Overview of Gender in the Project Intervention Area

In 2000, the Colombian state regulated the effective participation of women at decision-making levels in all branches of public power through Law 581 of 2000 or the Quota Law. This affirmative action was only recently adopted by the government of the Archipelago on July 23, 2019, through Decree 0426, through which the Consultative Council of Women is structured and created as a formal dialogue mechanism between organizations and women of the Archipelago of San Andr s, Providencia and Santa Catalina and the Departmental Government. It was not until 2018 when the second woman was at the head of the Government that progress in gender issues began to gain more visibility.

Overall, the gender movement on the Archipelago has been slow and late, and written reports are scarce; however, a few key milestones can be highlighted. First, there was the elaboration of the public policy for the women of the Archipelago with its indicative plan 2018-2023, where it is stated that based on national and international norms, it is everyone's responsibility at the departmental and national levels of government, to guarantee the mainstreaming of the gender approach in all entities of the department in order to achieve an application of the differential and ethnic approach and thereby achieve real and important transformations for women. Second, also in 2019, a first characterization of 24 women's organizations was made to assess the organization of women on the archipelago. Third, in San Andr s Island on August 9, 2019, the Vice President of the Republic, Marta Luc a Ram rez, inaugurated, together with the Government of San Andr s, the Office of Women in the Archipelago, as a sign of the commitment of the National Government and of the local authorities with the women of the region. The Office of Women together with the Gender and Women's Observatory, have made monitoring compliance with national and international laws related to women's equity possible, and especially aid in understanding the gender gap between men and women [4]. Additionally, in accordance with the ordinance 013 of 2017, this office is responsible for the inter-institutional coordination of all plans and projects related to women and therefore will play a vital role in the development of the gender-based components of this project, providing the enabling environment to address the gender issues identified and most relevant to the project.

The Archipelago's development plans consider[5],[6]: i) the formulation, implementation and evaluation of the Plan for Equal Opportunities for Gender Equity on the island territory, with emphasis on the prevention of violence against women; ii) actions aimed at promoting the protection of rights, participation, recognition and reduction of all forms of discrimination against women, iii) the promotion and training of young women in leadership, in the prevention of teenage pregnancy, and in social and political participation, among others.

The participation of women in the last 20 years in decision-making and power levels in the executive has been 18.1% at the level of departmental governance, and 9.09% in the Mayor's Office. The participation of women in the legislature in the last two decades through Congress has been 20%, in the Departmental Assembly 27.2% and the Municipal Council the most frequent participation is 28.5%[7]. The participation of women in the judiciary, female judges constitute 70% and magistrates 34.4%.[8] The participation of women in the direction of state control bodies such as the Ombudsman's Office, 60% of defenders have been women, but men have remained in office for four years longer than women. As for the Departmental Comptroller's Office, the participation of women has only reached 11.2%, while the participation of men has been 88.8%. In general, the political participation of women in the Archipelago has been minimal and is not even enough to comply with the quota law, with only two exceptions the judges and the Ombudsman's Office, but not in an equitable way as it should be.

Gender and Tourism in the Project Intervention Area

According to the San Andr s Chamber of Commerce, 3,070 tourism related businesses are active over 27 kilometers², without considering the mangrove areas. These businesses fall into the following categories: a) visitor accommodation (hotels, apartment-hotels, holiday centers, rural accommodations, camping sites, inns), b) rental and leasing (recreational and sports equipment, motor vehicles, personal

effects, and household goods), c) Food sales (prepared meals, self-service, cafeterias, catering, and traditional food stalls), d) activities travel agencies, reservation services, and tour operators. Table 9 shows the distribution of ownership of tourism-related businesses by gender.

Table 9. Distribution of Tourism Business Ownership by Gender on San Andres[9]

Business Type	Number of Businesses	Female Ownership	Male Ownership	Group Ownership
Visitor accommodation (hotels, apart-hotels, holiday centers, rural accommodation, camping, inns)	1661	839	692	130
Rental and leasing (recreational and sports equipment, motor vehicles, personal effects, and household goods)	760	409	286	65
Food sales (prepared meals, self-service, cafeterias, catering, and traditional food stalls)	203	59	130	14
Activities travel agencies, reservation services, and tour operators	446	138	223	85
TOTAL	3,070	1,445	1,331	294

It can be observed in the previous table, that in terms of accommodation for visitors, 50.5% of these are owned or managed by women, 41.7% are owned or managed by men and 7.8% are groups without gender assignment. Among the other types of accommodation, women manage 54.3% while men manage 41.5%. As for restaurants and food outlets, 53.8% are managed by women and 37.6% by men. Regarding the rental and equipment leasing businesses, automobiles are dominated by men with 64.1% while women with 29.1%. On the other hand, 50% of the travel agencies, operators and reservation businesses are managed by men, while only 31% are managed by women.

In the case of Old Providence and Santa Catalina[10], four main categories of tourism-related businesses exist: a) accommodation (hotels, apart-hotels, rural accommodation, inns and other types of accommodation for visitors), b) restaurants and food outlets (tabled prepared meals, catering for events), c) travel agencies and tour operators (activities of tour operators, dive shops, reservation services and related activities), and d) rental of vehicles and other equipment (rental of vehicles, taxis, sports equipment and other types of transport). There are 426 of these businesses, of which 42% are owned by men and while 56.8% are owned by women; for 1.2% of the businesses the Chamber of Commerce does not identify gender.

Women stand out in two activities, they have a greater participation in owning the inns with 61.8%, and men with 37.2%. In the restaurants and prepared meals sector, women participate with 61.2% and men

with 38.1%. It is noteworthy that men are the majority in diving and taxi drivers, with 100% and 87.8%, respectively. Tour operator agencies are 72.3% owned by men and 23.4% by women, while car and equipment rentals are 54.5% owned by men and women with 45.5%. Table 10 shows the distribution of ownership of tourism-related businesses by gender.

Table 10. Distribution of Tourism Business Ownership by Gender on Old Providence and Santa Catalina

Business Type	Number of Businesses	Female Ownership	Male Ownership	Group Ownership
Accommodation (hotels, apart-hotels, rural accommodation, inns, and other types of accommodation for visitors)	204	126	76	2
Restaurants and food outlets (tabled prepared meals, catering for events)	142	87	54	1
Travel agencies and tour operators (activities of tour operators, dive shops, reservation services and related activities)	47	11	34	2
Rental of vehicles and other equipment (rental of vehicles, taxis, sports equipment, and other types of transport)	33	18	15	0
TOTAL	426	242	179	5

Quantitative data relating to women's access to natural resources on the Archipelago of San Andres is scarce. However, and according to the National Authority for Fisheries and Aquaculture (AUNAP), in 2015, of the 20,096 fishers on the archipelago, only 13% or 2,612 were women and may suggest issues

with respect to equitable access to the fisheries resource by men and women but could also be due to tradition and culture.

Gender Action Plan for Project Execution (Summary)

In the process to develop the Gender Action Plan (GAP), technical activities proposed to be developed during project implementation under all components, outcomes and outputs were assessed for opportunities to mainstream gender, guided by the challenges, and needs identified in the Gender Analysis and the principles outlined in the GEF Policy on Gender Mainstreaming. Of relevance were the specific needs identified by women who either manage, own, or work in a tourism related business on the archipelago. These were used to identify project activities where gender-sensitive indicators may be relevant and applicable. The final draft GAP was comprehensively reviewed by WWF-Colombia, CI-Colombia, CORALINA, and MinAmbiente to further confirm which project activities genuinely provided an opportunity for gender mainstreaming based on relevance and practicality.

The project will have to be genuinely gender mainstreamed through-out implementation and impact evaluation. The Project will seek to institutionalize gender mainstreaming at all levels of intervention and operation of the project. In its efforts to fully integrate gender mainstreaming, the Project will be guided by the principles that gender elements are important drivers and incentives for achieving global environmental benefits, and in ensuring gender equity and social inclusion. The Project also embraces the fact that the needs, interests, and capabilities of women are contextually different from those of men, in relation to the access, use, and management of biodiversity resources within project intervention areas, and thus, must be given special consideration in ensuring equal access to the resources and services of the Project.

In the context of training and capacity building programmes to be offered by the project, both women and men will be involved in a balanced way, ensuring that the selection criteria for training include gender-specific characteristics that will ensure meaningful and significant participation by women in all trainings offered by the project (up to 50% where feasible), with the intention of ensuring that women and men can participate proportionally and benefit equally from the project interventions. Apart from the selection quota, to ensure women's substantive participation, a specific strategy will be set in place to maximize gains/benefits for women, by assessing each project activity to determine opportunities for gender mainstreaming. Gender aspects will also be considered in the information and communication strategy of the project, by formulating messages specifically tailored to women and men independently, whenever relevant. All project committees including the Project Steering Committee and Technical Advisory Committee will aim for at least an equal men-women representation, thus empowering women to occupy decision-making positions and roles in the project's governance structures.

During the project, the team will actively work to ensure women's participation in capacity development initiatives with the intention of increasing tourism-based opportunities for women as well as increase the amount of female owned tourism businesses. In response to the demand for prostitution and child prostitution triggered by tourism at the local level, the project will work to support the Government of Colombia's campaign to end child prostitution in the country by incorporating relevant information in messages targeting tourists visiting the archipelago.

Through the participation of the Women's Office in the meetings and workshops, gender equality and women's empowerment will be mainstreamed into the implementation of activities under the three project components and will follow the general guidance provided in the detailed Gender Action Plan Matrix in Appendix I. Specific emphasis will be placed on engaging women officials and decision makers regarding core governance issues. Additionally, participation of women and stakeholder involvement will be central in the development of a new model for sustainable tourism. The project will identify gaps in the information on gender and ways to reduce gender inequalities in public policies or programs that the project intends to improve or establish. The objective is to ensure equal gender representation during the decision-making processes as well as equal access to, use of, and

control over natural resources. The project will also encourage men and women to participate in the project's implementation and monitoring processes.

[1] Gender Equality and Women's Empowerment in Public Administration. Colombia Case Study. UNDP, 2012

[2] Juan Carlos Rivillas et al. 2018. How do we reach the girls and women who are the hardest to reach? Inequitable opportunities in reproductive and maternal health care services in armed conflict and forced displacement settings in Colombia.

[3] Mainstreaming gender equality in Colombia, Capacity4dev, Published 7th October 2019

[4] San Andrés Government. Decree 585 de 2018 ? public policy action plan and the department's women's observatory.

[5] Sistema de Consulta de los Programas de los Planes de Desarrollo Departamentales de la Región Caribe. 2016. Política pública, participación y derechos para equidad de género. [online] Available at: <http://www.ocaribe.org/-/pdcaribe/equidad-de-genero>

[6] Secretaria de Planeación Municipal. 2016. Plan de desarrollo ?+ POR LAS ISLAS? 2016-2019. Providencia y Santa Catalina Municipality.

[7] Data provided by Evis Livingston Current Councilor

[8] Data provided by Ella Castro, Secretary of the San Andrés Palace of Justice

[9] Howard, F. (2021). Datos para el marco de resultados y los indicadores básicos, metodología, información de referencia y metas, 159

[10] Data provided by Angely Castillo, Secretary of Tourism, Old Providence and Santa Catalina and the Chamber of San Andrés Isla. The caveat is made that the data of the Chamber of Commerce only partially include gender, it does not identify gender in its totality and neither does it identify the gender of the members of societies and groups, nor does it differentiate between the ethnic community and other residents.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources; Yes

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women Yes

Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on the private sector's engagement in the project, if any.

In consideration of the threats to biodiversity and community identified earlier in this project document, it is important that the private sector from all scales, mainly from the local, actively work with the institutions involved in the project, to transform the markets and economic systems necessary to mitigate the factors that drive the degradation of biodiversity of the archipelago, thus reversing unsustainable practices and extending the generation of environmental benefits. Thus, it is important that the interest and participation of the private sector is reflected in considerable contributions and co-financing to the project since a more collaborative work is required, where the tourism industry is involved beyond the transactional level and can also benefit from the set of benefits that result from this project. Likewise, different stakeholders must be strategically integrated to achieve an impact on their multiple platforms to achieve sustainability that is scalable to all private sector associations through value chains of the tourism sector working holistically instead of with individual companies or sectors.

While the project will engage the tourism private sector at multiple levels, and at the small business level, two major players in the sector will be strategically engaged with the project and will be instrumental in the process to upscale project results. Awake travel is a leading Colombian company in the nature tourism sector, which unites travelers with local communities and nature destinations for the preservation of the ecosystems of the Colombian territory through technology and innovation where tourism is a tool to protect biodiversity and offer travelers the best travel experiences. Awake Travel integrates technology and impact business through host development programs that seek to bridge the gap between market needs and local supply, generating more opportunities and more incentives for nature conservation. They also work with non-governmental organizations and other organizations with which they share their purpose of conservation and development, working on projects with local communities and enterprises in different nature destinations, where there are high pressures on ecosystems and hundreds of tourism initiatives that need to be supported and made visible, as is the case of the archipelago.

The main contributions to the project by Awake travel will be based on the intervention in Component 1 of the planning and institutional framework of the project, specifically taking part as a guest member in the IICG through the participation of its expert representative to advise on the design and implementation of the sustainable tourism plan for MPAs, AP and the three islands and technical assistance to local actors for the incorporation of biodiversity in the development of tourism activity. Likewise, they will be linked to Component 3 corresponding to the integration of biodiversity in the development and implementation of commercial models, marketing plans and awareness campaigns aimed at selected local initiatives and visitors. Its added value will be focused on facilitating access to its educational platform aimed at actors in the nature tourism sector on topics such as: technologies, good environmental practices, nature tourism, community, entrepreneurship, and business and, finally, sustainability and nature conservation.

For its part, Decamer?n is a multinational with 31 hotels, 7,500 rooms and 12,000 employees in 9 countries such as: Colombia, Ecuador, Mexico, Peru and Jamaica, El Salvador, and Panama, among other countries in Latin America and the Caribbean. In Colombia they have 4,500 employees, operating with more than half of their employees in the country. On the archipelago Decamer?n has 6 "All inclusive" hotels in operation, being the chain that leads and predominates on the islands.

Engagement with Decameron is in early stages and indicates that the contribution of this hotel chain will also be oriented to cooperation in Component 1 within the IICG. They will contribute with the institutional parts of Component 3 corresponding to the integration of biodiversity in the development of local tourism, in the proportion of information available on best practices learned that benefit all companies on the islands, in addition to support in advisory services, technical assistance and innovation (R&D to jointly develop products/services) and applications of information and communication technology for the mitigation of impacts in the tourism sector associated with coastal marine ecosystems.

5. Risks to Achieving Project Objectives

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.(table format acceptable):

Table 11. Identified Risks and Mitigation Measures

Risk	Level	Mitigation Strategies
Project components rejected by key stakeholders, i.e., tourism industry, based on perception it is ?bad for business.?	Low	Engage opinion leaders and relevant figures early to articulate the benefits of the project and the long-term costs of business as usual and engage them in design to ensure uptake.
Key political figures, including the new governor or CORALINA director, don?t support or champion the project based on the perception that it's bad for business or generates strife within the private sector.	Low	Project always presented in a politically neutral way. Project communications strategy articulates the economic benefits of sustainable tourism over short, medium, and long term.
Key stakeholders, i.e., tourists, reject efforts to change behavior and don?t want to give up traditional practices such as handling wildlife while snorkeling, etc.	Med	Information packages developed to engage and change behavior of tourists, especially groups accustomed to negative practices such as handling fauna during excursions. Project interventions include monitoring and enforcement.
Political corruption, scandals, turnover delay or disrupt project implementation.	Med	Account for corruption within institutional arrangements and controls.

Risk	Level	Mitigation Strategies
Climate change risks to the tourism sector.	Med	Tourism sector, especially the coastal zone, is vulnerable to climate change. The proposed project will help mitigate climate risks by making sure that the revised planning and regulatory framework for the sector includes provisions for climate change adaptation. The WWF Climate Change Risk Screen is presented in a separate file.

Risk	Level	Mitigation Strategies
Extended effects of COVID 19	High	<p>Possible risk that a global/national recession because of COVID 19 negatively impacts tourism revenue and generates resistance toward adding perceived barriers. In this regard, mitigation would be pursued by diversifying tourism product offering via project, lowering dependence on status quo model.</p> <p>A key risk of COVID-19 is prolonged social distancing measures and recurring national quarantine measures in Colombia. In response project meetings and the engagement processes could transition on-line or to a combination of in-person and virtual participants to minimize contagion risks. Remote technological infrastructure would be used to facilitate this type of engagement including easily accessible videoconferencing services. For those who cannot participate remotely, select in-person meetings could be held with reduced frequency and consistent pandemic guidelines. The development of the crisis will be closely monitored, and adaptive responses will be explored and implemented along the way focused on advancing project outcomes through alternative forms of engagement, and flexibility in case meetings and field visits must be rescheduled.</p> <p>Similarly, innovative ways of ensuring co-financing funds can be effectively deployed under a COVID-19 risk scenario may also have to be explored. The project will exercise extreme caution in ensuring that its activities do not increase the risk of transmission and spread.</p> <p>COVID-19 may affect the physical availability of technical expertise to provide in-situ support due to travel restrictions and limitations on physical gatherings imposed by the government. As suggested above, virtual means of delivery will be used in such cases and required adjustments to the timeline to accommodate the effects of the pandemic will be given due consideration during the project's annual planning and reflection processes.</p> <p>The project provides an opportunity for green recovery and building back better through the development and implementation of Sustainable Tourism Plans, sustainable business models, and the mainstreaming of biodiversity conservation into green and grey infrastructure development for tourism.</p>

6. Institutional Arrangement and Coordination

Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Institutional Arrangements

Conservation International Foundation (CI) will be the Lead Executing Agency for this project in coordination with the Ministry of Environment and Sustainable Development of Colombia. The project will be co-executed by the Corporation for the Sustainable Development of the Archipelago of San Andrés, Old Providence, and Santa Catalina ? CORALINA, who is the regional environmental authority in the region, and oversees implementing national environmental policies, plans and programmes within the scope of their jurisdiction. The Department authority with its dependencies (tourism, environment, and planning secretaries) and the Mayor's Office of Old Providence and Santa Catalina islands will be key partners to engage the local stakeholders and communities and will be the main project co-financiers in the framework of the performance of the local programs related to the project.

The coordination and strategic guidance of the project will be the responsibility of a Project Steering Committee (PSC) formed for this purpose, involving the main national and local government entities, as well as community actors. The main functions and responsibilities of the Project Steering Committee are as follows:

- ? Contribute to the planning and coordination of the project
- ? Review and approve project policies and procedures
- ? Review and approve annual workplans and budgets (AWPBs)
- ? Review project progress
- ? Ensures that project activities adhere to the Annual Workplan and Social and Environmental Safeguards
- ? Arbitrate any conflict within the project or negotiate a solution to any problem between the project and external entities
- ? Promote partnerships with relevant government ministries/agencies/ departments for project monitoring and execution
- ? Provide resolution to all issues brought to the attention of the project by stakeholders in the project intervention area, with respect to equality, equitable access, and benefits of project activities
- ? Refer all matters that require resolution, and that the PSC cannot handle, to the Ministry of Environment and Sustainable Development (MinAmbiente) for a final resolution.

The membership of the PSC will include representatives of DAMCRA and Office of International Affairs of the Ministry of Environment and Sustainable Development, CORALINA, Departmental Government, WWF, and CI.

A Technical Advisory Committee (TAC) will be appointed to provide technical supervision, guidance, and support during project implementation. The TAC is also responsible for reviewing and providing recommendations on the project's methodological processes (technical quality) and activities to the Project

Management Unit (PMU) for their consideration. The specific functions and responsibilities of the Technical Advisory Committee are as follows:

- ? If requested, review and make recommendations to the PMU and PSC on technical matters related to the Annual Workplans, Procurement Plan, Annual Reports and Project Progress Reports
- ? When requested by the PMU, review and make recommendations to improve the Terms of Reference for hiring consultants for highly technical matters, ensuring that this review does not constitute an undue delay in the project's procurement processes.
- ? Participate in key meetings, workshops, consultations, trainings, and other related activities as needed
- ? Provide the project with access to information, data, and technical advice from specialized areas of competence of the Members
- ? At the request of the PSC, provide resolution to problems of a technical nature that can be brought to the attention of the project by those interested in the project's intervention area.

The membership of the TAC will include technical representatives of Minambiente (Office for Green Businesses and the Sub-Directorate for Education and Participation), CORALINA, Vice Ministry of Tourism, National Parks of Colombia (Technical Director for the Caribbean region), National Parks of Colombia ? McBean Lagoon, Regional Secretariats for Environment, Agriculture, Tourism, and Women, WWF, CI, Representative of the tourism private sector, Representative of the Raizal Community, and Representative of Fishers.

Day-to-day management of the project will be ensured through the establishment of a **Project Management Unit (PMU)** to be physically housed at Coralina. The PMU will be staffed with a **GEF Project Technical Adviser and Coordinator** for the effective implementation of the program activities agreed with the PSC. The main function of the coordinator will be to ensure the alignment of actions between the key stakeholders at technical, political and community levels. The GEF Project Technical Adviser and Coordinator will also be responsible for guiding the recruitment of consultants to perform specific technical functions in the project, as well as the general functions of reporting, monitoring and evaluation. 10% percentage will be dedicated to project management and 90% will be dedicated to delivery of technical outputs (1.1.1, 2.1.1, 3.1.1., and 4.2.1). A **Project Monitoring, Evaluation & Program Officer, hosted in CORALINA**, will assist the GEF Project Technical Adviser and Coordinator in all day-to-day functions, including the gathering of M&E data for the annual results framework tracking, and to provide suggestions to the PMU Project Manager to improve the results, efficiency, and management of the project. The local consultants covered exclusively by the project, will oversee the weekly following of the project's activities in each island, will lead the engagement with the community-based organizations, and will coordinate field activities. These consultants will be overseen by the GEF Project Technical Adviser and Coordinator. To ensure the proper implementation of the safeguards, as well as of the Gender Action Plan, a **Gender, Stakeholder Engagement, & Safeguards Expert** will be hired on retainer to supervise and oversee compliance with the project's Gender Action Plan, the Stakeholder Engagement Plan, and will provide technical support in gender and safeguard issues as appropriate in meeting the goals by the PMU. The fulfillment must be duly guaranteed by the technical coordinator of the project, as well as by the CI staff that oversees the management of the project. In turn, through CORALINA and the subgrant to be signed, evaluation and monitoring actions will be carried out through the Monitoring, Evaluation & Program Officer who will be hired for this purpose.

The contractual, financial, and operational assistance to be physically placed in the offices of CI in Bogota will be covered by the Grants and Contracts Coordinator and the Grants Manager to provide financial

management support to the project. They will also oversee the administrative aspects of project implementation and will lead the Project's financial and contract aspects. The Senior Management and Operations Director, based in CI's Office, will provide all the required support for the effective management and operational development of the project, as part of his functions under CI's structure. The Grants manager and the Grants and Contracts coordinator will each dedicate 21% of their time exclusively to the Project. The Management and Operations Director will dedicate 13% of his time to the Project. Other back-stopping and technical support to be provided by CI staff are outlined below:

Marine and Fisheries Sustainability Director: Oversees the technical data analysis related with output 3.1.1, as well as the economic aspects of the business development strategies part of the component 3. Also, under output 4.2.1, plays a role in the effective development of the monitoring and evaluation of the project. 20 % of his time is exclusively dedicated to the GEF Project.

Integral Management and Oceans? Governance Director: Oversees the analysis of legal, political, and legislative aspects, as well as governance in the framework of output 1.1.1 of the project. 11 % of his time is exclusively dedicated to the GEF Project

Oceans? Coordinator: Supports the coordination of field activities related with output 2.2.1 of the project. Supports the engagement between the subgrantees and CI. 21 % of his time is exclusively dedicated to the GEF Project.

GIS Coordinator: Validates de cartography generated by the project under the outputs 1.1.1 and 2.1.1 and relates with special analysis of key ecosystems and species. 11 % of his time is exclusively dedicated to the GEF Project.

The specific Terms of Reference of the above-mentioned positions will be developed during the GEF Agency approval process. Sub-grantees of the project included in Figure 2 will be selected in accordance with due diligence procedures as defined in CI's policies. Final No Objection of grantees by WWF GEF Agency will also be applicable.

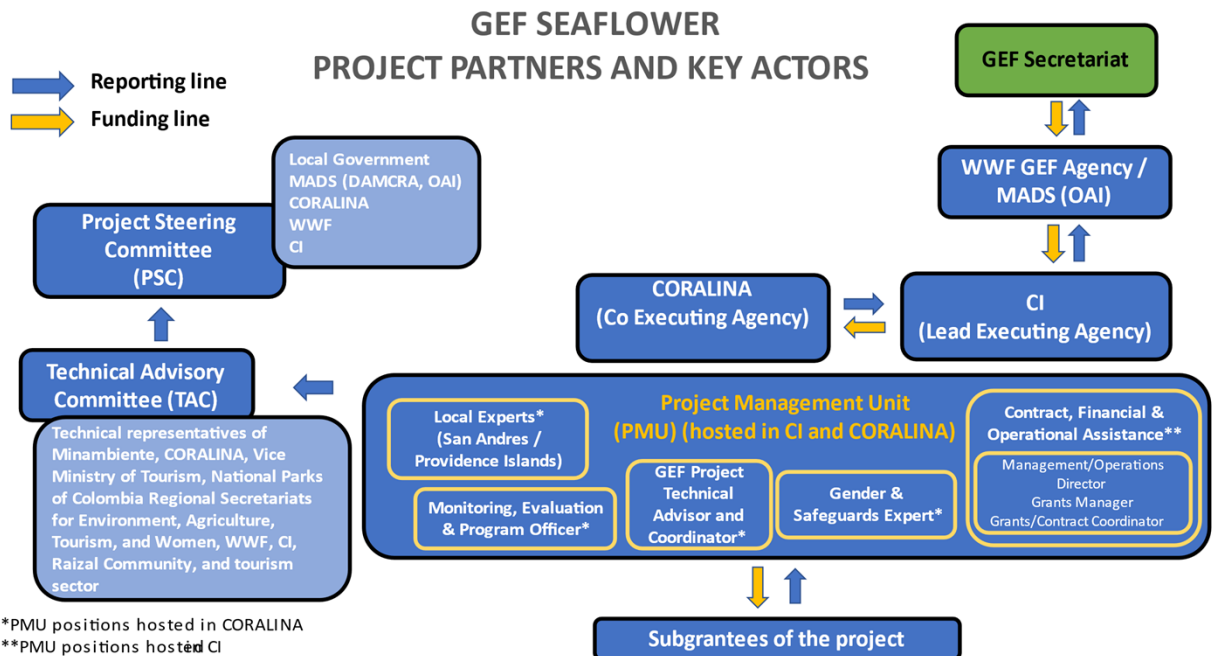
The development of technical reports for the GEF agency will be coordinated among the different consultants who will provide inputs to the technical coordinator, who in turn will prepare drafts that will be duly reviewed by Coralina and CI staff as co-executing agencies.

Regarding the coordination with other relevant initiatives, CI and CORALINA will guarantee that there are no repeated actions and that there is an effective articulation amongst stakeholders and different initiatives to obtain an effective use of the financial resources. An illustration of the project's institutional arrangements is presented in Figure 2.

GEF Agency Oversight

WWF-US, through its WWF GEF Agency will: (i) provide consistent and regular project oversight to ensure the achievement of project objectives; (ii) liaise between the project and the GEF Secretariat; (iii) ensure that both GEF and WWF policy requirements and standards are applied and met (i.e. reporting obligations, technical, fiduciary, M&E); (iv) approve budget revisions, certify fund availability and transfer funds; (v) organize the final evaluation and review project audits; and (vi) certify project operational and financial completion.

Figure 2. Project Institutional Arrangements



Coordination

This project will seek coordination and collaboration opportunities with the four ongoing and recurrent projects of CORALINA, as mentioned in the baseline section: ?Effective Management, Administration and Conservation of Marine, Coastal and Terrestrial Resources; ?Protection of Biodiversity and Environmental Services Associated to Wetlands and Coral Reefs of the Archipelago?; and ?Strengthening Actions for the Improvement of Environmental Quality and Ecosystems in the Archipelago?.

Coordination will also be sought with the project ?Conservation and Sustainable Use of the Ciénaga Grande de Santa Marta (GEF Project ID 10567)?, implemented by the Inter-American Development Bank and executed by INVEMAR in coordination with Minambiente, and in areas dealing with approaches and methodologies to improve capacities of the public and private institutions governing and managing biological and hydrological assets, and in experiences and lessons learned for improving management effectiveness of protected areas.

Collaboration and exchange of experiences will also be sought with the project ?Contributing to the integrated management of biodiversity in the Pacific Region of Colombia to build peace (GEF Project ID 9441)?, implemented by FAO, that is focused on mainstreaming the sustainable use and conservation of biodiversity and the provision of ecosystem services that support human welfare and vulnerable landscapes of Colombia's Pacific region in view of generating global and local environmental benefits and supporting the peace process.

The Office of Green and Sustainable Businesses with the support of the Office for International Affairs of the Ministry of Environment and Sustainable Development and the Directorate for Coastal and Marine Affairs of Colombia, is currently designing the project ?Seaflower Natural Destination?, to be implemented during the life cycle of this proposed WWF-GEF Seaflower project. The objective of the ?Seaflower

Natural Destination? is to consolidate and provide a green business tourism offer in San Andr s, under the value chain, within the framework of nature tourism around mangroves as a natural setting, to promote responsible tourism that contributes to the environmental well-being of the island. These two projects will work very closely, including in the identification of opportunities for joint investments, achieving economy of scale, and in the replication of results.

Lessons learned during project preparation and from other relevant projects

The results and lessons learned in a series of past projects are informing the design and overall approach of this project, as outlined below.

?COLOMBIA: Caribbean Archipelago Biosphere Reserve: Regional Marine Protected Area System (GEF Project ID 773)?, the objective of which was to conserve biodiversity and ensure sustainable use of the Archipelago's coastal and marine resources while enhancing environmental equity by implementing a regional system of marine protected areas zoned for multiple-use and to reduce human threats and to protect globally important sites of biodiversity in cooperation with the local community.

?Integrated National Adaptation Plan: High Mountain Ecosystems, Colombia's Caribbean Insular Areas and Human Health (INAP) (GEF Project ID 2019)?. This project focused at defining adaptation measures and policy options to meet the expected impacts from climate change, through improvements to the knowledge base (documenting trends and impacts) and assessing the expected consequences of climate change on strategic ecosystems, including insular areas.

?Designing and Implementing a National Sub-System of Marine Protected Areas (SMPA) (GEF Project ID 3826)?, with the objective to promote the conservation and sustainable use of coastal and marine biodiversity in the Caribbean and Pacific regions through the design and implementation of a financially sustainable and well-managed National Subsystem of Marine Protected Areas ? SMPA.

?Protecting Biodiversity in the Southwestern Caribbean Sea (GEF Project ID 3532)?. The goal of this project is the protection, conservation and sustainable use of important marine and coastal ecosystems and biodiversity in the Caribbean Sea, through the effective implementation of the integrated Management Plan of the Seaflower Marine Protected Area (San Andres Archipelago).

This project will be building upon the principal lessons learned related to community participation, financial sustainability, institutional arrangements, effective coordination among institutions and clear enforcement systems. Lessons learned through these projects have been reflected into the project design as follows:

The vital role of the communities and other actors of the private sector will be incorporated through ensuring their active participation in the implementation of all the components, especially in the advisory group for the sustainable tourism plan; the implementation of the environmental management measures; and the strengthening of selected private initiatives. The need for including biological assessments for the zoning agreements is reflected through component 1 and 2 considering the results of the tourism impact monitoring. The need for strengthening the enforcement system has also been considered in the project

design, including actions for increasing capacities of the competent authorities, and equipment for the enforcement functions.

Furthermore, the proposed project will build upon the main results and strategies of previous projects through the following: (i) Strengthening of effective management of the protected areas and terrestrial ecosystems, (ii) Monitoring of key ecosystems and species; and (iii) Capacity building of local competent authorities.

7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions from below:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

- National Action Plan for Adaptation (NAPA) under LDCF/UNFCCC
- National Action Program (NAP) under UNCCD
- ASGM NAP (Artisanal and Small-scale Gold Mining) under Mercury
- Minamata Initial Assessment (MIA) under Minamata Convention
- National Biodiversity Strategies and Action Plan (NBSAP) under UNCBD
- National Communications (NC) under UNFCCC
- Technology Needs Assessment (TNA) under UNFCCC
- National Capacity Self-Assessment (NCSA) under UNCBD, UNFCCC, UNCCD
- National Implementation Plan (NIP) under POPs
- Poverty Reduction Strategy Paper (PRSP)
- National Portfolio Formulation Exercise (NPFE) under GEFSEC
- Biennial Update Report (BUR) under UNFCCC
- Others

The project is aligned with the Sustainable Tourism Policy and the new tourism Law 2068 of 2020. This Law establishes in article 16 that the national government will prioritize the implementation of ecotourism programs in the departments of San Andr s, Providencia, and Santa Catalina. The project also is aligned with the National Policy of the Ocean and Coastal Spaces (PNOEC), which contains guidelines that

promote sustainability, integral development, competitiveness of the ocean and its coasts, the scope of national maritime interests and insertion in new international scenarios.

In general terms, the activities developed under the proposed project contribute to the priorities of the National Plan of Adaptation to Climate Change (PNACC) within the framework of the Colombian Intended Nationally Determined Contributions (iNDC). The project expects to contribute to the following strategic lines of the PNACC: (i) Adaptation of basic infrastructure and sectors of the economy, (ii) Incorporation of adaptation and resilience considerations in sectoral, territorial and development planning, and (iii) Strengthening of institutional capacities. It is also aligned with the iNDC's objectives of overcoming poverty and building resilience in the archipelago region.

Regarding the project strategy: The first component is aligned with the National Environmental Policy for the Sustainable Development of Oceanic Spaces and Coastal and Island Areas of Colombia (2000), the purpose of which is to promote the sustainable development of oceanic spaces and coastal areas that will make it possible, through integrated management, to contribute to improving the quality of life of the Colombian population, the harmonious development of productive activities and the conservation and preservation of marine and coastal ecosystems and resources. This policy set the precedent for POMIUC which - as stated in the baseline - is the tool for the management of the country's coastal marine spaces and which - in the case of the islands and because of the project objective - will have a component dedicated to sustainable tourism.

In terms of the project's second component, Colombia is part of the Convention on Biological Diversity (CBD), which establishes the obligation of the State Party to take measures for the monitoring of biological diversity. Under this obligation, Colombia formulated the Action Plan for the Implementation of the National Biodiversity Policy, which incorporates research and knowledge actions with the objective of establishing a national biodiversity monitoring system in two of its main axes. This is how the Biodiversity Information System was consolidated, which is currently part of the Colombian environmental information system. Finally, the National Policy for Integral Management of Biodiversity and its Ecosystem Services (PNGIBSE 2012) includes a strategic line focused on strengthening inventory processes and monitoring of biodiversity and its ecosystem services, through scale mapping, collection, and evaluation of components, structures, and functions of biodiversity.

Also, this component is consistent with National Strategies related to biodiversity like the Colombian Biodiversity Action Plan ? BAP (2016 ? 2030). The BAP promotes the incorporation of biodiversity and its ecosystem services in the sectoral planning of short, medium, and long-term actions, and is aligned with the project as an instrument designed to contribute to climate change mitigation and adaptation, and providing space for ecotourism development, that benefits local populations, the region, and the business sector.

The third component is aligned with the sustainability section of the National Development Plan (NDP) 2018 ? 2022: ?producing while conserving and conserving while producing?, that seeks a balance between the productive development and conservation of the environment to ensure the natural resources for future generations. The project aims at the specific NDP sustainability objective that addresses the implementation of economic strategies and instruments to make the productive sectors more sustainable, innovative and reduce its impacts on the environment. The project also corresponds to the national goal of sustainable and responsible tourism development, which particularly supports the promotion of differentiated tourism products, as nature or cultural tourism. Moreover, it is clearly related to the chapter ?Seaflower region: for a prosperous region, safe and sustainable?, regarding the archipelago's sustainable development mainly through the enhancement of green business ventures and the sustainable use of marine ecosystems.

Colombia has met and surpassed CBD goals as well as existing AICHI targets. In 2016, the IV World Congress of Biosphere Reserves was held in Lima (Peru). The Congress addressed issues related to the implementation of the Man and the Biosphere (MAB) Program, in support of Agenda 2030 for Sustainable Development, the Paris Climate Change Agreement, as well as education for sustainable development,

green economies and ecological societies, biodiversity, global change and the protection and sustainable use of natural resources, among others.

From this emerged the Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Program and its World Network of Biosphere Reserves (2016-2025) which contains a comprehensive but concise set of actions aimed at ensuring the effective implementation of the 2015-2025 MAB Strategy adopted by CIC-MAB at its 27th session (UNESCO, Paris, 8-12 June 2015) and endorsed by UNESCO's General Conference at its 38th session (UNESCO, Paris, 3-18 November 2015). The Seaflower Biosphere Reserve is part of the World Network, and through this project aims to contribute to the achievement of various objectives and actions contemplated in the Lima Action Plan.

The project is aligned with several tourism policies (ecotourism, cultural tourism, social tourism, crafts, beach tourism, nature tourism, community tourism) as well as the legal framework, and especially the one regarding the planning of the marine and coastal territory. Finally, in terms of biodiversity mainstreaming in tourism development, Colombia has a well-established legislation and policies for tourism, including:

- Ecotourism Development Policy (2003): The policy aims to strengthen and diversify ecotourism activities, having as an essential reference the need for sustainable development, to improve the quality of life of the residents living in the regions and to provide a competitive offer of services, in harmony with the ecological and cultural diversity.
- Cultural Tourism Policy (2007): The policy seeks to position Colombia as a national and international cultural tourism destination that, through taking advantage of its diversity and cultural wealth, generates dynamics of local development and sustainable production that promote the competitiveness of the heritage and identity of the regions.
- Social Tourism Policy (2009): The policy promotes the access of all Colombians to tourism, as a real possibility for the exercise of the fundamental right to recreation and use of free time.
- Tourism and Crafts Policy (2009): The policy integrates the value chains of the tourism and handicraft sectors as a proposal for sustainable and responsible development, seeking the dissemination of artisanal traditions and of the economic, social, and cultural traditions of the communities and destinations.
- Touristic Beach Policy-Sector Guidelines (2011): The policy and guidelines seek to strengthen the competitiveness of the beach tourism product in Colombia, through institutional coordination, planning, recovery, and ordering schemes for the tourist beaches, that incorporate quality, the preservation of the coastal ecosystems, and respect for local cultures.
- Preliminary document of the National Policy of Nature Tourism (2012): The policy aims to position Colombia as a nature tourism destination, recognized for the development of highly competitive and sustainable products and services that allow the preservation of natural resources and improve the quality of life of the receiving communities
- Preliminary guidelines for a Policy for the development of community tourism (2012): The guidelines promote the development of community tourism, focused on participatory entrepreneurship processes, that contribute to the generation of employment and income and to the consolidation of destinations, through differentiated, competitive, and sustainable tourism products.
- The project is aligned with Colombia's Green Recovery from COVID 19: Platform for REDESIGN 2020, updated March 2021. This platform defines specific actions to guide recovery and include climate mitigation measures, climate adaptation measures, cross-cutting measures, other environmental measures, and international cooperation. Of direct relevance to this project are the measures related to ecosystem services, biodiversity, land use, agriculture, waste management, circular economy, and sustainable food production and consumption.

These are just some of the current policies on tourism in Colombia but -as evidenced- the vast majority were developed years ago and require updating. Also, currently the departmental Assembly of the Archipelago is in the process of approving 'The Sustainable Tourism Policy' for the region. The development of this instrument will be supported by this project and its strategic lines will be included in the planning process explained under the component one.

The project contributes to Aichi Targets Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society; Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use; Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity; Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services; and Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building. Specific targets and their relevance to project outcomes and outputs are presented in Table 12.

Table 12. Applicable Aichi Targets

SPECIFIC TARGETS	RELEVANT PROJECT ACTIVITIES (Outcome and Output Level)
Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably	Outcome 1.1; Output 1.1.1 Outcome 2.1; Output 2.1.1 Outcome 3.1; Output 3.1.5 Outcome 4.1; Output 4.1.2
Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.	Outcome 1.1. Outputs 1.1.1, 1.1.2, 1.1.3, 1.1.4
Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.	Outcome 2.1; Output 2.1.1
Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods, and well-being, are restored, and safeguarded, considering the needs of women, indigenous and local communities, and the poor and vulnerable.	Outcome 2.1; Output 2.1.2
Target 15: By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.	Outcome 2.1; Output 2.1.1 Outcome 2.1; Output 2.1.2

Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared, and transferred, and applied.	Outcome 1.1; Output 1.1.1
	Outcome 2.1; Output 2.1.1; Output 2.1.2
	Outcome 3.1; Output 3.1.5
	Outcome 4.1; Output 4.1.2

8. Knowledge Management

Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

Utilizing available knowledge to apply best practices and lessons learned is important during both project design and implementation to achieving greater, more efficient, and sustainable conservation results. Sharing this information is then useful to other projects and initiatives to increase effectiveness, efficiency, and impact among the conservation community. Knowledge exchange is tracked and budgeted in Component 4 of the Results Framework.

Prior to finalizing the project design, existing lessons and best practices were gathered from the projects ?COLOMBIA: Caribbean Archipelago Biosphere Reserve: Regional Marine Protected Area System (GEF Project ID 773; ?Integrated National Adaptation Plan: High Mountain Ecosystems, Colombia's Caribbean Insular Areas and Human Health (INAP) (GEF Project ID 2019; ?Designing and Implementing a National Sub-System of Marine Protected Areas (SMPA) (GEF Project ID 3826)?; and ?Protecting Biodiversity in the Southwestern Caribbean Sea (GEF Project ID 3532)? and incorporated into the project design. Please reference Section 3.7 to review the lessons and understand how they were utilized.

During project implementation and before the end of each project year, knowledge produced by or available to the Project will be consolidated from project stakeholders and exchanged with other relevant projects, programs, initiatives, research institutions, academia, etc. by the project management unit (PMU). This collected knowledge will be analyzed alongside project monitoring and evaluation data at the annual Adaptive Management meeting. It is at this meeting that the theory of change will be reviewed, and modifications to the annual work plan and budget will be drafted. Adjusting based on what works and what does not work should improve project results.

Lessons learned and best practices from the Project will be captured from field staff, biannual Project Progress Reports, and annual Project Implementation Reports (PIR), and from stakeholders at the annual Adaptive Management meeting. External evaluations will also provide lessons and recommendations. These available lessons and best practices will then be documented in the semi-annual project progress reports (PPR) (with best practices annexed to the report).

The PMU Project Coordinator will ensure that relevant stakeholders, such as GEF Operational Focal Point, members of the PSC and TAC, project partners, and other stakeholders are informed of and where applicable invited to the Adaptive Management meeting, formal evaluations, and any documentation on lessons and best practices. These partners will receive all related documents, such as Project Progress Reports, Evaluation Reports, and all Knowledge Management materials produced by the to ensure the sharing of important knowledge products.

A strategic communications plan has been budgeted for this Project and will include the following knowledge and communication products:

? Component 4: **Monitoring and Evaluation, awareness raising and knowledge management**

Cross-sectoral Communications Strategy

? Component 4: **Monitoring and Evaluation, awareness raising and knowledge management**

The Project will meet the reporting requirements of the WWF GEF Agency, producing the following reports: Project Progress Reports, Project Implementation Reports, Mid-Term Evaluation Report, and a Terminal Evaluation report.

All knowledge and communication products produced by the Project will be shared on a project-specific website, hosted by CI. This will allow a wider audience to gain knowledge from the Project. In addition, the Project Coordinator will share these documents with stakeholders more directly through mail, presentations at workshops, and meetings of the PSC and the TAC.

9. Monitoring and Evaluation

Describe the budgeted M and E plan

The project monitoring and evaluation plan has been developed in coordination with the members of the Project Development Team, consisting of the Ministry of Environment and Sustainable Development, WWF-GEF Agency, WWF Colombia, Conservation International, and CORALINA. US\$ 114,919.00 has been budgeted for M&E, which includes staff time (Monitoring, Evaluation and Program officer under sub-grant to CORALINA), independent consultants for the mid-term and terminal evaluations, meetings of the interinstitutional coordination group, annual reflection meetings, and travel to the islands for monitoring purposes. The total budgeted cost of the M&E component is 4.2% of the total project cost.

Expenditure Category	Detailed Description	Component (US\$eq.)		
		Component 4: Monitoring and Evaluation, awareness raising and knowledge management		
		Output 4.1.1 Project M&E plan implemented and PPRs developed and completed	Output 4.1.2 Annual reflection meeting to track progress against work plan and results framework indicator targets	Outcome 4.1 : Informed and adaptive project management
				-
Grants/ Sub-grants	Sub-grant to regional environmental authority (CORALINA)	15,430	-	15,430
Total Sub-grants		15,430	-	15,430
	Project MTE and TE consultants	51,490	-	51,490
Total Contractual Services - Individuals		51,490	-	51,490
	Periodic meetings of the interinstitutional coordination group by local stakeholders in San Andres, Providence and Santa Catalina Islands (Approx. 35 meetings, 10 per year plus 5 in the last year)	10,000	10,000	20,000
	Annual reflection meeting to track progress against work plan and results framework		15,000	15,000
Total Trainings, Workshops, Meetings		10,000	25,000	35,000
	Operations, Monitoring and Evaluation travel (San Andres Island)		6,500	6,500
	Operations, Monitoring and Evaluation travel (Providence and Santa Catalina Islands)		6,500	6,500
Total Travel		-	13,000	13,000
Grand Total		76,919	38,000	114,919

The Project will be monitored through the Results Framework (see Annex A2). The Results Framework includes 1-2 indicators per Outcome. The baseline has been completed for each indicator along with feasible targets, set annually where relevant. A methodology for measuring indicator targets is provided. Indicator targets are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), and disaggregated by sex where applicable. Component 4 of the Results Framework is dedicated to M&E, knowledge sharing and coordination.

Relevant Core indicators have been included to provide a portfolio level understanding of progress towards the GEF Global Environmental Benefits (GEBs). The Monitoring, Evaluation and Program Officer in the PMU will be responsible for gathering M&E data for the annual results framework tracking and providing suggestions to the PMU GEF Project Technical Adviser and Coordinator to improve the results, efficiency, and management of the project.

Table 13. Summary of Project Reports

M&E/ Reporting Document	How the document will be used	Timeframe	Responsible
Inception Report	? Summarize decisions made during inception workshop, including changes to project design, budget, Results Framework, etc.	Within three months of inception workshop	PMU GEF Project Technical Adviser and Coordinator and Monitoring, Evaluation and Program Officer
Quarterly Field Report [optional]	? Inform PMU PM on progress, challenges and needs of activities in field.	Every three months	Field team
Quarterly Financial Reports	? Assess financial progress and management.	Every three months	PMU Management and Operations Director
WWF Project Progress Report (PPR) with annual RF and workplan tracking.	? Inform management decisions and drafting of annual workplan and budget. ? Share lessons internally and externally. ? Report to the PSC and GEF Agency on the project progress.	Every six months	PMU Project Manager and Monitoring, Evaluation and Program Officer

M&E/ Reporting Document	How the document will be used	Timeframe	Responsible
GEF METT Tracking Tool	<ul style="list-style-type: none"> ? Inform GEF SEC on progress towards outcomes/impact relating to protected areas. ? Assessment of the project contribution to GEBs. 	CEO endorsement, Mid-term and Final	PMU Project Manager and Monitoring, Evaluation and Program Officer
Mid-term Project Evaluation Report	<ul style="list-style-type: none"> ? External formative evaluation of the project. ? Recommendations for adaptive management for the second half of the project period. ? Inform PSC, GEF and other stakeholders of project performance to date. 	Midterm	External expert or organization recruited and managed by WWF-US
Terminal Project Evaluation Report	<ul style="list-style-type: none"> ? External summative evaluation of the overall project. ? Recommendations for GEF and those designing related projects. 	Before project completion	External expert or organization recruited and managed by WW-US

Independent formal mid-term and terminal evaluations have been budgeted by the project and will adhere to WWF and GEF guidelines and policies. The Midterm Evaluation will be conducted within six months of the midpoint of the project and the Terminal Evaluation will be completed before the official close of the project. The evaluations provide an opportunity for adaptive management as well as sharing of lessons and best practices for this and future projects. The Operational Focal Point will be briefed and debriefed before and after the evaluations and will have an opportunity to comment on the draft and final report.

An annual reflection workshop has been budgeted for the PMU and other stakeholders to review project progress and challenges to date, considering results framework tracking, work plan tracking, stakeholder feedback and quarterly field reports to review project strategies, risks, and the Theory of Change (ToC). The results of this workshop will inform project decision making (i.e., refining the ToC, informing Project Progress Reports and Annual Work Plans and Budgets).

10. Benefits

Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The socio-economic benefits to be offered by this proposed project may be expressed at multiple levels. For the project to achieve long-term sustainability, it is essential that the communities of the Archipelago understand the relationship between global biodiversity conservation and local sustainable use including human threats to marine ecosystems and realize that project objectives are essential for the survival of the

native culture, both socially and economically. In this regard, the project will work with the relevant institutions to mainstream BD safeguards that favor environmentally friendly and sustainable tourism practices. This will enable the relevant institutions to improve their outreach and their services to beneficiaries thereby creating opportunities for employment, diversification of economic activities and investing in best practices. The project will promote those socioeconomically and environmentally friendly and sustainable tourism practices that will help to maintain and improve the biodiversity value of the target coastal areas and to reduce the pressures from tourism that affect associated ecosystems while at the same time allowing the tourism sector and associated communities to maintain and increase its productivity, thereby providing the opportunity for increased incomes.

The project will help to build the capacities of the beneficiaries through training and technical assistance. To ensure effectiveness and ownership, the programming of activities will consider the work schedules of tourism service providers and their families, and communities, for minimum interference with the daily chores of men and women to ensure their participation in the activities organized by the project. Specific training will be developed targeting women beneficiaries in all three islands of the Archipelago to promote gender equality in the mainstreaming of BD conservation safeguards in tourism-related activities and to ensure that both women and men's needs are addressed through the project interventions. Capacity building will also consider cultural and traditional knowledge associated with biodiversity management. This will help empower communities and will contribute to the preservation of the cultural and natural heritage and identity of the beneficiary communities, and the Raizal community.

By conserving the Archipelago's significant sites of global biodiversity, benefits will accrue to the local community that help ensure long-term conservation and sustainable management of the natural assets that the communities rely on, including fisheries replenishment resulting from enhanced PAs management, improved recreational and tourism opportunities for both the resident and native communities, and job creation. The project will directly benefit 7,383 persons, of which 3,913 are women and 3,470 are men, and will indirectly protect 13,000 jobs that are linked to the tourism sector and 45% of the employed population on the Archipelago.

11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification*

PIF	CEO Endorsement/Approval	MTR	TE
Low			

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

The project will comply with WWF's Environmental and Social Safeguards Framework (ESSF) as outlined in the Environmental and Social Safeguards Integrated Policies and Procedures.

A safeguards screening has classified the project as category "C", low risk, since it is a technical assistance project. Most of the outputs of the project are related to technical assistance, capacity building, and may include some provision of equipment or materials. The project is expected to generate significant positive and durable social, economic, and environmental benefits.

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
Categorization Memo- Seaflower updated	CEO Endorsement ESS	
10578_WWF GEF Seaflower_Categorization Memo	CEO Endorsement ESS	
10578_WWF GEF Seaflower_ESS Screen	CEO Endorsement ESS	

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Indicator/Unit	Definition	Method/Source	Responsible	Disaggregation	Baseline	YR1	YR2	YR3
						Targets		
Objective Description:								
To mainstream biodiversity conservation and green recovery in the tourism sector to maintain ecosystem health and the environmental Seaflower MPA.								
Objective Level Indicators								
<u>Objective indicator 1:</u> <u>GEF Core Indicator 1.2:</u> Terrestrial protected areas (hectares) under improved management for conservation and sustainable use. Unit: a) Hectares b) METT Scores Non-Cumulative	This indicator captures changes in management in the terrestrial portions of the following PAs as measured by METT: A. Jhonny Cay Regional Natural Park (5.3 ha) B. Old Point Regional Mangrove Park (92.47 ha) C. The Peak Regional Park (10.52 ha) Total: 108.29 ha	Systematic monitoring of protected area management parameters consistent with the METT and the corresponding baseline scores as reported at CEO Request for Endorsement.	PMU CORALINA	Terrestrial protected areas under improved management effectiveness.	<u>Baseline:</u> <u>0</u> <u>METT Score</u> A 60 B 44 C 38		<u>Hectares:</u> <u>108</u> <u>METT Score</u> A 65 B 49 C 42	

<p><u>Objective indicator 2:</u></p> <p>GEF Core Indicator 2.2: Area of Marine Protected Areas (hectares) under improved management for conservation and sustainable use.</p> <p>Unit:</p> <p>a) Hectares</p> <p>b) METT Scores</p> <p>Cumulative</p>	<p>This indicator captures changes in management in the marine portions of the following PAs as measured by METT:</p> <p>A. Seaflower Biosphere Reserve (11,623 ha)</p> <p>B. Jhonny Cay Regional Natural Park (38.9 ha)</p> <p>C. Old Point Regional Mangrove Park (155.09) ha)</p> <p>Total: 11,816.99 ha</p>	<p>Systematic monitoring of protected area management parameters consistent with the METT and the corresponding baseline scores as reported at CEO Request for Endorsement.</p>	<p>PMU</p> <p>CORALINA</p>	<p>Marine Protected Areas under improved management effectiveness</p>	<p><u>Baseline:</u></p> <p><u>0</u></p> <p><u>METT Score</u></p> <p>A 63</p> <p>B 60</p> <p>C 44</p>		<p><u>Hectares:</u></p> <p>11,817</p> <p><u>METT Score</u></p> <p>A 68</p> <p>B 65</p> <p>C 49</p>	
<p><u>Objective indicator 3:</u></p> <p>GEF Core Indicator 4.1: Area of landscapes under improved practices to improve biodiversity (excluding protected areas)</p> <p>Unit: Hectares</p> <p>Cumulative</p>	<p>This indicator captures beach areas outside of the 4 targeted protected areas that will be impacted by new sustainable tourism policies and plan.</p>	<p>Monitoring of the impact of tourism activities on beach landscapes and monitoring for compliance with Sustainable Tourism Plan developed for the San Andres Archipelago.</p>	<p>PMU</p> <p>CORALINA</p> <p>INVEMAR</p>	<p>Area of landscapes under improved management to benefit biodiversity (qualitative assessment, non-certified)</p>	<p>2,948</p>		<p>3,301</p>	

<u>Objective indicator 4:</u> GEF Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment Unit: # Of persons Non-cumulative -	This indicator captures the total number of direct beneficiaries including the proportion of women beneficiaries, i.e., those who receive targeted support from a given GEF project/activity and/or who use the specific resources that the project maintains or enhances.	The project's M&E system and corresponding Project Progress Reports and Project Implementation Reports (PIR) to the GEF.	PMU CORALINA	Raizal community members disaggregated by gender and benefitting from the project. Operators of tourism enterprises disaggregated by gender and benefitting from the project. Staff of national and departmental authorities receiving capacity building, training, and technical support from the project, disaggregated by gender.	Females: 0 Males: 0	Females: 1,960 Males: 1,735
Outcome Level Indicators						
Component 1: Planning and institutional framework for a biodiversity and green recovery focused tourism sector in the MPA, Archipelago, in the context of the POMIUC						
Outcome 1.1: Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of mangroves, and key species.						

<p><u>Outcome 1.1 indicators:</u></p> <p>1.1.1: Number of Carrying Capacity assessments and spatial use analyses to control visitation and reduce impact on biodiversity</p> <p>Unit: # of assessments and analyses</p> <p>Cumulative</p> <p>1.1.2: Number of sustainable tourism plans that mainstream biodiversity developed and under early implementation stages</p> <p>Unit: # of plans</p> <p>Cumulative</p>	<p>This indicator assesses the extent to which visitation to protected areas may be permitted without compromising the management objectives of the PAs in question.</p> <p>Plan that seeks to increase the benefits and reduce the impacts caused by tourism activities on the archipelago, by mainstreaming biodiversity conservation.</p>	<p>Determination of how much environmental and social impact can be tolerated or absorbed by the PA and visitors, respectively, for different types of uses.</p> <p>Assessment of tourism management policies, regulations, and institutional framework, and the filling of identified gaps in measures to protect biodiversity and the environment in the conduct of tourism activities.</p>	<p>PMU</p> <p>CORALINA</p> <p>PMU</p> <p>CORALINA</p> <p>Vice Ministry of Tourism</p>	<p>For each of the 4 targeted PAs</p> <p>An integrated plan that is sensitive to the needs of the different islands of the archipelago.</p>	<p>0</p> <p>0</p>	<p>0</p> <p>0</p>	<p>2</p> <p>1</p>	<p>4</p> <p>1</p>
<p>Component 2: Management of tourism impacts on key biodiversity of the MPA, PAs and the three islands</p>								
<p>Outcome 2.1. Reliable information about tourism impacts on coral reef, sandy beaches, mangroves, and key species in MPA, PAs and makers to respond to environmental threats.</p>								

<p><u>Outcome 2.1 indicator:</u></p> <p>2.1.1: Number of new management actions[1] undertaken to reduce the threats caused by tourism on key ecosystems and species based on reliable tourism information.</p> <p>Unit: Number of management actions</p> <p>Cumulative</p>	<p>This indicator measures the level of uptake by local authorities of the information produced by the project on impacts of tourism to enhance management and protect biodiversity.</p>	<p>Baseline assessments, tourism impact monitoring of critical Ecosystems, scenarios, and modeling schemes for emergency response.</p>	<p>PMU</p> <p>CORALINA</p> <p>INVEMAR</p> <p>Vice Ministry of Tourism</p>	<p>Local authorities? resolutions and policies to reduce the impact of tourism.</p>	<p>0</p>	<p>0</p>	<p>1</p>	<p>2</p>
<p>Outcome 2.2. Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sand associated species in the MPA and PAs.</p>								

<p><u>Outcome 3.1 indicators:</u></p> <p>3.1.1: Number of local tourism initiatives mainstreaming biodiversity[2]</p> <p>Unit: # of tourism initiatives</p> <p>Cumulative</p>	<p>This indicator measures level of uptake of biodiversity considerations by private local tourism initiatives.</p>	<p>The project will support development of sustainable business models and action plans to be adopted and implemented by local tourism initiatives.</p>	<p>PMU</p> <p>CORALINA</p> <p>Vice Ministry of Tourism</p>	<p>Tourism initiatives from the different islands of the archipelago.</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>3</p>
<p>3.1.2: Percent of tourists with positive change in behavior and attitude regarding the importance of biodiversity and the need for responsible tourism</p> <p>Unit: % increase in tourist behavior and attitude</p> <p>Cumulative</p>	<p>This indicator measures the impact of the project?s planned awareness campaigns</p>	<p>A Knowledge, Attitude and Practices (KAP) Survey[3] to be implemented in PY1 and PY 4. The data from PY1 will constitute the baseline.</p>	<p>PMU</p> <p>CORALINA</p> <p>Vice Ministry of Tourism</p>	<p>KAP survey to target different segments of the tourism activity on the archipelago.</p>	<p>TBD</p>	<p>Baseline</p>	<p>Baseline</p>	<p>Base</p>
<p>Component 4: Monitoring and Evaluation, awareness raising and knowledge management</p>								
<p>Outcome 4.1: Informed and adaptive project management</p>								

<p><u>Outcome 4.1 indicators:</u></p> <p>4.1.1: Number of annual reflection meetings to track progress against work plan and results framework</p> <p>Unit: # of annual meetings</p> <p>Cumulative</p>	<p>This indicates measures the efforts of the project to keep track of successes, challenges and lessons, and the management response to improve implementation.</p>	<p>Participatory meetings to critically assess delivery against planned activities and assessment of the extent to which outcomes are being achieved.</p>	<p>PMU</p> <p>CORALINA</p> <p>PSC</p> <p>TAC</p>	<p>Annual Meetings will inform PIR content and the subsequent Annual Work Plans.</p>	<p>0</p>	<p>1</p>	<p>2</p>	<p>3</p>
<p>4.1.2: Number of Project Implementation Reports (PIRs) that reflect project performance and lessons learned</p> <p>Unit: # of PIRs</p> <p>Cumulative</p>	<p>This indicator measures compliance by the project with quality control and reporting requirements to the GEF.</p>	<p>To be completed as per PIR template of WWF-GEF Agency</p>	<p>PMU</p> <p>CORALINA</p> <p>WWF GEF Agency</p>	<p>Inputs from bi-annual Project Progress Reports and Annual Reflection Meetings</p>	<p>0</p>	<p>0</p>	<p>1</p>	<p>2</p>
Outcome 4.2: Knowledge Management communications and dissemination								

Outcome 4.2 indicator:								
4.2.1: Number of Knowledge Management (KM) strategies developed and implemented.	This indicator measures the overall project approach to KM as a continuous and evolving process through-out project implementation.	A responsive strategy to be developed early in project implementation that is structured and responsive to the many processes, products, results, and stakeholders of the project.	PMU CORALINA	May include combination of structured awareness campaign, blogs, website, print material, social media platforms, knowledge, and experience exchanges, etc.	0	1	1	1
Unit: # of strategies								
Cumulative								

[1] ?Management Actions? refer to any intervention taken consistent with the protected areas? management plan with the intention of enhancing management effectiveness of the area. These may be soft (e.g., policies, strategies, or norms) or hard (e.g., physical enforcement, physical demarcation of areas, temporary closures to reduce risk to human life, ecosystems, and species, etc.).

[2] In the context of this indicator, ?mainstreaming biodiversity? means the extent to which local tourism initiatives, who via the implementation of their Action Plans, have embraced and incorporated considerations for biodiversity protection in their day-to-day operations; for example, refrain from offering diving tours to areas of the reef known to have certain species of fish spawning; use only environmentally friendly 4-stroke engines for boat tours; do not use Styrofoam utensils in the offering of tourism services; require that guests use only biodegradable sunscreen when snorkeling on the reef; do not take any guests on tours that refuse to receive a mandatory orientation on appropriate biodiversity-friendly behavior when on the reef or sport-fishing, etc.

[3] The KAP is normally applied at the airport prior to the exit of tourists from the islands; it normally takes between 6 to 12 weeks during the peak tourist season and would target a minimum of 300 tourists each time it is applied, from across a spectrum of tourist interests: divers/snorkelers, beach and sun, sport fishing, sky-diving, cultural tourism, etc. Specific details of the approach would normally be fleshed out in meetings between the PMU and the project?s Technical Advisory Committee.

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

GEFSec Comments	Agency Responses at PIF	Agency Responses at CEO Endorsement
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3/27/2020	4/10/2020	12/02/2021
Based on the content of component 2, one of the outcomes should be improved management effectiveness of the MPA and the terrestrial PAs. Please include the baseline score and the expected increases in each due to the project investment.	Outcome 2.2 language has been changed to include improved management effectiveness of the MPA and terrestrial PAs. Regarding the baseline score of the PAs included in the project, only the Seaflower MPA has had METT evaluations in the past and this hasn't been updated recently. The data of the two past evaluations is included in the PIF. During PPG, METT baseline scores for the project MPA and PAs will be calculated.	The names of the individual PAs have been included in the Project Results Framework, including baseline values (updated in November 2021) for METT for all 4 PAs, as well as projected improvements in METT scores for the mid-term and project's end. These may be reviewed prior to project start. Please also see Agency Response below on the approach to measure Core Indicator 4.
4/13/2020	4/14/2020	12/01/2021
Thank you for the clarifications. Please note that in Table B (please also see section on global environmental benefits) that none of the outcomes are actually measuring the condition of biodiversity that will benefit from the project investments, including the METT scores as noted in the first review, the condition of strategic ecosystems of the archipelago, including coral reefs, seagrass, mangroves. Please revise.	Noted. As mentioned in previous response, only Seaflower MPA has had a METT evaluation, but this has not been updated recently. Table 1 in the PIF lists PAs and METT scores (where available). METT baseline scores for the project MPA and PAs will be calculated during PPG.	The names of the individual PAs have been included in the Project Results Framework, including baseline values (updated in November 2021) for METT for all 4 PAs, as well as projected improvements in METT scores for the mid-term and project's end.

3/27/2020	4/10/2020	12/01/2021
<p>Please clarify why no investment has been mobilized or cash resources given the fact that the project is focused on the private sector.</p> <p>Please also clarify why the private sector, which is a key stakeholder, has not come forward with any co-financing, cash or in-kind.</p>	<p>The private sector representing the mass ?sun and beach? tourism will be engaged in component 1, in the design of the tourism plan. However, this doesn?t necessarily imply co financing from this private sector. However, during PPG, this option will be further explored.</p> <p>Private sector co financing will come from the local initiatives the project wants to strengthen under Component 3. This co financing will be calculated during PPG, once the final list of initiatives is defined and a more detailed finance analysis is done.</p>	<p>The project has been able to attract a symbolic co-financing from the private sector but has been able to attract the interest of two key players on the archipelago that may be instrumental in the upscaling of project results: <i>Awake Travel</i> (specializes in sustainable travel) and <i>Decameron</i> (the largest resort operator on the archipelago). Both private sector players are foreseen as key participants of the Inter-Institutional Coordination Group to be established by the project under Component 1, to oversee the development of the archipelago?s Sustainable Tourism Plan. More details are provided in the ?Private Sector Engagement? section of the Request for CEO Endorsement.</p> <p>It is important to note that the economic uncertainty created by COVID 19 which is still very current, has resulted in hesitancy on the part of the private sector to discuss co-financing commitments at this time. The project will still pursue greater private sector co-financing during implementation.</p>
4/13/2020	4/14/2020	12/01/2021
<p>Thank you for the clarifications. As noted above under Table B, the names of the PAs and the proposed improvement in METT scores should be included as an outcome in Table B.</p>	<p>Agreed. This issue will be addressed during PPG phase. The baseline assessment will provide information on the conservation status of the key ecosystems and based on that, clear indicators measuring biodiversity conditions and targets will be defined.</p>	<p>The names of the individual PAs have been included in the Project Results Framework, including baseline values (updated in November 2021) for METT for all 4 PAs, as well as projected improvements in METT scores for the mid-term and project?s end.</p>

<p>3/27/2020</p> <p>With regards to the barrier on lack of tourism alternatives, there appears to be a fundamental flaw in reasoning. First, it is not clear from the problem statement how the tourism sector is stratified (number of operators, size of operators, revenue flow of operators, relative impact on biodiversity of operators related to size of operation, etc); hence we do not know if the focus on providing alternatives makes the most sense. We would want to support the transformation of the segment of the tourism industry that is having the most impact and it is not clear whether the project designers have undertaken such an analysis. Hence the project might successfully provide alternatives to 'sun and beach' tourism, but only add to the pressures by providing more tourism options in addition to 'sun and beach' as opposed to a more sustainable approach that transforms that segment of the tourism sector exerting the most impact on biodiversity. Please clarify this point in particular and include it when revising the project design to respond to the review. The PIF requires a presentation and analysis of the tourism sector in the islands as an input to the development of a theory of change that informs a comprehensive project design that will be sustainable in the long-term?.</p>	<p>4/10/2020</p> <p>During the PPG phase we will be able to provide a more thorough analysis of the tourism sector in the Archipelago.</p>	<p>12/01/2021</p> <p>A more comprehensive analysis of tourism on the archipelago was completed during project preparation, providing up to date statistics, structure, economics, key players, ownership of local tourism businesses, employment, and the overall involvement of persons in the sector, disaggregated by sex. This can be found in the 'Socio-economic Context' and 'Gender Analysis' sections of the Request for CEO Endorsement.</p>
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4/13/2020	4/14/2020	12/01/2021
Thank you for the revisions, clarifications, and additions. As noted throughout this second review, please include the actual biodiversity outcomes that the project will produce and that will be measured as indicative of successful mainstreaming of biodiversity and production of global benefits.	Biodiversity outcomes have been highlighted in the Table B. In GEB section, qualitative information on the current biodiversity outcomes the project will produce has been included. The team has not been able to obtain quantitative data on the ecosystems? status. During PPG an assessment will be carried out to measure baseline status and project biodiversity outcome targets	The same parameters measured in PAs will be monitored outside with a few minor adjustments, to illustrate how biodiversity has improved outside the 4 targeted PAs. Please see details below.

4/13/2020	4/14/2020	12/01/2021
<p>Thank you for the revisions, clarifications, and additions. While this is a significant improvement on the first submission, please address these remaining issues</p> <p>Table B (as noted above) and this section on GEBs and the table that accompanies it in the PIF should include the actual conservation outcomes of the investment, that is,</p> <ol style="list-style-type: none"> 1. effective management and conservation of strategic ecosystems of the archipelago, including coral reefs, seagrass, mangroves, and key protected areas: what will be the condition of the coral reefs, mangroves and key protected areas? For protected areas we understand it will be improvement of METT scores as a proxy of improved BD condition, but for the strategic ecosystems outside of the PAs what will be the global benefit that accrues from "effective management". Please clarify. 	<p>Noted. Table B has been improved to highlight the project key ecosystems benefiting from the project.</p> <p>a. Agree and will be developed during project development.</p>	<p>In the final approved PIF, outcomes were revised to:</p> <p><i>Outcome 1.1: Biodiversity is mainstreamed into tourism for MPA, PAs and three islands of the Archipelago, for improved protection of corals, sandy beaches, mangroves, and key species</i></p> <p><i>Outcome 2.1. Reliable information about tourism impacts on coral reef, sandy beaches, mangroves, and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats.</i></p> <p><i>Outcome 2.2: Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves, and associated species in the MPA and PAs.</i></p> <p><i>Outcome 3.1: Sustainable use of corals, sandy beaches, mangroves, and key species is mainstreamed into existing local tourism initiatives.</i></p> <p>Consistent with the above, the project focuses on biodiversity mainstreaming for ecosystems and species protection, the generation of reliable information on tourism impacts to inform management actions, and capacity building for management of biodiversity.</p> <p><u>Of relevance to Core Indicator 4.</u> While there is clarity on enhanced management effectiveness via METT scores for PAs, the project embraces the fact that the ecosystems, habitats, and species outside the PA boundaries are for the most part the same as inside the PAs, with the only difference that outside the PAs is subject to a different management regime. From a ?monitoring for management perspective?, the same biodiversity parameters monitored in PAs can be monitored from outside the PAs.</p>

3/27/2020	4/10/2020	12/02/2021
Yes; however, it appears that there has not been any consultation with the private sector on the focus of the PIF, nor is the private sector providing any co-financing to the project. Thus, while the project's success depends on private sector collaboration of many sizes of tourism enterprise, the PIF provides no evidence that this has been undertaken to help identify the project strategy. Please clarify.	Responded above. Agreed on the importance of the private sector collaboration. The project team will develop a stakeholder engagement plan for the PPG phase, that will place special emphasis to ensure the participation of a solid representation of the tourism private sector in the different phases of the project development.	The Stakeholder Engagement Plan for the project includes important representation from the private sector, and the 'Private Sector Engagement' section of the Request for CEO Endorsement includes details of private sector participation. Additionally, the project was able to secure a symbolic co-finance contribution from the private sector, but significant in terms of getting the private sector to the table and as baseline for strengthening further private sector involvement.
4/13/2020	4/14/2020	12/01/2021
Thank you for the revisions, clarifications, and additions. Please reflect on the implications of COVID-19 and how the impact on tourism may be accommodated in the project design and implementation phase as a risk to be managed. Please also attach the preliminary safeguard screening document.	A reflection on the implications of COVID ? 19 on the project has been included in the Risks section. Preliminary safeguard screening documents are not available at this stage. The project will develop preliminary safeguard assessment during early stages of PPG phase.	The COVID 19 risks and corresponding mitigation measures were comprehensively developed in the PPG and included in the Request for CEO Endorsement. A comprehensive WWF Safeguards Screening was conducted for the project and is submitted as a separate file. The results of the screening have resulted in a Project Environmental and Social Safeguard Risk Category of 'C?', with no major environmental or social risk anticipated.

4/14/2020	4/17/2020	12/01/2021
Adequate clarifications on most items. However, while information has been provided in section 5 indicating that safeguards categorization and screening will be undertaken during project development, WWF should be able at this stage, in line with GEF Policy on Environmental and Social Safeguards, to provide some preliminary information on environmental and social risks and potential impacts associated with the proposed project including measures to address such risks and impacts. If possible, please attach preliminary ESS screening reports.	Noted. The PIF was revised to include text in the Risks section based on a preliminary assessment based on the available knowledge of activities/outputs, which at this stage, is very high level. Under WWF's Policy of Environmental and Social Risk Management, the safeguards screening is done by the project team during Project Development Phase, once activities are well defined, as our screening tool is a detailed exercise. That is why the screening tool at this moment is not provided.	A comprehensive WWF Safeguards Screening was conducted for the project and is submitted as a separate file. The results of the screening have resulted in a Project Environmental and Social Safeguard Risk Category of 'C', with no major environmental or social risk anticipated.
STAP Comments		Agency Responses at CEO Endorsement
Durability of benefits in the face of both an unclear prognosis for global tourism and expected devastating impacts of climate change on reef ecosystems over coming decades. These risks deserve more focused attention, and detailed climate risk screening in particular should be undertaken.		A Climate Risks Screen consistent with the template and standards of WWF has been developed for the project and is submitted as a separate file.
The objective should be re-written to specify what the overall conservation outcome is that is to be achieved using BDM. Here it would be something like 'Negative impacts of tourism are reduced, and positive impacts increased, through BDM'?		A revised objective was developed for the project: <i>To mainstream biodiversity conservation and green recovery in the tourism sector to maintain ecosystem health and the environmental goods and services provided by the Seaflower MPA.</i>
Previous projects are mentioned, but the project doesn't specify lessons learned from previous projects and how these inform the design of this project.		This has been adequately addressed during the PPG.
In the Risks section there is some recognition that there may need to be adaptation, particularly in the light of Covid-related impacts on tourism. However, no articulation of specific adaptations that may need to be made is made.		The COVID 19 risks and corresponding mitigation measures were comprehensively developed in the PPG and included in the Request for CEO Endorsement.

Overall, the project should increase resilience to climate change, but climate change poses major threats to tourism in the region, so explicitly considering measures to increase resilience is necessary.	By mainstreaming biodiversity and green recovery in the Archipelago's tourism sector, the project will contribute to enhanced resilience of the ecosystems and environmental goods and services provided by the Seaflower MPA.
Durability of project outcomes should be promoted by several project characteristics, particular the involvement of a wide range of stakeholders, and shifting the incentives facing them through changing the regulatory/policy/institutional environment for tourism	<p>A comprehensive stakeholder analysis and Stakeholder Engagement Plan (SEP) has been developed for the project, including a description of stakeholder consultations held during PPG.</p> <p>Component 1 is dedicated to strengthening of the policy and institutional framework for sustainable tourism on the archipelago.</p>
Likewise for several other risks the response measures are quite weak ? emphasizing adaptive management but with no indication of what adaptations could be made. Climate risk screening is a major priority for this project.	A Climate Risks Screen consistent with the template and standards of WWF has been developed for the project and is submitted as a separate file.
Knowledge Management - This is rather weak at this point ? to be developed during the PPG phase.	Knowledge Management has been developed as a specific outcome under Component 4 and will include the development and implementation of a comprehensive Knowledge Management Strategy and exchange programs.
Council Comments	Agency Responses at CEO Endorsement

Germany

Suggestions for improvements to be made during the drafting of the final project proposal:

? The regional environmental authority Coralina suffers from fundamental capacity and transparency deficits. Since the reform of the regional environmental authorities has been discussed for years without any substantial progress. This is a structural problem which needs to be taken into account as a risk factor and be addressed through appropriate audits and follow-up activities in order to ensure sustainable impacts.

? On the island of Providence, the use of the sand from beaches as a building material constitutes a problem that could be addressed in the context of sustainable tourism. As a result of this practice, the beaches - one of the main tourist destinations - increasingly decimated and the islands are being deprived of a major source of income.

? In addition, the disposal of waste, including old cars, is a major problem. This challenge should be an integral part of the relevant strategies related to sustainable tourism.

? The proposal does not mention private sector cooperation explicitly. However, existing businesses in the tourism sector (e.g. hotels) rely on the existence of biodiversity and ecosystems in order to sustain their business. The project could therefore seek collaboration with the private sector in this regard.

? In order to increase impact and implementation prospects of the project proposal, we would like to suggest including concrete measurable impacts in the project design. (e.g. protection of coral reefs, beaches, etc.).

? The co-financing to be provided by the CORALINA Archipelago Departmental Authority seems rather high with USD 18.6 million. We would therefore like to suggest that more details on the kinds of financing are provided and that the authority's capacity in providing these are thoroughly checked.

This is noted, and the project has sought to create a Project Management Unit that will be physically hosted within CORALINA, and this will assist in building capacity from within and will be institutionalized to establish in house for beyond the project as well. Due diligence and transparency compliance will be under the supervision of CI as the Lead Executing Agency and WWF GEF Agency.

5 Tourism initiatives are being selected as pilot to demonstrate how biodiversity may be mainstreamed into day-to-day operations as part of their Sustainable Tourism Action Plans. Specifics of each plan will be developed in project implementation, but may consider waste disposal, Styrofoam use, recycling, and reuse, use of biodegradables in tourism services etc. Upscaling of these of these pilots is a clear long-term goal of the project.

The Stakeholder Engagement Plan for the project includes important representation from the private sector, and the ?Private Sector Engagement? section of the Request for CEO Endorsement includes details of private sector participation. Additionally, the project was able to secure a symbolic co-finance contribution from the private sector, but significant in terms of getting the private sector to the table and as baseline for strengthening further private sector involvement.

Co-financing from CORALINA and the Departmental Authority are based on recurrent investments in in the field in ecosystem monitoring, PA management, and planning. This will be monitored closely by CI and WWF Agency.

U.S.A

? We look forward to seeing significant development in the stakeholder section at the next proposal stage, including greater involvement of the private sector and Afro-American communities.

? We agree with the STAP's recommendation of greater articulation on how the project can adapt, in the light of COVID-19 related impacts on tourism.

A comprehensive stakeholder analysis and Stakeholder Engagement Plan (SEP) has been developed for the project, including a description of stakeholder consultations held during PPG.

The COVID 19 risks and corresponding mitigation measures were comprehensively developed in the PPG and included in the Request for CEO Endorsement.

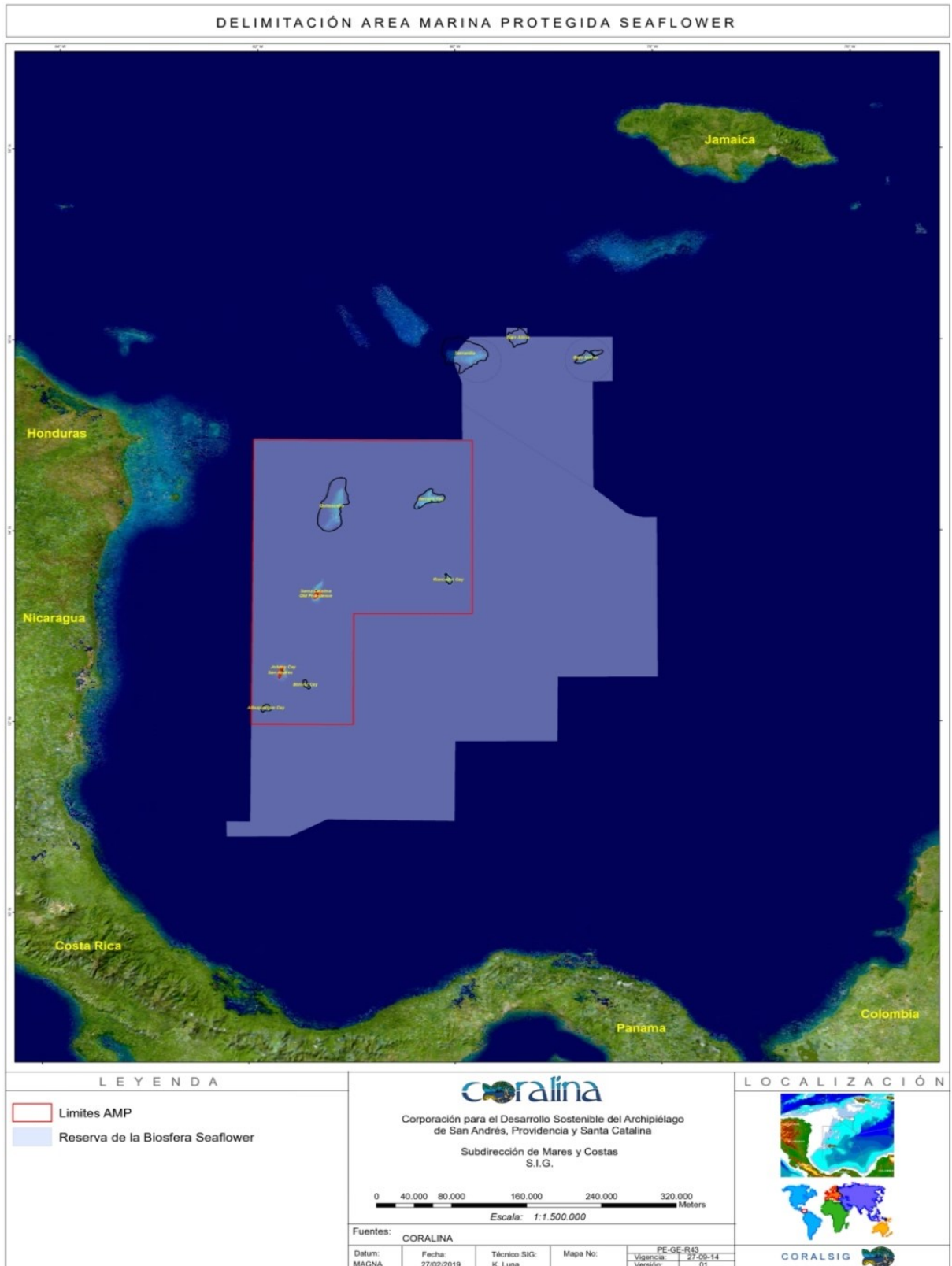
ANNEX C: Status of Utilization of Project Preparation Grant (PPG).

(Provide detailed funding amount of the PPG activities financing status in the table below:

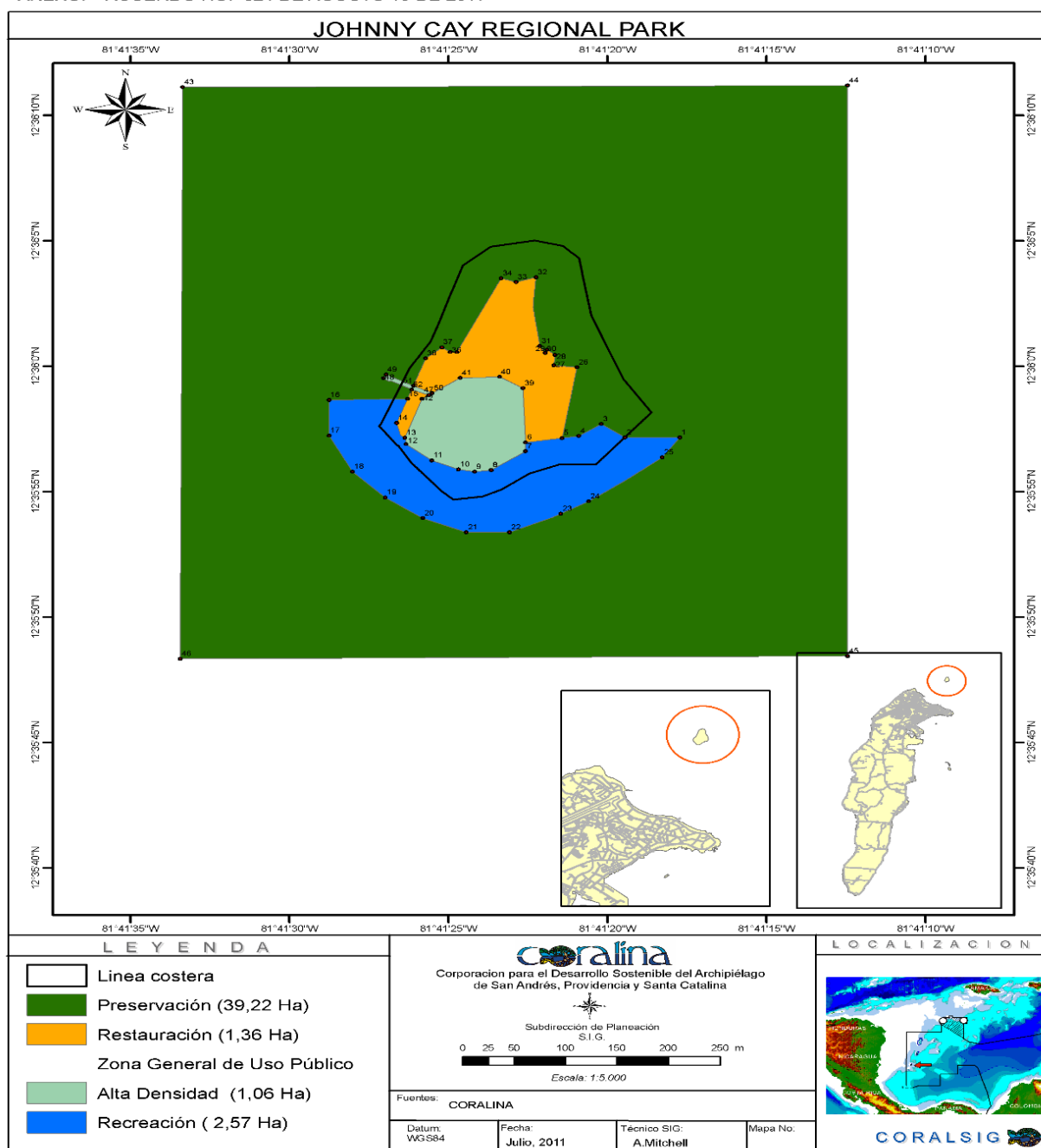
PPG Grant Approved at PIF:			
<i>Project Preparation Activities Implemented</i>	<i>GETF/LDCF/SCCF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
Consultants	74,000	51,876	22,124
- Project Development			
- Safeguards			
- Gender			
Salaries			
- Project Development	16,406	6,805	9,601
Travel and Workshops	9,594	757	8,837
- Stakeholder engagement			
- Validation			
Total	100,000	59,438	40,562

ANNEX D: Project Map(s) and Coordinates

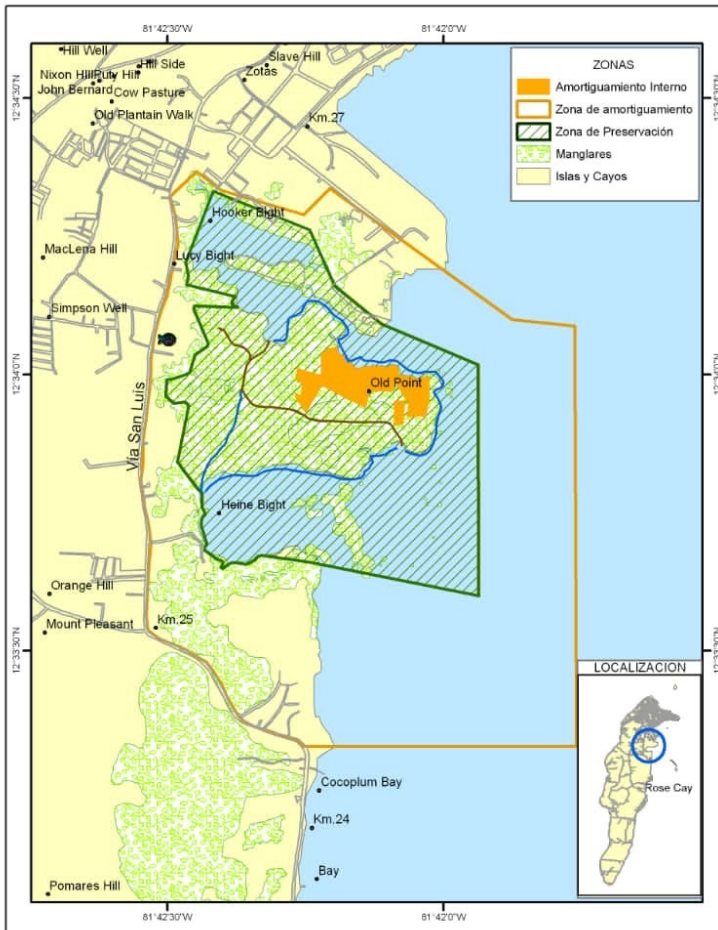
Please attach the geographical location of the project area, if possible.



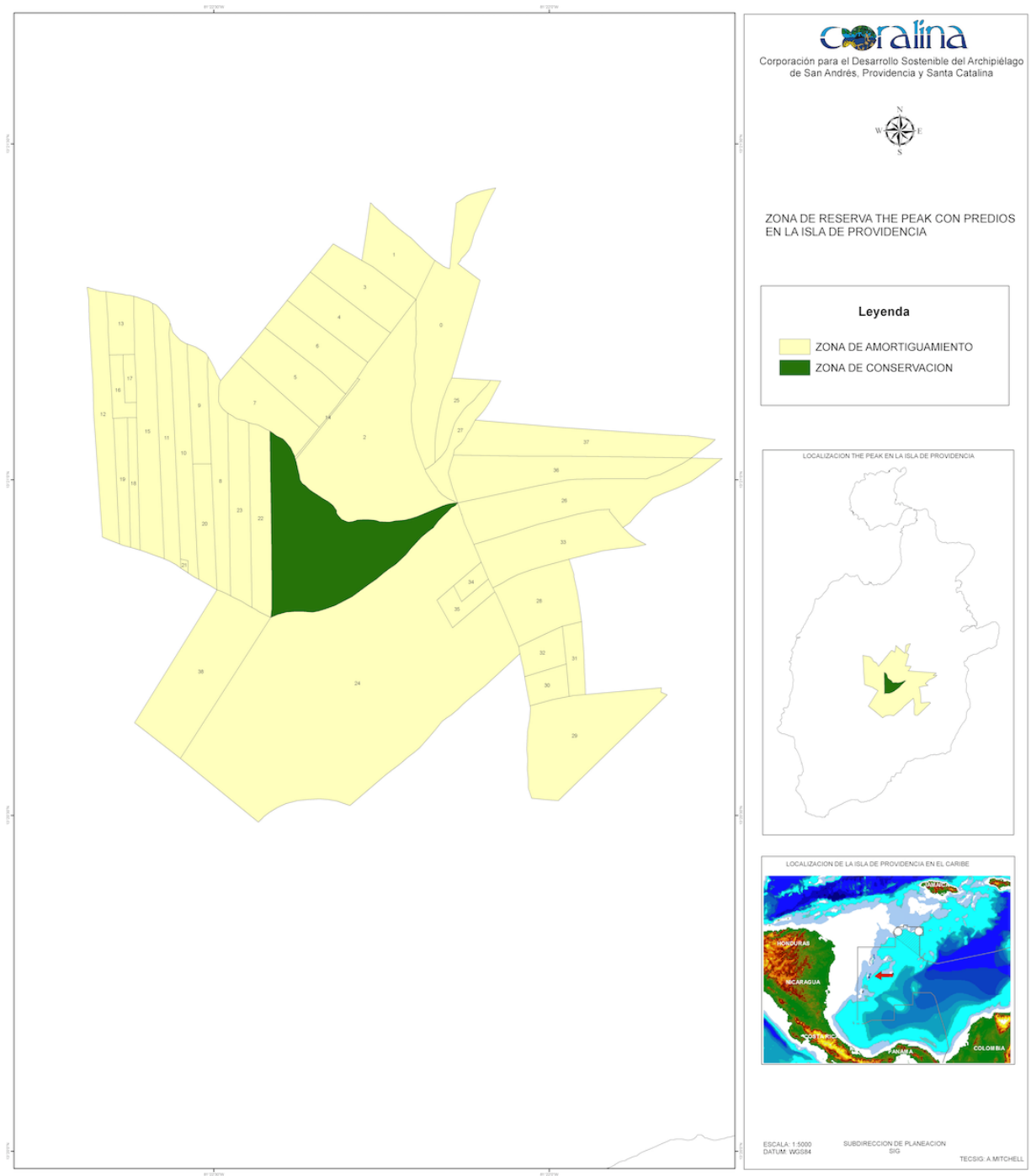
Jhonny Cay Regional Natural Park



Old Point Regional Mangrove Park



The Peak Regional Park



ANNEX E: Project Budget Table

Please attach a project budget table.

Expenditure Category	Detailed Description	Reference	Component (USDq.)								Responsible Entity		
			Component 1: Planning and institutional framework for a biodiversity focused tourism sector in the MPA, PAs and the three islands of the Archipelago, in the context of the POMIUC	Component 2: Management of tourism impacts on key biodiversity of the MPA, PAs and the three islands			Component 3: Biodiversity mainstreaming in innovative coastal and marine local tourism development in the MPA, PAs and three islands	Component 4: Monitoring and Evaluation, awareness raising and knowledge management		Sub-Total	Total M&E	PMC	Total Project
				TOTAL OUTCOME 1.1 Planning and institutional framework for a biodiversity focused tourism sector in the MPA, PAs and the three islands of the Archipelago, in the context of the POMIUC	TOTAL OUTCOME 2.1 Reliable information about tourism impacts on coral reef, sandy beaches, mangroves and key species in MPA, PAs and three islands is used by decision makers to respond to environmental threats.	TOTAL OUTCOME 2.2 Improved capacity of CORALINA and local authorities to effectively mitigate tourism impacts and manage corals, sandy beaches, mangroves and associated species in the MPA and PAs.		TOTAL OUTCOME 3.1: Sustainable use of corals, sandy beaches, mangroves and key species is mainstreamed into existing local tourism initiatives.	TOTAL OUTCOME 4.1: Informed and adaptive project management				

[Responsible Entity receiving funds from the GEF Agency][1]

(Executing Entity receiving funds from the GEF Agency)(1)

Total Works			-	-	-	-	-	-	-	-	-	-	-	-
Goods (Equipment)														
Blue Flag Equipment - Beach and Environmental Information Panels (*)	1	5,600	-	-	-	-	-	-	-	5,600	-	-	5,600	CI
Blue Flag Equipment - Water Quality Sampling Equipment (Multiparameter Equipment) (*)	2	4,090	-	-	-	-	-	-	-	4,090	-	-	4,090	CI
Monitoring Equipment - GO Pro Cameras and accessories, GPS, Drone an batteries, and SD Cards (*)		-	27,000	-	-	-	-	-	-	27,000	-	-	27,000	CI
Monitoring Equipment - Diving equipment (compressors, fins, regulators, BCDs, dive computers, etc.) (*)	3	-	35,000	-	-	-	-	-	-	35,000	-	-	35,000	CI
Monitoring Equipment - Field computers (*)		-	12,000	-	-	-	-	-	-	12,000	-	-	12,000	CI
Monitoring Equipment - Beach monitoring materials (Sampling Water Quality for each Island) (*)		-	7,230	-	-	-	-	-	-	7,230	-	-	7,230	CI
Monitoring Equipment - Camera traps, Data Loggers and acoustic marks (*)		-	25,000	-	-	-	-	-	-	25,000	-	-	25,000	CI
Monitoring Equipment - Other materials (e.g. ropes, decimetres, quadrants, acrylic charts, measuring tapes, ichthyometers, etc) (*)		-	13,000	-	-	-	-	-	-	13,000	-	-	13,000	CI
Boat replacement and motors for Providence Island (*)	4	-	-	110,000	-	-	-	-	-	110,000	-	-	110,000	CI
Security equipment (Radios, gps, cameras, tablets, Navigation Lights, Flashlights, Portable fire extinguisher, Tool kit, first aid kit, life jacket, compass, paddles, etc) (*)		-	-	25,000	-	-	-	-	-	25,000	-	-	25,000	CI
Satellite telephones (*)		-	-	6,000	-	-	-	-	-	6,000	-	-	6,000	CI

	Tourism initiatives - Computers and printer (*)		-	-	-	3,000	-	-	3,000	-		3,000	CI
	Tourism initiatives- Dataphones and payment systems supplies (*)		-	-	-	6,000	-	-	6,000	-		6,000	CI
	Tourism initiatives - Internet system (*)		-	-	-	5,000	-	-	5,000	-		5,000	CI
	Tourism initiatives - Phones and Tablets (*)		-	-	-	4,500	-	-	4,500	-		4,500	CI
	Tourism initiatives - Safety Camera System (*)		-	-	-	5,500	-	-	5,500	-		5,500	CI
	Tourism Initiatives - Furniture and supplies (sheets, pillows, mosquito nets, chairs, tables, etc) (*)		-	-	-	40,000	-	-	40,000	-		40,000	CI
	Hydropanels and solar panel system for clean energy (*)	5	-	-	-	80,000	-	-	80,000	-		80,000	CI
	Equipment for tourist awareness raising (Screen, TV, digital signs, board and panels) (*)		-	-	-	20,000	-	-	20,000	-		20,000	CI
Total Goods			9,690	119,230	141,000	170,000	-	-	439,320	-	-	439,320	
Total Vehicles													
Grants/ Sub-grants	<i>Sub-grant to regional environmental authority (CORFALINIA)</i>	6	67,891	55,547	-	30,859	15,430	10,286	180,013	15,430		180,013	CI
	<i>Sub-grant for assessment and BlueFlag certification process (*)</i>	7	41,146	-	-	-	-	-	41,146	-		41,146	CI
	<i>Sub-grant for analysis of implementation of Green Gray infrastructure strategies based on islands' context (*)</i>	8	30,859	-	-	-	-	-	30,859	-		30,859	CI
	Subgrant for ecosystem monitoring including spatial analysis and carrying capacity, as well training authorities (*)	9	-	442,318	95,664	-	-	-	537,982	-		537,982	CI
	Subgrant for Training and operational support of an integrated plan to improve the management, monitoring and control procedures (*)	10	-	-	61,719	-	-	-	61,719	-		61,719	CI
	<i>Subgrant for ecotourism and community initiatives (*)</i>	11	-	-	-	190,300	-	-	190,300	-		190,300	CI
	<i>Subgrant to develop and implement a comprehensive communications strategy (*)</i>	12	15,430	30,052	-	138,867	-	42,175	226,524	-		226,524	CI

Total Sub-grants			155,326	527,918	157,383	360,027	15,430	52,461	1,268,544	15,430	-	1,268,544	
Total Revolving funds/ Seed funds / Equity	-												
Sub-contract to executing partner/ entity			-	-	-	-	-	-	-	-		-	
Total Sub-contracts			-	-	-	-	-	-	-	-	-	-	
Contractual Services - Individual	<i>Consultant for policy assessment (political and legal framework diagnostic, including recommendations and action plan)</i>		28,802	-	-	-	-	-	28,802	-		28,802	CI
	<i>Consultant for tourism plan update including environmental considerations in the archipelago including plan of action</i>		28,802	-	-	-	-	-	28,802	-		28,802	CI
	<i>Effective articulation of the private sector and key stakeholders Consultant</i>		25,716	-	-	-	-	-	25,716	-		25,716	CI
	<i>Economic analysis consultant for financial sustainability</i>		-	-	-	61,719	-	-	61,719	-		61,719	CI
	<i>Gender and Safeguards Consultant</i>	13	25,716	-	-	-	-	-	25,716	-		25,716	CI
	<i>Consultant Audit Project</i>		-	-	-	-	-	-	-	-	35,000	35,000	CI
	<i>Project MTE and TE consultants</i>		-	-	-	-	51,490	-	51,490	51,490		51,490	
Total Contractual Services - Individuals		24	109,037	-	-	61,719	51,490	-	222,245	51,490	35,000	257,245	
Contractual Services - Company	<i>Spatial analysis and carrying capacity publication</i>		6,172	-	-	-	-	-	6,172	-		6,172	CI
	<i>Green Gray Infrastructure Publication</i>		6,172	-	-	-	-	-	6,172	-		6,172	CI
Total Contractual Services - Company		25	12,344	-	-	-	-	-	12,344	-	-	12,344	

International Consultants			-	-	-	-	-	-	-	-	-	-	-
Total International			-	-	-	-	-	-	-	-	-	-	-
Local Consultants	Local technical consultant based in San Andres Island	14	18,516	18,516	-	18,516	-	-	55,547	-	-	55,547	CI
	Local technical consultant based in Islands of Providence and Santa Catalina		18,516	18,516	-	18,516	-	-	55,547	-	-	55,547	CI
Total Local Consultants		26	37,031	37,031	-	37,031	-	-	111,094	-	-	111,094	
Salary and benefits / Staff costs (CI)	GEF Project Technical Adviser and Coordinator - Full time Position	15	32,654	32,654	-	32,654	-	32,654	130,617	-	14,513	145,130	CI
	Integral Management and Oceans' Governance Director	16	20,563	-	-	-	-	-	20,563	-	3,913	24,476	CI
	Ocean Coordinator	17	-	-	18,588	-	-	-	18,588	-	-	18,588	CI
	Marine and Fishery Resources Sustainability Director	18	-	-	-	20,563	-	10,282	30,845	-	5,869	36,714	CI
	GIS Coordinator	19	6,273	6,273	-	-	-	-	12,546	-	-	12,546	CI
	Management and Operations Director	20	-	-	-	-	-	-	-	-	67,005	67,005	CI
			-	-	-	-	-	-	-	-	-	-	CI
			-	-	-	-	-	-	-	-	-	-	CI
Total Staff Costs			59,490	38,927	18,588	53,217	-	42,936	213,158	-	91,300	304,458	

Trainings, Workshops, Meetings	Workshop interinstitutional coordination group creation. Start / Presentation of the process and information		5,000	-	-	-	-	-	5,000	-	-	5,000	CI
	Periodic meetings of the interinstitutional coordination group by local stakeholders in San Andres, Providence and Santa Catalina Islands (Approx. 35 meetings, 10 per year plus 5 in the last year)		15,000	-	-	-	20,000	-	35,000	20,000	-	35,000	CI
	Meetings development and validation spatial analysis and carrying capacity with local stakeholders		3,000	-	-	-	-	-	3,000	-	-	3,000	CI
	Workshop for the presentation spatial analysis and carrying capacity results		7,000	-	-	-	-	-	7,000	-	-	7,000	CI
	Meetings development and validation sustainable tourism plan		3,000	-	-	-	-	-	3,000	-	-	3,000	CI
	Workshop for the presentation sustainable tourism plan results		7,000	-	-	-	-	-	7,000	-	-	7,000	CI
	National workshop with stakeholders about Green Gray infrastructure for the islands		20,000	-	-	-	-	-	20,000	-	-	20,000	CI
	Upscaling of Project Lessons Exchange workshop (Location to be determined)		-	-	-	-	-	40,830	40,830	-	-	40,830	CI

	Upscaling of Project Lessons Exchange workshop (Location to be determined)		-	-	-	-	-	40,830	40,830	-		40,830	CI
	Annual reflection meeting to track progress against work plan and results framework		-	-	-	-	15,000	-	15,000	15,000		15,000	CI
Total Trainings, Workshops, Meetings			60,000	-	-	-	35,000	40,830	135,830	35,000	-	135,830	
Travel	Visits to local stakeholders and for engagement with authorities	21	23,000	30,000	16,000	27,000	-	-	96,000	-		96,000	CI
	Operations, Monitoring and Evaluation travel (San Andres Island)	22	-	-	-	-	6,500	-	6,500	6,500		6,500	CI
	Operations, Monitoring and Evaluation travel (Providencia and Santa Catalina Islands)	23	-	-	-	-	6,500	-	6,500	6,500		6,500	CI
	International travel project staff (Staff travel for experience exchanges to be defined)		-	-	-	-	-	12,000	12,000	-		12,000	CI
			-	-	-	-	-	-	-	-		-	
Total Travel			23,000	30,000	16,000	27,000	13,000	12,000	121,000	13,000	-	121,000	
Total Supplies			-	-	-	-	-	-	-	-	-	-	
Other Operating Costs			-	-	-	-	-	-	-	-		-	CI
	Carbon Offset		-	-	-	-	-	1,859	1,859	-		1,859	
Total Office Supplies			-	-	-	-	-	1,859	1,859	-	-	1,859	
Grand Total			465,918	753,106	332,971	708,994	114,919	150,086	2,525,994	114,919	126,300	2,652,294	

Footnotes

1 The Blue Flag equipment are all the supplies identified as necessary to comply with the stipulated criteria to obtain the Blue Flag certification given by the Foundation for Environmental Education (FEE). The objective of this certification is to settle beaches, with a high tourist inflow, to have a commitment to environmental protection and education in sustainable development. To achieve Blue Flag environmental education and information criteria, several boards or panels will be adequate; that contain information about bathing water quality, Blue Flag programme, local ecosystems, environmental phenomena, a map and the beach code of conduct, need to be acquired and displayed

2 The Blue Flag programme requires that beaches achieve excellent bathing water quality. In order to meet with the water quality criteria, it is necessary to comply with a frequent water quality sampling with all the chemical, physical and microbiological standards. To this end, a complete water quality sampling equipment is required.

3 To adequately monitor marine species and ecosystems, the acquisition of basic diving equipment is required so that territorial entities and competent environmental authorities will be able to carry out underwater monitoring.

4 In November 2020, the island of Providencia was hit by Category 5 Hurricane Iota, where 98% of the island's infrastructure was damaged and more than 5,000 people were affected. Due to the

magnitude of this climatic event, the single vessel owned in Providencia by the entity that has functions as the environmental authority of the Archipelago -CORALINA- was severely damaged. Therefore, we are requesting for the recovery of the boat and engines for Providencia Island: repair shell boat, acquisition of outboard engines, installation of lights, dashboard, compass and other accessories according to maritime standards, in order to leave the boat of the environmental authority CORALINA operative. CORALINA will be in charge of insurance and periodic maintenance of the vessel, and

5 The provision of hydro panels are required for the selected tourism initiatives since there is no easy access to potable water on the Islands, and this is an opportunity to provide potable water without the generation of plastic waste and even provides a business opportunity by developing the chance to sell potable water to tourists to fill their reusable bottles (Hydro panels incorporate sustainable water technology that uses the sun's energy to extract potable drinking water from the air). On the other hand, the solar panels provide the opportunity to have a more stable light service and strengthen sustainable tourism in the area.

6 Sub-grant for interinstitutional articulation on environmental considerations with key stakeholders from the islands, including environmental validation of project components and compliance with environmental commitments in activities with local authorities (Professional GEF project by Coralina and other personnel from the environmental authority available for this purpose). This subgrant will guarantee CORALINA's participation in all areas of the project, and will allow CI to perform the proper follow-up to the entity. Under this subgrant the Project Monitoring, Evaluation and Reporting Officer (PMU) will also be hired.

7 A subgrant will be signed for documentary analysis and compliance with procedures to achieve blue flag certification. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities.

8 out analyses on the feasibility of implementing solutions based on green gray infrastructure and to analyze the existing solutions on the islands.

9 A subgrant will be signed with a technical entity that has a robust team for the design and implementation of the monitoring criteria for species and ecosystems, as well as for the development of the carrying capacity study and spatial analysis that considers associated biodiversity

10 Subgrant for Training and operational support to competent authorities such as CORALINA, SAI and DIMAR through the development, validation and implementation of a master plan to improve the management, monitoring and control procedures for the main ecosystems and endangered species. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities. Recipients to be determined during project implementation. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities.

11 Subgrant to select and validate at least 5 local tourism initiatives with potential to integrate biodiversity and develop action plans (green practices), including technical assistance to support the implementation of the action plans and marketing strategies for the selected tourism initiatives. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities.

12 Subgrant to develop and implement a comprehensive communications strategy, including an awareness campaign to improve the behavior of tourists regarding the importance of biodiversity and the need for responsible tourism and awareness of key stakeholders and the general public. This Subgrant will include the cost of the workshops planned for the fulfillment of its activities.

13 Specific consultancies to carry out safeguard and gender assessments at least at two moments during the project. This consultant will be part of Output1, working jointly with the different stakeholders of the interinstitutional group, in order to address the fulfillment of the gender action plan with the participation of all the authorities and stakeholders part of the SEP. Also, will be in charge of the review of safeguards in terms of the relationship between institutional and community stakeholders.

14 Local community expert in charge of the different recurrent activities that occur in the field on each island and who also represent the community. These positions will be hired to remain throughout the project.

15 Technical Advisor and Coordinator: 10% of this position's time will be used for overall project management purposes. The other 90% will be dedicated to providing technical advice to project partners and direct execution of project activities under project components. Accordingly, 10% of this position's time has been allocated to PMC, while 90% is assigned to the technical project components budget.

16 Oversees the analysis of legal, political and legislative aspects, as well as governance in the framework of the output 1 of the project. 11 % of his time is exclusively dedicated to the GEF Project.

17 Supports the coordination of field activities related with the second output on the project. Supports the engagement between the sub grantees and CI. 21 % of his time is exclusively dedicated to the GEF Project.

18 Oversees the technical data analysis related with output 2, as well as the economical aspects of the business development strategies part of the component. Also, under output 4, plays a role in the effective development of the monitoring and evaluation of the project. 20 % of his time is exclusively dedicated to the GEF Project

19 Validates de cartography generated by the project under the outputs 1 and 2 relates with special analysis of key ecosystems and species. 11 % of his time is exclusively dedicated to the GEF Project.

20 Operational and financial overview to the project in charge of compliance of the project activities. This professional is required in terms of the operational aspects of the project related to the verification and articulation of policies of the organization (CI) and the GEF; he/she will also verify the financial aspects in compliance with the expenditure standards and their approvals.

21 These trips will be for technical experts of the PMU to be able to execute project activities including the execution of the stakeholder engagement plan and the gender action plan, visit local and institutional actors and to provide technical advise on technical activities developed by project partners. Each trip has been calculated at an approximate value per person of \$575 (290 airfare + 120 lodging + 165 meals and other expenses). Based on this value, approximately 40 trips have been calculated for the first component (10 per year), 80 for the second component (20 per year), and 45 for the third component (11 per year).

22 Staff travel to support M&E activities in San Andr's Island. Each trip has been calculated at an approximate value per person of \$575 (290 airfare + 120 lodging + 165 meals and other expenses). Based on this value, approximately 20 trips have been calculated for this component (5 per year),

23 Staff travel to support M&E activities in Providence Island. Each trip has been calculated at an approximate value per person of \$719 (410 airfare and transportation + 140 lodging + 169 meals and other expenses). Based on this value, approximately 16 trips have been calculated for this component (4 per year),

24 Contractual Services - Individuals includes management cost related to staff time of our Grants and Contracts Manager and Coordinator they will be in charge of the developing and monitoring of all the Contracts and External Grants of the project including the signature of the agreements, the overview of its implementation including reporting and the close out process of each of them

25 Contractual Company includes management cost related to staff time of our Grants and Contracts Manager and Coordinator they will be in charge of the developing and monitoring of all the Contracts and External Grants of the project including the signature of the agreements, the overview of its implementation including reporting and the close out process of each of them

26 Local Consultants includes management cost related to staff time of our Grants and Contracts Manager and Coordinator they will be in charge of the developing and monitoring of all the Contracts and External Grants of the project including the signature of the agreements, the overview of its implementation including reporting and the close out process of each of them

* The equipment will be purchased by CI and will be duly donated to the competent authorities during the course of the project.

** All the grantees of the proposed project will be selected through an open call for proposals, which will include a financial and technical plan per candidate, according to the terms of reference developed to that end. There are non-preselected grantees at this point of the project. The open calls will guarantee transparency and the selection of a qualified candidates.

[1] In exceptional cases where GEF Agency receives funds for execution, Terms of Reference for specific activities are reviewed by GEF Secretariat

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit an finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agencies is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies? capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).