

UNITED NATIONS ENVIRONMENT PROGRAMME

GLOBAL ENVIRONMENT FACILITY

SECTION 1: PROJECT IDENTIFICATION

1.1 Sub-programme : **Biodiversity. Arid and Semi Arid Ecosystem; Mountain Ecosystems**

1.2. Project Title: Conservation of the Biodiversity of the Paramo in the Northern and Central Andes (*Proyecto Paramo Andino*)

1.3. Project Number: IMIS:
PMS:

1.4. Geographical Scope : Colombia, Ecuador, Peru and Venezuela

1.5. Implementation: UNEP

Executing Agencies: National:
Instituto de Ciencias Ambientales y Ecológicas, University of Los Andes (ICAE-ULA)-Venezuela
Instituto Alexander von Humboldt-Colombia
EcoCiencia-Ecuador
The Mountain Institute -Peru (TMI-Peru)

Regional:
Consortium for the Sustainable Development of the Andean Ecoregion (CONDESAN)-**Lead executing agency**
International Potato Center

International:
University of Amsterdam
University of Wisconsin

1.6. Duration: 72 months
Commencing: December 2005
Completion: November 2011

1.7. Cost of project

GEF:	Project ¹	: US\$ 8,191,850
	Co-financing:	: US\$ 10,503,454 (see <u>Co-financing table</u>)
Total Project Cost		: US\$ 18,695,304

¹ The cost of the PDF-B was US\$ 667,830 resulting in the total cost to the GEF for both full size project and PDF-B of US\$ 19,363,134

1.8. Project Summary:

The *Proyecto Paramo Andino* will assist the participating countries (Colombia, Ecuador, Peru and Venezuela) to overcome the major barriers for conserving the biodiversity and safeguarding the hydrological and other environmental services and functions of the Andean Paramo. The project objective is to support the conservation and sustainable use of the biodiversity of the Paramo ecosystem. Specifically, the project will (i) implement examples of good practice in Paramo management at nine critical Paramo sites, (ii) support different governmental and non governmental levels to adopt key policies for Paramo conservation, (iii) increase the technical capacity of Paramo inhabitants and field practitioners to manage Paramo, (iv) increase awareness and information about Paramo among decision makers and the population in general, and (v) replicate best lessons of the project to other areas and scales at Andean level.

To achieve these outcomes, the project will develop and implement Participatory Management Plans (PMP) at nine sites (two trans-boundary sites) and develop and implement policy, legislative and regulatory frameworks. A training program directed to local stakeholders and an environmental education program directed to educational institutions of Paramo areas, will be executed. By means of a Paramo information mechanism and a communication and awareness raising campaign the project will communicate the importance of Paramo to the population of Paramo countries. Finally, the project's impact will be increased to other areas and scales through the development and strengthening of formal and informal replication mechanisms. All components are supported by a participatory approach and applied investigation will provide necessary information for effective project execution.

For CONDESAN

For UNEP

Pamela Anderson
Director General
International Potato Center
In representation of CONDESAN

David G. Hastie,
Chief, Budget and Financial Management Service
UNON

Date:.....

Date:.....

SECTION 2

BACK GROUND AND PROJECT CONTRIBUTION TO OVERALL SUB-PROGRAMME IMPLEMENTATION

GLOBAL ENVIRONMENT FACILITY (GEF) Full Size Project

Project Title:	Conservation of the Biodiversity of the Paramo in the Northern and Central Andes (<i>Proyecto Paramo Andino</i>)
Implementing Agency:	UNEP
Executing Agencies:	<u><i>National:</i></u> Instituto de Ciencias Ambientales y Ecológicas, University of Los Andes (ICAE-ULA)-Venezuela Instituto Alexander von Humboldt-Colombia EcoCiencia-Ecuador The Mountain Institute -Peru (TMI-Peru) <u><i>Regional:</i></u> Consortium for the Sustainable Development of the Andean Ecoregion (CONDESAN)- Lead executing agency International Potato Center <u><i>International:</i></u> University of Amsterdam University of Wisconsin
Requesting countries:	Peru, Ecuador, Colombia and Venezuela
GEF Focal Area(s):	Biodiversity
GEF Programming Program:	OP#4 Mountain Ecosystems; OP#1 Arid and Semi-Arid Ecosystems
GEF Strategic Priorities	BD1, BD2 and BD4
Duration:	72 months Commencing: December 2005 Completion: November 2011
Total cost of project requested from GEF:	US\$ 8,859,680 (includes PDF-B funds)
Cofinancing:	US\$ 10,503,454

LIST OF ACRONYMS

CAN	Comunidad Andina - Andean Community
CAR	Corporación Autónoma Regional - Regional Environment Authority
CBD	Convention on Biological Diversity
CCU	Central Coordination Unit
CGIAR	Consultative Group on International Agricultural Research
CHM	Clearing House Mechanism
CIAT	Centro Internacional de Agricultura Tropical - <u>International Center for Tropical Agriculture</u>
CIP	Centro Internacional de la Papa - International Potato Center
CONAM	Consejo Nacional de Ambiente - National Council for the Environment (Perú)
CONDESAN	Consorcio para el Desarrollo Sostenible de la Ecorregión Andina - Consortium for the Sustainable Development of the Andean Ecoregion
D523	Decisión 523; Estrategia Regional de Biodiversidad para los Países del Trópico Andino - Regional Biodiversity Strategy for the Tropical Andean Countries (CAN 2002).
GEF	Global Environmental Facility
GO	Governmental Organization
IA	Implementing Agency
IAB	Instituto Andino de Biodiversidad - Andean Biodiversity Institute
IADB	Inter-American Development Bank
IAvH	Instituto Alexander von Humboldt (Colombia)
ICAE	Instituto de Ciencias Ambientales y Ecológicas - Institute for Environmental and Ecological Sciences (ULA-Venezuela)
INPARQUES	Instituto Nacional de Parques Naturales - National Institute for Natural Parks (Venezuela).
INRENA	Instituto Nacional de Recursos Naturales - National Institute for Natural Resources (Perú).
IUCN	International Union for Conservation of Nature
MARN	Ministerio de Ambiente y Recursos Naturales - Ministry of Environment and Natural Resources (Venezuela)
MAE	Ministerio del Ambiente del Ecuador - Ministry of Environment of Ecuador
MAVDT	Ministerio de Ambiente, Vivienda y Desarrollo Territorial - Ministry of Environment, Housing, and Land Development, Colombia.
NEA	National Executing Agencies
NGO	Non-Governmental Organization
OTCA	Organización del Tratado de Corporación Amazónica - Amazon Cooperation Treaty Organization.
PDF-B	Project Development Facility - B
PIM	Paramo Information Mechanism
PIS	Project Intervention Sites
PMP	Participatory Management Plan
SC	Steering Committee
SINA	Sistema Nacional Ambiental - National Environmental System (Colombia)
TMI	The Mountain Institute
ULA	Universidad de los Andes - University of the Andes (Venezuela)
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
WB	World Bank
ZIF	Zona de Integración Fronteriza - Frontier Integration Zone

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BACKGROUND AND CONTEXT

1.1 GEF programming context

1. All four countries involved (Colombia, Ecuador, Perú, Venezuela) ratified the CBD. The proposed project fully incorporates the primary objectives of the GEF Operational Programs on Mountain Ecosystems (OP #4) and Arid and Semi-arid Ecosystems (OP #1) within the focal area of Biological Diversity. Threats to biodiversity of Paramo will be mitigated through implementation of in-situ biodiversity protection and sustainable land-use activities, both in protected areas and their buffer zones. Key to the Participatory Management Plans will be sustainable land use activities that reduce pressure on Paramo and the promotion of policy options and tools that support biodiversity conservation and provide local benefits to mountain communities. This will be supported by international and interdisciplinary capacity building and awareness raising programs. Public involvement in the project will be assured by an emphasis on participation of local stakeholders from mountain communities to national and international policy makers.

2. The project has been designed in accordance to Strategic Priorities #1, #2 and #4 in the Biodiversity Focal Area. The project will work on 9 critical Paramo sites. Six out of these nine sites are located within buffer zones of protected areas. This choice of sites follows a general threat to protected areas in Paramo, which is encroachment. The project will strengthen sustainable resource management in these sites thereby diminishing the pressure on the protected areas. By doing this, the project increases the overall sustainability of the network of protected areas in the Paramo ecosystem. The project is also consistent with SP # 2. The communities located alongside protected areas in Paramo can be considered as productive units in themselves. The project will introduce biodiversity concerns into the production systems of these communities by promoting resource use techniques best adapted to the Paramo conditions. These production techniques have the dual objective of protecting Paramo biodiversity while improving food security at the household level. Finally, following the objectives of SP 4, the project will provide means for the compilation and dissemination of best practices. Upscaling and outscaling of highest impact results is supported by mechanisms throughout the projects components, but mainly through component 5, specifically designed to implement a replication strategy and mechanism for the dissemination of lessons learned throughout project execution.

3. The project is fully consistent with the principles of COP guidance. Since Paramo is a border crossing ecosystem, with important biodiversity, hydrological, economical and cultural values, it forms an ecosystem *par excellence* to apply CBD's ecosystem approach. The project also addresses issues of agrobiodiversity and mountain biodiversity which were endorsed as a GEF priority by the III Conference of the Parties in Buenos Aires (1996) and the VII Conference of the Parties in Kuala Lumpur (2004).

4. The project is fully in line with the "GEF Approach for Investments in the Conservation and Sustainable Use of the Biodiversity in the Paramo" (July 2002). In considering key strategic directions for the Paramo, the strategy stated that GEF would support projects that are complementary to national development programs and strategies that address the root causes of biodiversity loss in the Paramo. The projects themselves should, when nested within the development strategies, provide models for conservation and sustainable use of biodiversity in the Paramo. Identified projects would focus on well-defined targeted areas of the Paramo, the conditions of which lend themselves to replication throughout the high altitude grasslands in the region. Interventions could occur at the national, regional, or trans-frontier level as circumstances demand and the project designs support.

5. In order to give cohesiveness and a higher profile to Paramo conservation strategies, it was agreed to highlight not only the biodiversity importance of the Paramo, but also one of the key environmental services provided by the Paramo: water. Given the importance of water to many stakeholders, this approach is one that was identified as a vehicle to mobilize governments (national, local) and private sector (flower industry, mining) support as well as a way to institutionalize Paramo planning conservation and sustainable use strategies

as a national priority. Particular emphasis was given to (i) strengthen the national enabling environment; (ii) in-situ conservation; and (iii) demonstration activities dealing with sustainable use of natural resources. The FSP components and activities fully reflect the contents of the strategy and follow its objectives.

1.2 Country Ownership

6. This project is a straightforward step to implement Decision 523 (D523) of the Andean Community (CAN), of which Colombia, Ecuador, Peru and Venezuela are members) entitled "Regional Biodiversity Strategy for the Tropical Andean Countries". This unprecedented, officially binding resolution is based on national strategy documents from all Andean countries. D523 identifies the Paramo as a priority trans-boundary ecosystem that should be the subject of regional cooperation on biodiversity conservation and sustainable use. This project will apply the strategies derived from D523 to the entire Paramo ecosystem. CAN created the Environmental and Sustainable Development Ministry Council in July 2004, which will be in charge of coordinating the activities of the Andean Committee of Environment Authorities (CAAAM) and the Andean Committee of Genetic Resources, including D523. Through Decision 1070 (2004) the Andean Parliament created the Andean Biodiversity Institute (IAB; ratified by the Council of Andean presidents in Quito), which institutionalized an Andean approach in research and information management.

7. All countries of CAN recognize the importance of water as an element that is integrated with the functioning of ecosystems. The role of Paramo in the regulation of hydrology, particularly within the megadiverse region of the eastern Andes (upper Amazon basin), is recognized not only by CAN but also by the countries participating in the Amazon Cooperation Treaty Organization (OTCA). Recently, OTCA has signed a memory of understanding with the Secretary General of CAN to develop a joint Amazon-Andes conservation strategy. CONDESAN will interact with CAN and OTCA to help constructing this vision.

8. There are several bilateral and multilateral bordercrossing conservation strategies among the countries of CAN. Four so-called Frontier Integration Zones (ZIF, *Zonas de Integración Fronteriza*), have been established by Decision 501 (2001), to apply the frontier Development and Integration Community Policy. On the Colombia-Ecuador and the Ecuador-Perú borders, ZIF include Paramo and the project has selected intervention sites there. Important intergovernmental development programs are under implementation at the ZIF, financed with large donations and loans from North American and European countries. In both ZIFs bilateral governmental coordination commissions are in place.

9. National environmental plans and action plans that have been prepared in the framework of the Convention on Biological Diversity reflect a growing concern with the conservation of the Paramo. In 1993, **Colombia's** congress created the Ministry of the Environment (now Ministry of Environment, Housing, and Land Development, MAVDT) and organized the country's environmental sector into a national environmental system (SINA - *Sistema Nacional Ambiental*). SINA is made up by national, regional and local authorities, NGOs, universities and research institutes among others. The MAVDT, responsible for providing policy guidelines to the SINA, has identified Paramo as one of Colombia's key ecosystems. Policy documents such as the country's biodiversity policy and corresponding action plan and the water conservation policy, highlight Paramo as a priority ecosystem. In 2002, MAVDT presented its program for sustainable management and restoration of Colombia's high mountain ecosystem –Paramo, which was developed in a participatory manner with different stakeholders and presents strategies for Paramo management. A resolution of MAVDT (August 2002) invited the Regional Environment Authorities (CAR) to develop management plans for the Paramo within their jurisdiction and in 2004, a Paramo conservation law has been presented to the National Congress.

10. **Ecuador's** Ministry of Environment developed a Conservation Action Plan for Paramo Biodiversity (presented 26/4/2000) that includes ten policy recommendations highlighting the national significance of Paramo in terms of biodiversity and water. Ecuador's law for Forest and Conservation of Natural Areas and

Wildlife and its regulations recognize Paramo values as a priority for biodiversity conservation. Two new legal instruments (Sustainable Forest Development Law and Conservation and Sustainable Use of Biodiversity Law) include specific Paramo-related directives and are currently under congressional discussion. In both, Paramo is declared a "special area" that receives particular regulations for their management. The Ecuadorian Ministry of Foreign Affairs and the Ministry of Environment coordinate Ecuador's participation in the Convention to Combat Desertification, in which Ecuador has included the degradation of the Paramo landscape as a principal theme within the PAS-PUNA program. Governmental and non governmental organizations discuss Paramo issues in a national Paramo Working Group.

11. In **Peru**, CONAM released a document in 1999 entitled "Priorities in the Use and Conservation of Biodiversity for Sustainable Development" in which one of the focal areas is the Paramo/jalca/puna² continuum. Also, under the leadership of the Peruvian Ministry of Foreign Affairs, a multisectoral committee has been established in 2001 to coordinate conservation and development projects in highland ecosystems such as the Paramo. The National Biodiversity Strategy (25/07/2001) identifies the need for an ecosystem perspective, especially in mountain ecosystems that constitute headwaters of the Amazon watershed. Local governments also recently started to implement more direct Paramo conservation initiatives, including environmental education projects, the creation of ecological zones (Ayavaca, Cajamarca) and regional zoning (Cajamarca).

12. **Venezuela's** First Country Report on biodiversity conservation was published in June 2000 with GEF support and it defines the Paramo ecosystem as being of primary importance. The current emphasis of government policy on promoting endogenous urban and rural development provides opportunities for community based participative initiatives for sustainable agricultural production and conservation (e.g. rural centers with important Paramo areas such as the Rangel Municipality are currently considered "priority endogenous development centers"). Within this policy framework, FAO, together with the Ministries of the Environment (MARN) and Agriculture (MAT) established a program for integrated, sustainable potato production in the Venezuelan Andes. The National Law on Biological Diversity was issued in May 2000 resulting in the corresponding National Strategy and Action Plan (April 2001) which emphasizes the need for the participation of local communities, for training and for promotion of the sustainable use of biodiversity. The Ministry of Environment and Natural Resources (MARN) is promoting the establishment of inter-institutional and multi-sectoral commissions for sustainable management of the most important Andean water catchments in Venezuela, with their headwaters in Paramo.

1.3 Biodiversity Significance

13. The Paramo is a natural, high-altitude non-forest ecosystem, covering approximately 35,000 km² in the Tropical Andes extending across Venezuela, Colombia, Ecuador, and northern Peru (11° North to 8° South) (see map Annex 8). The Paramo is an ecological archipelago, distributed along the highest parts of the northern Andes. It is characterized by high biological, cultural and landscape diversity. Paramo is the most biodiverse high mountain non-forest ecosystem in the world. Its vegetation is dominated by characteristic giant caulescent rosettes, shrubs and bunch grasses and several well recognized emblematic animal species live in Paramo. The Paramo functions as a biological corridor for many of its most important inhabitants, both animal and plant species. The spectacled Andean bear (*Tremarctos ornatus*) roams the corridor and the associated cloud forests from the Cordillera de Merida in Venezuela down to Peru. The condor (*Vultur gryphus*), which can easily fly 150 km/day, will only fly over zones of Paramo and farmland uninterrupted by urban areas. The puma (*Felis concolor*) operates across a mosaic of Paramo and forest. Many of the birds of the Paramo are dependent on remnant polylepis "islands" that provide food and shelter for them throughout the entire high Andes. The floristic symbol of the Paramo, Espeletia, is one of the best examples of diversification and adaptive radiation in

² "Jalca" and "Puna" are high Andean regions in Peru, connected to Paramo.

a novel environment. The genus *Espeletia* contains about 130 species endemic to the northern tropical Andes, extending from the isolated Sierra Nevada de Santa Marta Colombia and the Sierra Nevada Range in Venezuela, southward to northern Ecuador. The seeds are wind dispersed but lack wings or hairs so their colonization has been a slow process and must move across intact stretches of Paramo. Paramo also serves as a source of wild germplasm for cultivated potatoes and other Andean roots and tubers. An analysis of the International Potato Center's germplasm databank indicates that 45% of the wild solanum species (out of 5,200) and 30% of the oxalis species (out of 400) were collected above 3500 m where this montane grassland prevails. The Paramo of the Northern and Central Andes are ranked as globally outstanding and of the highest conservation priority at a regional level. Paramo also include mosaics of upper montane forests (commonly dominated by only a few tree species, like *Polylepis* spp.) that are also classified as biodiversity hotspots in the Andes.

14. The Paramo is situated above the zone of closed Andean forests, often replaced by intensive potato and vegetable production, and below the glacier line usually between 3,000-3500 m and 4,500 - 4700 masl. The cold humid tropics where Paramo is found are a unique environment combining a tropical climate regime (yearly isothermy, little fluctuation in day length or radiation levels) with low temperatures and frequent frosts. These conditions combined with high rainfall give rise to the Paramo in the Andes. They are differentiated from the Puna to the south by gentle and continuous rainfall (approximately 900-2500 mm/yr), cloudiness, and relatively constant and low temperatures. These conditions have brought about many adaptations in flora and fauna and resulted in a high level of endemism. The environmental conditions, their position on top of the Andes, as well as their deep, high organic soils, give them a vital role in the regulation of Andean hydrology. Conservation issues of the Paramo naturally combine biodiversity and water regulation objectives. The lower Paramo belt coincides with the upper limit of agriculture. Due to the wet and cold climate, productivity is low and ecosystem fragility is high (low resilience to change and high susceptibility for degradation).

1.4 Threats and Barriers to Effective Biodiversity Conservation in the Paramo

15. Effective conservation of the Paramo requires adequate understanding of the long term trends underlying land use in the highland regions. In all countries that share this ecosystem these trends include continued and unsustainable expansion of grazing and agricultural areas responding to urban demand for produce. This is accompanied by a continuous shift from agriculture-dependent livelihoods to a more diversified range of rural livelihood activities including household cash flow from temporary and permanent national and transnational migration, growth in highland urbanization, commerce, rural agro industries and services (flowers, dairy and tourism). This scenario is situated within a context where political agendas marginalize farmer populations in general and Andean populations in particular thus greatly limiting their access to real development opportunities.

16. The Paramo is highly threatened and only approximately a third of its whole extent is well conserved. The major threat is the advance of the agricultural frontier (outside and within protected areas), mainly originating from people in search of agricultural land and the resulting encroachment of socio-economic activities on pristine areas and natural habitats. Overgrazing and erosion has resulted in severely degrading about half of all Paramo area that is currently under use and the resulting low productivity has brought about poverty and socioeconomic instability. This local poverty has forced people to colonize other, formerly unused Paramo areas. In this way, poverty results in intense land use and further degradation. Unfortunately, at this time there are not enough livelihood alternatives for Paramo farmers, so advancing agriculture will increasingly affect the remaining conserved area. At present, there are a number of local conservation projects in Paramo whose interventions have managed to somewhat slow down the rate of Paramo transformation at several sites. However, these projects are site specific and have relatively little national impact. As a result, the conservation of Paramo as an ecosystem, its international corridor function and its importance as a water harvesting area for several major watersheds, is highly threatened in the absence of a regional Paramo conservation effort.

17. The major **threats** to Paramo biodiversity are the direct result of social actors that live and use the natural resources within the Paramo, and of external demands for its environmental goods and services. More specifically:

18. Prevalent land-use practices particularly in agriculture, range and livestock management (overgrazing), mining, industrial forestry and tourism. Current land use practices constitute the most important and widespread direct threat to Paramo biodiversity. The fragility of the Paramo ecosystem allows for limited land-use practice since even small impacts cause disruptions in Paramo ecology and hydrology. However, since most of Paramo is privately or communally owned, it obtained a productive purpose; mostly for grazing and potato growing. Both activities, generally applied without environmental considerations, result in deterioration of vegetation cover and composition and of soil stability and local hydrology. Mining, particularly wide spread in Peru but also in South Ecuador and Central Colombia threatens Paramo integrity locally and contaminates waterways. A few decades ago, industrial forestry was advertised as a sustainable production method in Paramo, but the current extension in the neighborhood of 150,000 hectares of exotic tree plantations especially in Ecuador and Peru, lack native biodiversity and deteriorate local hydrology. Finally, the present attention paid to Paramo as an adventure tourism destination constitutes a threat for biodiversity of frequently visited areas like Mérida (Venezuela) and Cotopaxi (Ecuador) through all-terrain vehicle traffic and uncontrolled camping, littering and trekking.

19. Uncontrolled fire as a management tool in range management and agriculture. It is difficult to find an easily accessible area of Paramo that has not been intentionally burned once or several times. Fire is applied by the vast majority of farmers in Paramo to remove tall growing tussock grass and to allow for new growth of fresh shoots. However, a much larger area than the one needed for extensive grazing is usually burned. Several other reasons for burning (terrain preparation, cultural belief and mere vandalism) have resulted in the homogenization of Paramo vegetation (disappearance of fire sensitive species and vegetation types like shrubs and shrub land; expansion of fire-tolerant species and open grassland), the disappearance of important fauna (large mammals) and have rendered otherwise inaccessible terrain open for grazing. Paramo vegetation is able to recover from fire but this takes more than a decade. The recurrence of fires in a shorter period of time precludes this recovery from taking place.

20. Ill-planned regional development projects (infrastructure, agriculture, urbanization). In many local and regional development plans, no specific environmental consideration is paid to Paramo. Particularly the Paramo segment which is not formally included in protected areas, designed by central governments, is often seen by local governments as low value wasteland, where miscellaneous development projects should be implemented to somehow profit from these areas. Therefore, local and regional development plans promote the use of Paramo for unsustainable productive activities like industrial forestry and potato growth, but also large infrastructural projects (road construction and water reservoirs) are situated in Paramo since it is relatively cheap to do so and no large population numbers have to be relocated. In Ecuador, the recent construction of three main inter-provincial roads has affected large pristine Paramo areas with landslides and new colonization. Reservoirs for drinking water and electricity generation have flooded hundreds of hectares of Paramo wetlands in Colombia and Ecuador.

21. Increasing water demand by numerous stakeholder groups coupled with water use and land tenure conflicts and unequal access to water. All inter-andean irrigation fed agriculture uses water that originates from Paramo. Since much of this agriculture as well as the irrigation systems are not very well planned, the demand is not covered by the current infrastructure. Access to irrigation water is very unequal and the well planned, large irrigation projects tend to benefit powerful stakeholder groups like the dairy farmers and flower growers in the high plains around Bogotá and Quito, leaving smallholders directly around Paramo without access to irrigation. As a response, the latter have built a large network of inefficient, private irrigation channels without

reinforcement causing the over pumping of Paramo wells and high water conveyance losses. Land tenure conflicts tend to exacerbate the problems since control over irrigation water is linked to land ownership.

22. Side effects of armed conflicts. Especially in Colombia, where armed conflicts are present particularly in rural areas, the side effects of violence are threatening Paramo. Armed groups (regular and irregular) are present in a limited number of Paramo sites to control certain areas of the country, once occupied by another group. This presence includes camps and heavy transport and very little environmental considerations are taken. The Colombian Sumapaz national park, one of the major continuous Paramo areas in the Andes, was an important communication area of irregular armed groups five years ago, until the Colombian army took control and physically located several thousand troops in the area. Other areas, e.g. on the Colombia-Ecuador and Colombia-Venezuela border, suffer from new colonization by refugees from armed conflicts within Colombia. Finally, the cultivation of illicit crops, particularly poppy, is common practice in Paramo areas that are under control of irregular groups.

23. Paramo habitat reduction as a result of upward displacement of vegetation belts resulting from global warming trends. Climatic change results in a trend of warmer conditions globally, but even more intensely so in mountain areas. In the mid to long term this results in an upward displacement of vegetation belts but in practice it results in a more rapid advancement of the agricultural frontier. In typical potato cultivation zones like Carchi (Ecuador), Nariño and Boyaca (Colombia) or Trujillo (Venezuela), the potential upper limit of potato growth has risen to well over 3000 meters during the last decades. Since pests and diseases follow this trend, the highest limit is preferred and actively occupied particularly by potato seed producers.

24. The **barriers** that make effective biodiversity conservation in the Paramo difficult are:

25. Excessive reliance on classical agriculture as a source of income and food security. The opportunities currently available to Paramo residents to switch towards more Paramo-friendly activities, including non-farming income-generating activities that may lower the pressure on the Paramo, are limited. Families living in the Paramo may diversify their income-generating activities provided that these alternatives are viable. Some examples of alternative complementary livelihood activities include ecotourism (or rural tourism), handicraft, apiculture, organic agriculture and rural agro-industries. However, most farmers have limited access to infrastructure, services and markets and thus rely on classical agriculture, not being able to include improved farming activities (including adding value to agricultural products) and alternative non-farming activities to improve their livelihoods. Community organization, access to financial services and appropriate training are necessary in most cases.

26. Disarticulation of local, regional and national planning and execution efforts. Since Paramo is a natural ecosystem spanning several countries, and important for biodiversity conservation but also for water regulation, CO₂ mitigation, erosion control, tourism and wetland management among others, different environmental initiatives implemented at different scales affect Paramo (e.g. international conventions, national biodiversity and forestry policies, watershed management regulations, protected area management). Many of these are poorly coordinated, which jeopardizes the effectiveness of the present environmental political setting in Andean countries. This disarticulation is also present in research, conservation and development policies.

27. Weak inter-sectoral policy coordination promoting ecosystem management. There is a weak or absent coordination between national and international policies in different sectors for mountain ecosystem management and the conservation of biodiversity related to the water cycle. Environmental legislation in general and land and water regulations in particular, need to be coordinated amongst national sectors to avoid legislative gaps and to resolve possible conflicts that could result in the lack of protection for the Paramo ecosystem. Recent developments associated with the International Mountain Year 2002 have promoted the establishment of national committees to support strategic action in mountain ecosystems. These initiatives need

to develop into institutionalized inter sectoral, public-private effective policy coordination entities if they are to become effective.

28. Lack of policies and policy instruments for Paramo conservation at local, national and Andean level. At all scales, an effective policy framework that supports Paramo management, regulates Paramo use and promotes Paramo conservation is lacking. Existing examples of policy strategies for Paramo are scattered and mostly at the local (community management plan) or subregional (watershed planning) scale and none is advanced enough to provide an adequate policy framework. Only in the last few years, two of the four countries with Paramo (Colombia and Ecuador) have developed special policies for Paramo management within their biodiversity and water management strategies, but neither has actually implemented these policies on a large scale. Especially policy instruments (including economic incentives like subsidies for clean production, payment for environmental services, market development but also conservation agreements and legislation), that assure the execution of conservation strategies are lacking. Some of the existing instruments do not consider social and cultural aspects of the inhabitants of the Paramo

29. Lack of effective conservation strategy and international cooperation for bordercrossing ecosystems and international watersheds. Only one international policy framework (D523) includes the conservation of bordercrossing Paramo areas and this ecosystems goods and services, but this strategy has not been implemented yet. Its scope is general and therefore does not provide an applicable conservation strategy for Paramo. Both the Colombia-Ecuador and the Ecuador-Perú borders have development programs that include the conservation of mountain ecosystems but no conservation projects have been started within these programs as of yet. There is only one international watershed management program (Catamayo-Chira, between Ecuador and Peru) but it does not include bi-national Paramo conservation. Common positions of the four participating countries towards the international environmental conventions that affect Paramo are currently being discussed.

30. Limited expertise and capacity at the individual, community and institutional level to conserve and manage Paramo. Despite the fact that large areas of the Andean ecological zone (Paramo and puna) are open range, there is minimal expertise on grassland management in the region. Although extensive cattle grazing and its associated fires are the major land use type affecting Paramo, there are no management guidelines for cattle farmers in Paramo. For example there are few range management programs in the Andes and the research results available on the impact of fire (natural or managed) on Paramo ecosystems has been limited to a few studies conducted by international experts. Potato farming in Paramo areas is either highly intensive with high environmental, social and health costs or small scale and inefficient, but hardly any examples exist of low impact potato growing. Few Paramo inhabitants have access to the experiences with existing alternative complementary livelihood options.

31. Underestimation and loss of traditional knowledge and practices. A complex agriculture-based culture that combines the rich and sophisticated heritage of indigenous eco-technological systems with the crops, animal breeds and technologies introduced by Europeans of Mediterranean tradition is a hallmark of the Paramo. This agri-“culture” is extremely disarticulated and has been eroded by social, economic and political exclusion processes that dismiss the entire historical heritage of this knowledge and underestimate its present expression in some peasant or indigenous communities. Therefore, conservation and sustainable use of Paramo biodiversity will have to take into account the Andean historical and cultural basis and reevaluate indigenous and traditional peasant management of Paramo resources.

32. Lack of public awareness about the importance of conserving this marginalized ecosystem. As a result of low public awareness of the need for conservation and of the economic value of the Paramo, as well as the inability to efficiently value environmental goods and services combined with the lack of knowledge on sustainable management, very few policies and policy instruments have been implemented in the Paramo region to support conservation and sustainable use. Key decision makers such as national and local governments, donors, social and productive groups fail to value the importance of Paramo and therefore their decisions likely

affect Paramo integrity³. Due to a lack of public awareness, there is no extensive social support for Paramo conservation activities such as payment for environmental services, the establishment of new protected areas and demand for products from Paramo friendly productive activities.

33. Adequate information to support decision making in Paramo is insufficient and the existing information does not reach key decision makers. Information on biodiversity, the quantification of goods and services provided by the Paramo, the impact of different land use techniques and of policy decisions on the capability of Paramo to provide these goods and services, as well as the technical basis for sustainable land use techniques is lacking. The little information that is available is scattered and difficult to access.

RATIONALE AND OBJECTIVES

1.5 An Andean Regional Approach to Threats in Paramo

34. During an execution period of six years, the project will concentrate on removing the barriers linked to the major threats for the conservation of Paramo of the Andes, excluding those caused directly by climate change, which are beyond the project's thematic boundary. Conservation and sustainable use of Paramo will require a diversified set of responses at different levels tailored to the differentiated threats and opportunities to be found across countries and regions both in Paramo and in its buffer zones. The project recognizes that Paramo is a trans-boundary ecosystem over four countries with a corridor function for many key elements of its biodiversity. This project provides a regional Andean response to the threats. The root causes for land degradation in the areas included in this project are similar across the political and physical borders. A regional, multi-country coordinated effort that is directed at mitigating land degradation is the only sustainable approach to addressing the problems in the area. Applying the ecosystem approach helps to integrate Paramo conservation and management efforts across national borders, ecosystems and life zones and to consider the position of Paramo as the origin of international watersheds. The cross-border and regional approach to Paramo biodiversity management is within UNEP's mandate in the GEF, and UNEP's expertise in regional co-operation and networking will be highly valuable in this endeavor.

35. Working internationally, the project can connect bordercrossing natural areas and cultural groups (U'wa, Quichua and Quechua descendants) institutionally and operationally through Andean institutional collaboration. Thus the project will recognize both commonalities and differences in the type and degree of threat to the Paramo across countries and zones. For example, all countries share similar threats of the advance of the agricultural frontier towards the Paramo and ill planned animal husbandry including fire on large scale. Other threats are country specific (*e.g.* strip mining in Perú, political instability in Colombia and rapidly expanding tourism in Venezuela and Ecuador). Finally, in a regional approach, the project will conduct specific investigations to fill knowledge gaps and collect, integrate and analyze available information on the Paramo ecosystem at an integrated Andean scale.

1.6 Objectives and results (Alternative Scenario)

36. The development goal of the project is to maintain globally important biodiversity of the Paramo in the Northern and Central Andes, through the support of this ecosystem's conservation and sustainable use. This will be accomplished by linking in situ conservation of Paramo biodiversity with the sustainable use of the Paramo resources through equitable participation of those stakeholders responsible for its stewardship.

³ A case in question is the critical importance of Paramo as a source of water for farming and communities located in areas below it.

37. Specifically, the project will:

- Implement examples of good practice, including zoning, conservation strategies and productive activities compatible with Paramo biodiversity conservation in a series of nine critical Paramo sites (see map of project sites in [Annex 8](#)).
- Support institutions at different governmental and non governmental levels to adopt key policies to support conservation and sustainable use of Paramo, including codes of conduct for different sectors.
- Strengthen the technical capacity of Paramo inhabitants, field technicians and local governmental and non governmental organizations to sustainably use and conserve Paramo.
- Increase awareness and information about the importance of the Paramo ecosystem among key decision makers and the rural and urban population directly and indirectly related to Paramo.
- Generate a replication strategy for the project, to other areas and scales at Andean level.

38. Project interventions will have several global benefits. The project will reduce the advance of agricultural activities presently encroaching on Paramo and mitigate other threats, thus conserving biodiversity and improving water regulation by Paramo. The project will strengthen an enabling environment through improved policies that support Paramo conservation and the sustainable use of its resources, enhance farmers' and other users' capacity for using environmental friendly productive processes, strengthen local and national governments' abilities for Paramo decision making, and raise public awareness about the importance of Paramo. The most tangible results will be obtained in a series of nine representative project sites. The best lessons thus gained will be replicated in other sites and at a larger scale, hence promoting substantial support to Paramo conservation and policy development at different levels (local, national, Andean). After the project, all stakeholders (such as executing organizations, local and national governments, local NGOs and farmer communities) will be considerably strengthened in their capacity to sustain long term Paramo management and will be working in an international exchange and coordination network for Paramo conservation.

39. The alternative scenario also delivers several domestic benefits. Biodiversity conservation is achieved through a combination of in-situ conservation planning and agricultural systems that have a lower environmental impact and higher economic profit. The latter helps to increase local incomes by which the project brings about an improved quality of life and social services for mountain communities. The generally improved land use (conservation areas and low impact agriculture) in the Paramo zone will result in stabilizing or even improving water availability and quality. In summary, mitigating threats to biodiversity will enhance the protection of the natural base for agricultural production and lead to conservation and sustainable use of the Paramo, all of which will contribute to strengthening local and national economies and support the eradication of poverty at the project sites. A detailed baseline and incremental cost analysis is presented in [Annex 2](#).

PROJECT ACTIVITIES/COMPONENTS AND EXPECTED RESULTS

40. *Component One: Sustainable Management of the Paramo and its Areas of Influence.* In collaboration with all important project stakeholders, a series of nine representative and critical Paramo areas were selected during PDF-B, two of which were in trans-boundary areas within the designated ZIF: Loja-Piura (Ecuador- Peru) and Chiles (Ecuador-Colombia)⁴. Other sites are: Tuñame and Gavidia (Venezuela), Rabanal and Belmira (Colombia), Zuleta-Mojanda and LLangahua (Ecuador) and Cajamarca (Perú). A pristine area in Colombia (El Duende) will be included as a reference site for research and comparison. In [Annex 4](#) a complete description of the sites and the selection process is presented.

⁴ No trans-boundary site between Venezuela and Colombia was selected, due to the difficult public order situation.

41. In cooperation with local stakeholders' alliances, the project will design and implement Paramo conservation and sustainable land use plans with strong community leadership and representation from public and private stakeholders such as farmer communities, local governments and NGOs. These Participatory Management Plans (PMP) build upon baseline information (diagnosis, participatory mapping, and financial baseline) and will be constructed according to the Action Plan that was developed for each site during the PDF-B phase of the project. These Action Plans include a common vision, a stakeholder analysis, identification of major threats and a proposal to face the threats, including a budget and monitoring plans (See http://www.condesan.org/ppa/doc_dis.htm). The local stakeholders' alliance that elaborated the Action Plans will be strengthened for developing and overseeing the implementation of PMP for each of the sites and to assure collaborative action. These alliances consist of representatives of the community, local government, environmental and social NGOs, education and research institutes, economic productive groups (mining, forestry, agriculture), water boards and national government agencies with authority in the area (national park service, defense, land tenure, etc.). The PMP will include zoning, protection of key Paramo sites, managing and restoration, contamination control mechanisms, and the technical and institutional capacity development necessary to obtain sustainability. The PMP will typically include conservation and natural sustainable resource management projects, sustainable production, projects for improving living conditions and social organization strengthening projects.

42. According to the preliminary Action Plans presented during PDF B, the conservation and natural resource management projects in the PMP include the identification of well-conserved and critical areas for biodiversity and water regulation, about which common conservation agreements will be designed and initiated. This may result in no-use agreements, community reserves, inter-sectoral agreements for protection or extensions of or new protected areas or biosphere reserves. It is expected that critically degraded areas will be subjected to restoration (revegetation and soil reclamation). The PMP will build on the best practices case studies conducted during the PDF B phase and will address the land use problems common throughout the Andean Paramo including but not limited to agricultural production, grazing, mining, forestry, biodiversity and use of water resources. A total of 49 productive practices with low impact on Paramo were analyzed in all countries with Paramo, and a catalogue was produced in which the lessons of all these practices are included ([Annex 5](#)). This catalogue will be used as a reference for the sustainable production projects of the PMP, hereby introducing or strengthening existing sustainable income generating projects. The success of the novel sustainable practices will be measured through a participatory early warning system, that focuses on the contribution of these practices to farmers well-being and, hereby, is able to forecast increasing/decreasing rates of adoption of new practices. Applied investigation activities will be undertaken for the development of Paramo friendly activities in areas where information is lacking (particularity Gavidia, Rabanal, El Duende, Chiles, Tungurahua and Cajamarca). The general information gaps and research questions and methods were identified during the PDF-B phase of the project by an international team of Paramo specialists (http://www.condesan.org/ppa/doc_dis.htm).

43. The first group of farmers to adopt alternative practices will receive direct financial support from the project (budget for activity 1.4). The project expects farmers to contribute mostly in kind co-financing, as their household economies are usually not much monetized and therefore the opportunity cost of money is high. In the assumption that alternative practices are successful, the co-financing requirements will get stricter over time. In parallel, the project will work with authorities and NGOs to put in place sustainable financial vehicles for the second and subsequent groups of farmers to enter the project (budget for activity 2.2). In the short term, these can include micro-credit facilities run by NGOs. In the medium and long-term, these can be complemented with other financial vehicles like conservation payments, which can take longer to establish.

44. *Component Two: Policy⁵ Development and Advocacy.* This component will identify and promote formal and informal policy options⁶ at local, regional, national and ecoregional level, which will support Paramo

⁵ "Policy" is understood as a designation for the objectives and programs of public and private authorities.

conservation and sustainable use, considering social and cultural aspects of Paramo inhabitants. One of the main barriers for the conservation of Paramo is the lack of coordination among sectors for mountain ecosystem management. Therefore, an ecoregional policy strategy, with an ecosystem approach for Paramo should build upon the coordination of existing policy options of different sectors and, if necessary, include the development and adoption of new policy options that assure a better legal, economic and regulative framework for the ecosystem approach of Paramo conservation.

45. During the PDF-B phase of the project, different stakeholders at local and national level identified major threats for Paramo conservation originating from the present policy framework and developed a joint proposal to construct an ecoregional policy strategy (http://www.condesan.org/ppa/doc_dis.htm). At local scale, this strategy consists of activities, to be implemented jointly by different, multi sectoral governmental agencies, assisted by representatives of civil society and local stakeholders. First, the project will support local stakeholders' alliances, especially including local governmental agencies, to develop and implement a policy framework in all project intervention sites (PIS). It will initially concentrate on the PIS, but a policy framework that supports the implementation of PMP has to be developed at different governmental levels (local, subnational, national) as well. This will be achieved through the involvement of stakeholders with wider levels of action (provincial and national governments, regional and national NGO, watershed authorities, etc.).

46. In order to successfully apply the policy frameworks at local and subnational scales, policy instruments (economic, legal, regulative) have to be developed and promoted. Possible instruments already being implemented in other areas include, among others, market development for sustainable production and tourism, subsidies and levies, environmental service payment schemes and conservation easements. Together with local stakeholders, selected economical instruments that respond to local conditions will be promoted at local governmental and private sector circuits. Finally, to support the inter-sectoral coordination in the political framework, codes of conduct for other sectors (mainly agriculture, but also mining, forestry, tourism and infrastructure) will be developed by local Paramo specialists of the different sectors and their adoption by these sectors will be supported technically and strategically by the local stakeholder alliances..

47. The project will support the environmental authorities in all four countries to identify policy alternatives that support Paramo conservation and to develop projects to implement these policies at national level. The project will support a Paramo expert within the environmental authority who will be continuously coordinating with Paramo stakeholders. Together with the Secretary General of the Andean Community (CAN) the project will develop and implement a Plan of Action for the conservation of Paramo at Andean level. This Plan of Action will implement D523 in the Paramo ecoregion, it will lobby among the different sectoral interests within CAN to coordinate between environmental, economic and social policies at Andean level, and it will search for synergy between the different international environmental conventions affecting Paramo, including OTCA. For the supervision and monitoring of the policy strategy at national and international level, the project will create a Paramo observatory, consisting of representatives of the four national environmental authorities.

48. *Component Three: Training and Capacity Building* The national biodiversity strategy of all four countries as well as the regional biodiversity strategy have identified training of staff as well as community leaders and organizations as a high priority for biodiversity conservation. The project will implement an Andean regional training program to improve technical capacities in conservation and sustainable use of the Paramo among farmers, field practitioners and local decision makers. Ancestral and traditional knowledge will be transversally integrated into this program. During the PDF-B phase, together with stakeholders at Andean and national level, the project identified five main target groups for practical training: (1) Paramo inhabitants (i.e.: farmers, cattle rangers, land owners, mine workers), (2) field technicians, park rangers, trainers, community leaders, (3) authorities, politicians and government functionaries at different levels, but especially local, (iv) Paramo experts

⁶ We understand as 'formal' options those that are sustained by legislation and/or official regulation and documentation; 'informal' options include voluntary agreements and bi- or multilateral cooperation at most sustained by a Memorandum of Understanding

and researchers, and (v) public defense forces in Colombia and Peru (*Batallón de Alta Montaña*⁷ and *Rondas Campesinas*⁸, respectively). The project has developed its training and capacity building program based on an analysis of the present training offer in themes related to Paramo management, and after ample consultation with the target groups (principally at the PIS) to define the training demand (http://www.condesan.org/ppa/doc_dis.htm).

49. The training and capacity program consists of a series of short courses directed at the main and complementary target groups of the project. The themes and approach of the courses were defined during PDF-B and will be fine-tuned during execution in cooperation with the participants. Also, as an integral part of the training and capacity building program, and to strengthen the farmer-to-farmer approach, the project will execute an experience exchange plan. This plan consists of observation tours between farmer communities within and between countries, and of internships of park rangers, community leaders, municipality personnel at other communities, municipalities and parks, to gain experience in another setting. The project will also identify and compile experiences in Paramo management, including the analysis, application and publication of ancestral and traditional knowledge, as well as the identification and diffusion of demonstration experiences in the field.

50. *Component Four: Information and Communication.* This component will inform key decision makers and the general public about the biodiversity and economic value of the Paramo in order to overcome the barrier of lack of knowledge and public awareness about this ecosystem. Environmental education and communication (awareness raising) programs will be executed following different strategies. Formal education (continuous programs at schools, leading towards degrees or certificates), extracurricular education (discontinuous programs -workshops, short events- directed towards specific groups with specific messages) and supplementary education (awareness raising with messages through mass-media) are the main strategies of the education component. These communication activities will be supported by a Paramo Information Mechanism (PIM).

51. During the PDF-B phase, the project and its stakeholders at Andean and national level identified the target groups for the education component, according to the education strategies. *Formal education:* (1) students, their parents and teachers at formal institutions, (2) the educational community in general. *Extracurricular education:* (3) community leaders, (4) NGO and social organizations, (5) members of productive sectors, (6) governmental organizations and authorities. *Supplementary education:* (7) politicians, donors and decision makers at national and international level (8) urban and rural population related (indirectly) to Paramo. The project developed the education and communication program based on an analysis of the present educational offer and ample consultation with the target groups, in order to define the education and information demand (http://www.condesan.org/ppa/doc_dis.htm). All target groups will be mainly at the PIS but also at other selected Paramo sites.

52. The project will support the reorientation of a series of education institutes at the PIS towards EcoSchools (*Escuelas Sustentables de Paramo: ESPA*): schools that not only include environmental themes transversally in their curriculum, but also maintain an environmentally friendly character within their teaching philosophy and execute off-campus activities and projects related to, in this case, Paramo and Paramo inhabitants. For educational institutes at other, selected Paramo and related areas, curricular environmental education projects around Paramo conservation (*Proyectos Educativos sobre Paramo; PREPA*)⁹, will be developed and implemented through the preparation and guidance of a group of teachers of these schools and the development of adequate materials and tools. Parents and teachers will be actively involved in both ESPA and PREPA. Coalition building between the different ESPA and PREPA schools, at national and Andean level, is important

⁷ *Batallón de Alta Montaña*: “High Mountain Battalion

⁸ *Rondas Campesinas*: “Peasant Vigilante Patrols”

⁹ *Proyectos Educativos sobre Páramo*: “Education Projects about Páramo”

for the long term sustainability of project outputs. Extracurricular environmental education activities, directed at the population in Paramo areas of the PIS, will be included in this coalition. In the supplementary education program, farmer communities and selected groups of communicators participate in a series of short events about the importance of Paramo and its conservation, involving traditional knowledge and experiences. Special care will be taken that this becomes a dynamic process, including field activities, exposition events, 'Paramo fairs', etc.

53. The extracurricular education program aims at information provision and awareness raising in urban and rural population related to Paramo. Through this strategy the project will identify mass media at local, national and Andean level that effectively reach the target groups. Together with these media and representatives of the target groups, the project will select messages and elaborate materials that will be distributed among the target groups. Different types of materials will be elaborated for different target groups, such as leaflets and posters, videos, television spots, radio programs and newspaper articles. For more in-depth communication, round table discussions and teleconferences among selected target groups (decision makers, donors, community leaders) will be organized and conferences (social, political, scientific, economic) will be assisted to deliver the messages for Paramo to different levels in society.

54. A main barrier for effective management of Paramo is the lack of information and its provision to support decision making for key stakeholders. A considerable amount of information is available in different Andean, North American and European universities and research institutes, but it is scattered, difficult to access and an integrated analysis of the information and its implications for sustainable Paramo management and policy design is lacking. Moreover, there are substantial gaps in the available baseline information on key themes such as: the regional distribution of biodiversity; the role of the Paramo on the regulation of the hydrological cycle; the quantification of other goods and services provided by the Paramo; the impact of different land use techniques and of policy decisions on the capability of Paramo to provide these goods and services; and the technical basis for sustainable land use practices. This information demand has already been identified during the PDF-B phase by a multinational group of Paramo specialists and verified at national level in all four countries (http://www.condesan.org/ppa/doc_dis.htm). Therefore, to support the communication component, the project will create a Paramo Information Mechanism (PIM) that will draw from applied investigation at different scales, collect available information and store it in a central, easily accessible database at Andean level for further analysis. Information management will build on existing databases constructed during earlier initiatives in Paramo (Ecuador Paramo project, Colombian Andes project, Paramo Atlas project, ULA and CONDESAN initiatives, among others) and during the PDF-B phase. The database will be continuously updated by project partners. The PIM will be linked with the national Clearing House Mechanisms. Herewith, the project will profit from the experiences of the CHM that are in full operation (Colombia) and the CHM which are still under construction will profit from the experience of the project. Furthermore, a direct connection will be sought with the Andean Institute for Biodiversity (IAB) which will be established by the Andean Parliament. The PIM also constitutes an excellent opportunity to maintain contact and interchange of information between scholars and decision makers of the participating countries and other parts of the world.

55. *Component Five: Replication* Through different mechanisms, the lessons of the project will be replicated to other areas and other levels. A replication strategy will be created through the involvement of the local stakeholders of Component 1 and of members of Paramo Working Groups at regional and national level. The latter are platforms of environmental NGOs working in Paramo that meet regularly to interchange experiences and information. By creating more of these working groups and by strengthening the existing ones, they become an informal replication platform of the project. Local actors from other Paramo areas, other organizations and institutes and from other levels (provincial, national, watershed) will be invited to participate in project activities (particularly components three and four) and vice versa. Institutional alliances will be built with key organizations that support Paramo conservation in other areas to support the implementation of best practices and lessons learned in their areas of influence and *vice versa*.

56. The replication strategy, executed by the working groups, will consist of the identification and documentation of the best lessons of the project and the selection of other sites and scales where these lessons can be replicated. In respective agreements with key stakeholders, the execution of the replication component (methods, time table, responsibilities, financing) will be agreed upon. During replication, continuous monitoring and evaluation will take place by the working groups. This replication strategy will support the environmental authorities in inter institutional and inter sectoral coordination, particularly in matters related to the decentralization processes of environmental responsibilities. Special attention will be given to assure that through local and regional government involvement, lessons learnt at PIS will be included in environmental and development planning at higher levels (watershed, municipality, protected area). The formal replication strategy will be supported by policy strategies at national and Andean level developed in component 2.

57. *The different project components are complementary and mutually dependent.* The central activities of the project will be in Component 1 where actual management and conservation activities will be developed and implemented at the PIS. All other components of the project will support and strengthen the implementation of the PMP, and assure its sustainability and replicability. In Component 2, it will be necessary to work with governments at different levels to construct an adequate policy, legislative, and regulatory framework that assures the implementation of the PMP, their replicability and the expansion of its impacts. In components 3 and 4, the participation of different groups at the PIS and other Paramo sites (farmers, students, investigators) constitute the main target groups. These two components are coordinated closely to share materials, tools and information on ancestral and traditional knowledge. Through component five the impact of experiences at the PIS and the developed policy will be broadened to other sites and levels while stakeholder platforms will be strengthened. Similarly, Component 2 will be coordinated with the other components, since capacity building and information provision to local decision makers is essential so assure the technical and social effectiveness of the policy framework. Finally, Component 5 is specifically focused on replication; the lessons that will be replicated originate from all other components. Therefore, replication is a transversal activity as well as a component.

RISKS, SUSTAINABILITY AND REPLICABILITY

1.7 Risks

58. During the design phase of the full size project, several risks for the success of the project were identified, and critical assumptions formulated that are expected to hold true so the risks are minimized. In general, the risks are relatively low and therefore, the sustainability of the project is high. The risks for the achievement of project objectives and strategies to mitigate these risks are:

- A serious worsening in local social and economic conditions The largest risk, and fundamental to achieve long term preservation of Paramo biodiversity, is a *serious worsening in local social and economic conditions*. This risk is considered of intermediate size. A stronger social organization and a slow but steady macroeconomic growth has been observed in most countries during the last two decades, but also larger social differences between rural and urban populations. The project's strategy to mitigate this risk is to concentrate on-site activities in areas that are marginal to conflict and weakly connected to national market economies.
- An increase in political instability Another risk of intermediate size is an increase in *political instability* and armed conflicts in the area. Political instability has created an atmosphere of uncertainty in society and the legal frameworks are not applied in practice. This may result in a deterioration of the root causes for threat on Paramo, such as poverty and ill planned economic development policies. The project's strategy to minimize the risk of conjunctural changes is to work with governments at institutional rather than personal level. Besides, the project involves civil society in every activity and

will strengthen key local stakeholders' (local leaders, NGO) participation in alliances. At site level, local farmer groups and NGOs, not vulnerable to conjunctural change, work together with local governmental institutions. At Andean level, the main executing agency is CONDESAN, which as a consortium includes all important Paramo conservation organizations and works in strategic alliance with CAN. In Colombia, PIS are not in areas where armed conflicts are ubiquitous, but the side effect of the present critical political situation as a variable that affects Paramo integrity is considered and this will be analyzed and mitigated in the PMP in Colombian and the respective trans-boundary PIS.

- Lack of long term stakeholder interest A risk for achieving the development objective is the *lack of long term stakeholder interest* in Paramo conservation activities. This risk is considered as being low, because the matters related to Paramo conservation are increasingly receiving attention in the social and political agenda. It is assumed that the level of stakeholder interest in Paramo conservation holds and even increases due to its relation to water regulation. The project's strategy to ensure stakeholder interest is active participation of local stakeholders and an integral approach, combining biodiversity conservation with water regulation and rural development issues (alternative livelihood options).
- Failure in the implementation of the PMP The project assumes sustained support from farmer communities for the execution of management plans as a way to mitigate the risk of *failure in the implementation of the PMP*. This risk is considered as being low because the experience of local coordinating organizations assures an effective participatory approach by which local farmer communities gain principal ownership of the PMP and together with the supporting NGOs and GOs will develop a strategy for sustainability of the PMP.
- Lack of an enabling environment The sustainability of the PMP is further assured if the assumption holds true that governments at different levels create an effective enabling environment for the implementation of the PMP. The risk of a *lack of an enabling environment* is mostly reduced by an effective execution of component two, but not all aspects are within the project thematic boundaries (local market development, basic education system etc.) It is expected that an effective support on Paramo related policy matters in component two will have its effect on other issues at governmental level as well, creating a broad enabling environment.
- Discontinued political commitment A risk for the implementation of national and international policy strategies is the *discontinued political commitment* of participating countries and of CAN. This is a low risk, because the countries have endorsed the project and will be involved in its execution at all levels. Moreover, the approval of CAN's D523 by all four countries and the project's strategic relation with this decision, assures political commitment.
- A lack of intersectoral coordination is a risk for the acceptance of codes of conduct for the other sectors. Part of this is controlled by the project because if the set of alternative livelihood options and codes of conduct are economically sustainable, other sectors will be interested by default. Another strategy to reduce this risk is to incorporate all sectors from the start with this project, to raise awareness on Paramo among different sectors as well as to disseminate this information at higher (national and international) levels to influence priority setting among sectors.
- Possibility that trained field practitioners leave the Paramo area and increased capacity and awareness is not translated into changes in action The success of the training component and the information and communication components depend on a series of more practical risks, like the *possibility that trained field practitioners leave the Paramo area* through migration or finding jobs at higher levels and the risk that *increased capacity and awareness is not translated into changes in action*. These risks are low since the design of the project includes a strong participation of local stakeholders who identified the demand of training, information and communication, including awareness raising. The components will closely comply with the demand and will be monitored by the target groups, to mitigate the risk of undirected communication.
- Lack of governmental support for formal education strategies The risk that the environmental education programs are ineffective might be caused by a *lack of governmental support for formal education strategies*. This risk is intermediate because the project can only design the strategy and develop

materials, but governmental support is required for its implementation in the education structure. Education ministry functionaries have been involved in the development of the education strategy, for which a good degree of government commitment is expected.

- Lack of coordination between agencies and institutions Risks for the success of the replication strategy are the *lack of coordination between agencies and institutions* whose actions can potentially affect Paramo biodiversity, their willingness to assimilate lessons from the project and their capacity to generate financial support for their activities. The risk of lack of transparency and collaboration between different organizations and initiatives that work in Paramo is low, because in all countries there is at least some experience with establishing and communication within Paramo working groups (GTP) that are designed for this purpose before the present project initiated and that have shown efficiency and continuity in experience interchange especially in Ecuador, Perú and regions in Colombia. The lack of financial sustainability for other actors is intermediate and related to the financial sustainability of the project in general.

1.8 Sustainability

59. Fostering **conservation** and **sustainable use** of Paramo's natural resources makes sustainability an inherent part of project logic. The project presents strong factors to support the continued achievement of project objectives for a long time after its conclusion. These include the fostering of an enabling legislative framework, the involvement of stakeholders and institutions and the strengthened capacities of key players at all levels for and increased awareness of Paramo conservation. The project is tightly integrated within stated policy and objectives of the participating countries, particularly Decision 523 (D523) of the Andean Community (CAN), of which Colombia, Ecuador, Peru and Venezuela are members) entitled 'Regional Biodiversity Strategy for the Tropical Andean Countries'. This unprecedented, officially binding resolution is based on national strategy documents from all Andean countries. D523 identifies the Paramo as a priority trans-boundary ecosystem that should be the subject of regional cooperation on biodiversity conservation and sustainable use. The activities of this project have been designed to be fully in line with the objectives of Decision 523. This integration of project objectives into national and regional plans maximizes the acceptance and sustainability of project outputs.

60. In addition to the above, project components and activities (like environmental planning; policy development; establishment of incentives for Paramo conservation) do not need financial resources after the project time boundary. These are processes to be completed during project time frame that do not involve the creation of new management structures that would need financing after project termination date. The management structures that are crucial for project success, like municipal water companies and irrigation boards, are project stakeholders that already receive and will continue to receive funding from external sources to the project. The replication strategy, by which Paramo conservation initiatives will be initiated and strengthened in other areas, follow the same strategy of the FSP and as such do not entail the creation of structures that depend on continuous financing or subsidies to productive activities that would need financing after project termination date.

61. Financial sustainability of demonstration activities at field sites is dependent on the economic feasibility of these activities. The work performed during PDF-B indicates that demonstration practices to be implemented at Project Intervention Sites (PIS) are economically feasible. Though it should be expected that some of these activities may fail for specific farmers in specific sites, on average they are expected to be financially sustainable.

62. Finally even though it is not related to the financial sustainability of the project, it should be noted that a significant increase in investments in Paramo conservation at different levels has been evident in the last 5 years accompanying a raise in awareness, particularly in Colombia and in Ecuador. Some individual international donor organizations like CI and the Swiss and Dutch governments have also earmarked donations for high

Andean ecosystem conservation. The project has benefited much from this increased interest as it has facilitated the co-financing of this project, particularly for Component 5 (replication).

1.9 Replicability

63. The project is in many aspects conceived as a pilot project to establish and validate pioneering mechanisms and practices for sustainable management of Paramo. Replicability of project results, including upscaling and outscaling of intervention outputs is thus an integral part of project design. Replication is a crosscutting activity as well as a project component. This is based on formal and informal replication mechanisms and supported by several factors within the project's components:

- **Component 5 (replication)** has been specifically designed to establish mechanisms for the systematic replication of project lessons in other areas and at other levels. This means that a commensurate budget allocation exists within the project, especially reserved for activities designed to multiply the positive impacts of project interventions in areas beyond project boundaries, after the project's conclusion. This allocation amounts to 7.5% of GEF funds and 14.6% of the GEF increment (including co-financing). This component will strengthen existing Paramo Working Groups and create new ones to function as replication platforms. The former are platforms of environmental NGOs working in Paramo that meet regularly to interchange experiences and information. It will promote exchanges between local stakeholders and actors at provincial, national and watershed level and promote institutional alliances for Paramo conservation. Specifically, the replication strategy, executed by the working groups, will identify and document best lessons from the project, establish agreements with stakeholders from other Paramo sites to foster replication and support inter institutional and cross sectoral coordination towards mainstreaming of Paramo conservation in development planning. To this end, specific outputs have been included in the logical framework of the project, clearly depicting replication goals. Project preparation activities have already undertaken an exhaustive analysis of Paramo areas where lessons learned from the project may be replicated and have made a preliminary identification of the most suitable ones with the highest potential of favorable impact. For further information on this issue please refer to the section dealing with Component 5 in the PROJECT ACTIVITIES/COMPONENTS AND EXPECTED RESULTS section, the Logical Framework Matrix in Annex 1, or the Incremental Cost Analysis in Annex 2

In addition, the remaining components of the project support replication activities in Component 5 as follows:

- The pilot sites selected for the implementation of Component 1 (sustainable management) are representative of other Paramo areas beyond the project's limits. Hence the PMP developed at these sites and the principles to establish them are applicable with minor site specific changes to sites with similar geomorphologic and socio-economic characteristics as well as practically the same threats and barriers to biodiversity conservation.
- Component 2 (policy) will develop an ecoregional policy strategy with an ecosystem approach for Paramo. This component will integrate policy options at local, regional, national and ecoregional levels. Hence policies developed locally will influence and shape policies of larger scope, and conversely, these broader policies will have an effect on other areas in Paramo as well. Alongside the dynamic between different levels of policy development, the project will also help to coordinate legislative aspects that affect Paramo between relevant sectors, adding another dimension of integration to its results.
- Component 3 (capacity building) will develop an Andean regional training program, targeting various stakeholder groups at different levels. This program will greatly contribute to the up- and outscaling of project experiences. This component will also execute an experience exchange plan, including

observation tours between communities and internships of key stakeholders, further contributing to the broader application of project impacts and lessons.

- Component 4 (communication) also contributes to the replicability of project interventions by reaching out to a number of key stakeholder groups. It will do so through education programs with three different approaches (formal, extracurricular and supplementary), targeting key players at different levels of decision making within and outside of the initial PIS (local, national and Andean). Dissemination of relevant information for replication will be further supported by the establishment of a Paramo Information System.

STAKEHOLDER PARTICIPATION AND IMPLEMENTATION ARRANGEMENTS

1.10 Stakeholder Participation

64. Stakeholders of the project intervention area are different groups from the Andean society that directly or indirectly benefit from páramo goods and services, principally its biodiversity, its water (consumption, irrigation and energy generation) and its area for productive, cultural and recreation activities. Other stakeholders are different levels of government whose policies affect páramo. During the PDF-B phase of the project, all principal stakeholders were identified, contacted and formal or informal commitment obtained for the execution of the full size project. A detailed list of stakeholders contacted during PDF-B is provided in [Annex 6](#). The project's approach is fully participatory which means that the direct stakeholders will participate in the design, the execution and the monitoring and evaluation of the project. In general, the local stakeholder alliances, the PIM and the informal and formal replication mechanisms are platforms for the validation of project activities by the opinion of all stakeholders.

- Farmers in the PIS¹⁰ - This is the main stakeholder group of the project since they are using páramo for their subsistence through their agricultural activities within the páramo and directly below páramo using water of páramo for irrigation. These farmers cause high pressure on the páramo but at the same time constitute the major potential allies for conservation activities. The project will support them by identifying alternative livelihood options and by technical capacity building, but the project might have an initial negative impact on this group as well, since conservation activities are likely to affect the extension of crop growing and animal husbandry which is not directly compensated for by alternative livelihood options. Representatives of farmer communities and individual farmers (man and women) were consulted regularly during the PDF-B phase, not only regarding the elaboration of Action Plans for the PIS, but also regarding activities at national and international level, such as the preparation of the policy, training, environmental education and research activities. During project execution, farmers, organized in farmer communities, production cooperation and irrigation boards will participate in all activities as well, being the leaders of the PMP and the main target group of the training and the communication components.
- Local Governments - The link between páramo biodiversity conservation and water regulation makes páramo conservation directly related to local decision making. During the PDF-B, local governments of different levels (municipal, provincial) at the PIS participated directly in, and in some cases even coordinated, the elaboration of the action plans and participated actively in the preparation of the policy and training components as well. Since most potable water services and hydroelectricity generation is administrated by local governments, their interest is both political as economical. Their involvement in the project will be through their participation in local stakeholder alliances at the sites, and they are the main target groups of component two (policy), three (training) and four (communication) while local

¹⁰ In Chiles, Zuleta-Mojanda, Tungurahua and Cajamarca, the local farmer population is principally consisting of Indigenous people.

governments at higher levels and in other areas will participate intensively in the formal replication mechanism of component five (replication).

- Local NGOs - Local conservation and development organizations, having a longer history in páramo management at the site and likely to continue their activities after the end of the GEF project, have coordinated in most cases¹¹ the elaboration of the plan of action at the PIS, and participated in the elaboration of the other components. During execution, they will in most cases coordinate the local stakeholder alliances of component one (site management) and be a part of the main target group of component three (training). Local NGOs in other areas will participate in the replication mechanism of component five. Existing networks and platforms of organizations (e.g. páramo working groups, NGO coalitions) will be actively involved as consultative groups in project execution.
- Private sector - Producer groups or individual commercial companies using páramo are likely to be affected by páramo conservation activities (forestry, animal husbandry, potato production, mining, tourism). They were contacted during the PDF-B phase at local level (action plans) and at national level (policy development). They will be included in project execution in component one (site management) and in component two (policy) as beneficiaries of productive sector policies and as users of codes of conduct. A continuous discussion with the private sector within local stakeholder alliances will be established to assure a positive impact of the alternatives for them. A special role is given to private companies with a natural resource conservation interest (private reservation owners, bottled water companies, forestry industry).
- Ministry of Environment (GEF Focal Point) - The GEF focal points are in all four countries the national authority for water and biodiversity management. ¹²During the entire project execution (preparation, PDF-B, implementation) the focal point is always informed and strategies are discussed and agreed upon with the ministries at central level. At local level they participate in planning activities (especially in areas where there is a relation with protected areas), in order to strengthen páramo management with project activities and to increase the area of impact of the project through replication in protected areas and buffer zones. Local personnel of the national park system form a main target group of component three (training). The focal points belong to the main target group of the policy component and are benefiting directly from the information provided by research activities and of PIM.
- Other governmental sectors - Representatives of other sectors (agriculture, forestry, mining, etc.) were identified and contacted during the policy activities preparation of PDF-B, and participated in the design of different other components (education, site management). They will be formally included in local stakeholder alliances of component one, they are the main target group of component two (codes of conduct) and will be included in the formal replication mechanisms of component five.
- National and international NGOs - Other environmental organizations with activities in páramo at national or international scale were contacted through páramo working groups and/or during the project design in the PDF-B phase. They will participate in the project execution through the coordination of complementary projects in component five and through the interchange of information in component four.
- Farmers in lower areas - Those farmers, which are not directly living in páramo, but cultivate lower areas, are in many cases dependent on water regulation from páramo for irrigation of their crops. During PDF-B, effort was put on identifying and including different local organizations at watershed level (irrigation boards and second-level farmers and indigenous organizations). They are a target group of the environmental education and awareness raising activities of component four and likely will profit from policy decisions for farmers higher in the watershed. They will also be affected by regional planning schemes originating from component five.

¹¹ In Belmira, Rabanal and Chiles (Colombian side) the plan of action was coordinated by local governmental agencies (CARs) and not by NGOs.

¹² In Perú the protected area management is under authority of INRENA, a division of the Ministry of Agriculture (not the GEF focal point) and special attention will be given to the direct involvement of this institution in the planning of the project.

- Civil society - Urban and rural population that uses páramo resources (potable water, agricultural produce, scenic beauty through tourism, etc.) benefits from good páramo conservation. They will participate in the project as a target group for the awareness raising activities of component four by which a broad social platform for páramo conservation will be created. They also will be consulted regularly in the process of the development of policy options and instruments that might affect them directly or indirectly and for which willingness to pay and/or collaborate has to be improved (payment schemes for water, market development for sustainable produce).

1.11 Implementing Arrangements

65. This project will be implemented by UNEP. The lead executing agency is CONDESAN, who will establish a Central Coordination Unit (CCU) consisting of the project coordination and administration. A team of three technical advisers will prepare the methodology, tools and strategies and will support the execution of the different components of the project during the initial phase of project execution. CONDESAN is responsible for the overall project execution and will directly execute the international activities (international plan of action, Paramo information mechanism), actively promote the Andean collaboration among the countries, assure the communication within the project and maintain contacts with international stakeholders. Through subcontracts, CONDESAN will delegate the execution of the components at national level to the national executing agencies (NEA). The NEAs are responsible for the institutional coordination and the execution of the project activities at national level, for which they receive assistance of CONDESAN and the technical advisers. Each NEA will perform country coordination in their respective countries and will contract local organizations/institutions for the execution of component one (site management). Together with these organizations, care will be taken that activities at the PIS are executed with broad local participation. The University of Amsterdam and The University of Wisconsin provide technical assistance to the transversal investigation activities. The Central Coordination Unit and one representative of each NEA constitute the Coordination Committee that is in continuous contact about project execution. The entire project will be supervised by a steering committee (SC), consisting of the task manager of UNEP, the coordinator of CONDESAN, the project director, the directors (or their representatives) of the NEA, representatives of the Universities of Wisconsin and Amsterdam, and the Environment Commissioner of CAN.

66. The Executing agencies are lead agencies at Andean level in Paramo conservation and management. All NEA have a long record of projects in different aspects of Paramo (research, participatory conservation, policy, education etc.), the international universities are outstanding in Paramo ecology (University of Amsterdam) and Andean agriculture and geography (Wisconsin). CONDESAN is a consortium that includes all these organizations as well as several other NGO, international and local universities with valuable experience in Paramo and international and national research institutes with high technical knowledge (CIAT, CIP). Summarized institutional résumés are found in annex 6.

LINKAGE TO OTHER INITIATIVES (GEF AND NON GEF)

67. This project is based on the experience with several other projects on Paramo conservation in the region, most of them executed by project partners. The general structure of the project and many of the tools and approaches that will be applied in PMP, awareness raising, policy development and institutional collaboration were developed in the Ecuador Paramo Project (executed with Dutch government funds by the University of Amsterdam, EcoCiencia and TMI). The international institutional collaboration and the international data base on Paramo were established by CONDESAN and the initial projects of the International Paramo Working Group (Paramo Atlas project and Andean wetlands project, financed by the Netherlands Committee for IUCN and the Global Peatland Initiative). Research experience of the Universidad de los Andes in Venezuela, Universidad Nacional in Colombia, the University of Amsterdam and many other Andean and international

universities forms the basis of the research activities of this project. During the PDF-B phase, a research workshop was organized in Cali, Colombia (March 2004) in which over 30 renowned Paramo specialists evaluated the state of knowledge on the ecosystem. Finally, the basis of the practical management of the Paramo is sustained by over one hundred local Paramo management and conservation projects and initiatives by farmer communities, local NGOs or local governmental agencies that were contacted during PDF-B.

68. In addition to the integration with the D523 and the IAB, the project will collaborate with CAN-OTCA to apply their collaboration agreement on the Andes-Amazon region. At Andean level, this project will coordinate activities with IUCN that, among others through their Water and Nature Initiative, coordinates the design of the high Andean Wetlands strategy, recognized by RAMSAR. The project is in agreement with the conservation strategy of the Northern Andes Ecoregional Complex, prepared by WWF, and the international Conservation Corridors of Conservation International. All the project sites are situated in the priority areas identified by WWF and in three CI conservation corridors including Paramo. An intensive dialog and exchange of experiences will be established and maintained during project implementation with GTZ regional (Andean Watersheds, execution in direct collaboration with CONDESAN) and national (Ecuador, Peru, Colombia) projects that include integral watershed management and payment for environmental services initiatives. Five of our PIS are in areas where GTZ projects are in execution. Regular strategic coordination meetings with these international organizations (IUCN, RAMSAR bureau, CI, WWF, GTZ) should guarantee efficient communication and collaboration. During PDF-B, CONDESAN and the NAE established contact with all local initiatives at the PIM and with investigation activities in Paramo to guarantee their participation during the execution of the project.

69. At a national level, in **Colombia** this project is complementary to two full size GEF projects in the Andean region¹³. During PDF-B implementation agreements were made to avoid duplication of efforts and to optimize resources. The World Bank project, executed by IAvH, is focusing on Andean Biodiversity in Colombia in general. In its support to Protected Area management, it does include a few parks that contain paramo (one area in the Central Cordillera and three areas in the Northern East Cordillera) but these are not considered in the present project. The UNDP-MAVDT project focuses on a geographically specific area (the Colombian Massif) which is not included in our project either. As executor of the umbrella GEF project in Colombia, the IAvH conducts periodic events for information exchange and the discussion of specific outputs and project results. The IAvH also facilitates the link with Colombia's Clearing House Mechanism. Most of the regional environment corporations (CARs) in departments with Paramo are currently elaborating Paramo management strategies. This project will support five CAR directly at the PIS, and another 18 indirectly in this labor through SINA.

70. In **Ecuador**, the existence of the National Paramo Working Group (GTP) in which all institutional Paramo stakeholders participate will guarantee the maintenance of a close relationship and coordination with most Paramo stakeholders (governmental, non-governmental and communal) and their initiatives. One full size GEF project is in execution in Ecuador¹⁴. In Paramo, this project is implemented in the Cotacachi-Cayapas reserve, which is in the same regional division of MAE as the Chiles site. Herewith, a good scenario for complementarity and replication is created. A close adjustment with other EcoCiencia Paramo-related initiatives will be assured, especially with the *Biodiversity, Paramo and Other Fragile Ecosystems Conservation Program* (CBP) executed with Dutch funds. Direct collaboration will be provided in policy, training and local government support activities, as well as with information interchange and applied investigation activities. CAMAREN, who is executing a Paramo capacity building program since 1998, helped the project to direct the

¹³ World Bank: *Conservation and Sustainable Use of Biodiversity in the Andes Region*, executed by the IAvH; and UNDP: *Conservation of Montane Forest and Paramo in the Colombian Massif*, executed by the National Parks Unit of MAVDT

¹⁴ World Bank: *National Protected Areas System*, executed by MAE)

training component during the PDF-B phase and will be directly involved with the execution of component three.

71. In **Perú** one full size GEF project¹⁵ has impact on Paramo but only at the southernmost transition zone to Puna (Huascarán). INRENA with the support of Belgium Cooperation is going to implement a project to preserve the biodiversity of an important natural protected area including Paramos: *Santuario Nacional Tabaconas Namballe*. Tabaconas Namballe is the southernmost border of the Piura-Loja trans-boundary PIS. This project will also coordinate activities with two projects about mountain forest supported by the Swiss Development Cooperation (*Gestión Social de los Bosques Nativos Andinos* and the *Polylepis Corredor*).

72. Also for Peru, there exist a World Bank proposal working on protected areas¹⁶. There is only marginally potential overlap with UNEP Proyecto Paramo Andino (PPA). The WB proposal is focused on PAs and on government support, while the PPA proposal is focused on participatory management, community support and direct action in Paramo sites; not necessarily in PA. There is a small risk of overlapping in the goals of policy-institutional support and technology transfer-capacity building. Both projects (PPA and WB) mention institutional support in a decentralized environment, information management and capacity building. However, the WB's policy component focuses on institutional reorganization while PPA identifies tools and policy instruments. In terms of information management, the WB basically focuses on general information in Peru, while PPA will manage information on all Páramo in the Andes, having only a slight overlap of interest with WB. Finally, both projects have PA personnel and local NGO as target groups for capacity building, but we foresee different themes in the capacity building programmes of the two projects. UNEP does not foresee difficulties in identifying complementary actions and synergies between projects provided there exists a regular communication and information exchange between them."

73. In **Venezuela** there is one GEF in its PDF-B phase¹⁷. A joint strategy for project implementation was presented at pipeline entry and coordination has continued thereafter. The project will have an active participation in the inter-institutional commissions for sustainable management of the Chama and Motatán water basins. The project will facilitate the design and implementation of policies for headwater conservation in the region. In the area of capacity building the project will collaborate with FAO/MARN/Ministry of Agriculture in the program for integrated sustainable potato production in the Venezuelan Andes. This project will collaborate as a regional Andean partner for MARN (Vice-ministry of Environmental Conservation) in the implementation of the Project "*Ecological Systems of Venezuela*" and other initiatives lead by MARN such as the Biocommerce project. In association with RAMSAR's focal point in Venezuela (MARN) the project will collaborate in an Expert Group for High Andean Wetlands in Venezuela. Close collaboration with ICAE's research activities in the Andes is guaranteed by NAE.

74. Coordination mechanism among Paramo initiatives. The coordination between on-going initiatives in Paramo will take place through the project work on a Paramo Information System and the establishment of Paramo Working Groups. Stakeholders have requested the establishment of these working groups, which will operate at different levels (local, national, regional and international) to interchange experiences and information. Projects at local level are included in local stakeholder alliances. Regional and national NGOs with Paramo projects (GEF and non-GEF) would form part of the national Paramo working groups. At the international level, the information on ongoing activities will be based in the Paramo Information System. Thus, the means for exchanging information within these groups will depend on the level at which they operate. Local

¹⁵ World Bank: *Participatory Management of Protected Areas*; executed by PROFONAPE

¹⁶ World bank. *Strengthening biodiversity conservation through the National Protected Areas Program in Peru*.

¹⁷ UNDP: *Biodiversity Conservation in the Productive Landscape of the Venezuelan Andes*. executed by Programa Andes Tropicales and Inparques

and national groups will have greater opportunities for regular meetings while regional and international groups will use newsletters and the Paramo website portal. In addition, regular meetings will be organized with international NGOs that have committed their Andean conservation initiatives to the project (IUCN, WWF, CI, TNC) and with CAN. In all these platforms, a continuous analysis and monitoring of potential collaboration and agreements for joint execution of activities will take place.

PROJECT FINANCING AND INCREMENTAL COSTS

1.12 Total Project Financing

The total budget of the increment amounts to **US\$ 18,695,304**. This will be funded by a GEF contribution of **US\$ 8,191,850** and by non-GEF sources in the form of co-financing in the amount of **US\$ 10,503,454**. The contribution from GEF is presented in the budget below.

GEF budget

Activities	GEF
1.1. Inter-sectoral Implementation Units, including local stakeholders, develop participatory management plans.	819,893
1.2. Fill knowledge gaps to support the decision making of land use activities in management plans.	501,046
1.3. Execute projects for the protection of well-conserved areas and the recuperation of degraded areas	1,184,291
1.4. Execute projects that guarantee and enhance income to the local inhabitants of project sites by sustainable production.	829,003
Total Component 1	3,334,233
2.1. Develop and implement a policy, legislative and regulatory framework in all project intervention sites.	453,348
2.2. Develop and promote policy instruments (economical, legislative, regulative) that assure the implementation of management plans.	391,943
2.3. Develop and negotiate an Action Plan for the conservation of Paramo at Andean level, within the framework of Decision 523.	143,712
2.4. Within national institutional platforms, identify key policies to support conservation and sustainable use of Paramo and execute project for their implementation.	449,428
2.5. Develop and promote codes of conduct for relevant sectors (agriculture, tourism, mining, public works, etc.).	104,518
Total Component 2	1,542,950
3.1. Develop and execute, with participations of key actors, a training program directed towards the main and complementary target groups of the project, in fundamental aspects of Paramo management, which includes ancestral, traditional and local knowledge, and participatory action research techniques.	859,238
3.2. Execute a program for identification, compilation and interchange of experiences at local, national and Andean level.	300,513
Total Component 3	1,159,751

4.1. Develop and execute a formal environmental education program directed to students and teachers of the educational institutions of Paramo areas.	519,481
4.2. Develop and execute a non-formal environmental education program dedicated to local stakeholders in Paramo areas.	136,685
4.3. Execute a public awareness campaign about the conservation and sustainable use of Paramo.	198,643
4.4. Collect and analyze adequate information to support decision making in Paramo.	422,666
4.5. Create and administrate a Paramo Information Mechanism on Andean level	267,573
Total Component 4	1,545,048
5.1. Create and operate an institutional alliance consisting of executing agencies, local stakeholders of the project and external stakeholders (governmental and non governmental).	201,078
5.2. Identify lessons, potential sites, stakeholders and a timetable for execution of replication.	127,281
5.3. Support the implementation of replication activities in other sites with other stakeholders	281,509
Total Component 5	609,868
Grand Total	8,191,850

1.13 Non-GEF contribution

The total value of the non-GEF contribution amounts to US\$ 10,532,374. The sources of this contribution are shown below.

Non-GEF contribution by source

Contributing Institution	Amount
Adefor	300,000
Altropico	160,000
Aspaderuc	9,000
CAMAREN	150,000
Cedepas	91,000
CEPDIF Gavidia	160,000
Cepeser	12,000
CESA	100,000
CGIAB	100,000
CIP/Condesan	1,392,255
Consejo Cotopaxi	30,000
Conservation International	400,000
Corantioquia	298,380
Corpei	60,000
Corpoboyacá	63,939
Corpochivor	76,726
CVC	34,101
EcoCiencia	989,000
EcoPar	350,000

FAN	500,000
FAO-MAT	24,390
Fonag	135,000
Gobierno Cajamarca	20,800
Grupo Randi Randi	125,000
GTPL	29,000
GTZ Cuencas	400,000
ICAE	210,000
ICGH	133,200
MARN Merida	14,309
Moore Foundation (pending)	1,000,000
Probona	85,000
TNC	1,505,900
TMI	90,000
University of Amsterdam	1,326,000
UICN	98,000
ULA-CINVIV	230,000
University of Wisconsin	275,000
Vision Mundial	18,454
WWF	507,000
Total	10,503,454

Note: the confirmation from Moore Foundation is expected end of August. It has not been counted in the total for this table.

Non-GEF contribution by project component

Project Component	Amount
Component 1	4,594,594
Component 2	634,930
Component 3	854,496
Component 4	2,170,193
Component 5	2,249,241
TOTAL	10,503,454

1.14 Incremental Cost

75. The total estimated value of the baseline amounts to **US\$ 15,483,520**. The sum of all contributions to the GEF alternative (baseline + GEF + co-financing) totals **US\$ 34,178,823**. The difference between the alternative and the baseline amounts to **US\$ 18,695,304**, which represents the total incremental cost of assuring globally significant environmental benefits. This will be funded by a GEF contribution of **US\$ 8,191,850** and by non-GEF sources in the form of co-financing in the amount of **US\$ 10,503,454**. For further detail refer to the Incremental Cost Analysis in [Annex 2](#).

MONITORING, EVALUATION AND DISSEMINATION

76. General project progress will be monitored using annual reviews of impact and operation indicators. Monitoring will be continuous, involving data collection and assessment of the project's field implementation and will involve the Coordination Committee meeting periodically (four times per year) to agree and review operations and field implementation and assess whether new priorities require a shift in the project's implementation. The SC will meet once a year to assess the project's progress against planned outputs, to give

strategic directions to the implementation of the project and to ensure the necessary inter-agency coordination. Executing agency staff, the project coordinator and UNEP, will undertake regular field visits to the nine sites. Half year Progress Reports reflecting all aspects of project implementation will be prepared by the Projects' CCU and submitted to the SC for review and recommendations. Annual Project Reports will be prepared by the CCU and submitted to the SC through the implementing agency. These reports shall assess the performance of the project and the status of achievement of project outputs and their contribution to the relevant UNEP Strategic Results Framework Outcomes. The project will be subject to an external audit to be conducted by an internationally recognized organization or an independent auditor engaged by UNEP in consultation with the CONDESAN. The project shall be subject to two independent external evaluations during its lifetime (after three years and at the end of the project).

77. Within the first weeks of project execution, an **internal communication system** will be agreed upon and implemented to assure an efficient information flow among sites, components and stakeholders. At the PIS, stakeholders will meet regularly to agree on the development, the implementation and the financing of the PMP. They will elaborate quaternary reports in a standardized format that will be collected at central level and edited into a "Paramo newsletter" that will be distributed among all sites and stakeholders. Internally (among project executers) the intranet that started functioning during the PDF-B phase will continue to operate for the publication of progress reports, publication drafts, logframe tracking etc.

78. UNEP's logframe tracking tool will be applied to monitor the performance of project execution. The project presents indicators for immediate objectives and project outputs, including their means of verification, which are all included in the Logical Framework (see logframe matrix; [Annex 1](#)). Those responsible for data gathering of each verification tool are:

Indicator	Means of Verification	Responsible for data gathering	Comments
<i>Development goal</i>			
Conservation status in Paramo improved over baseline.	Assessment of <i>Polylepis</i> scrub, mires and cushion bogs in a selected series of sites at start and end of project	UCC in collaboration with international NGOs	Conservation status refers to diversity of plant and animal species, extension, connectivity. Relatively well known vegetation units will be monitored at a selected series of sites (PIS and others). Rapid assessments will be executed at the beginning of the project (baseline) and at the end. In this, member organizations will be involved to continue monitoring after the end of project
<i>Immediate objective</i>			
At the end of the project, the area without negative human impact has stabilized or is larger as compared to baseline, in all of the project intervention sites. ¹⁸	Conservation status maps (land use & biodiversity) of Paramo sites at start, mid term and end of project.	NEA	Baseline includes business as usual scenario (existing trends in human impact) which is established during PDF-B. Negative human impact refers to activities that involve large scale land use, fire, unsustainable biomass extraction, or advancement of agricultural frontier (encroachment). Detailed maps are available for most PIS; these will be standardized and updated at the beginning of the project.
At the end of the project, activities of low negative or positive impact on biodiversity are in execution in human intervened areas in at least two-thirds of the project intervention sites. ¹⁹	GEF & UNEP commissioned reviews	Condesan in coordination with external reviewers	Contracted external project review missions
At the end of the project, lessons from the project on Paramo management, policy	Progress reports of implementation of	NEA, after consultation with	Other sites are Paramo sites not covered by this project. NEA will communicate with site

¹⁸ Half time indicator: area without human impact stabilized.

¹⁹ Half time indicator: activities in execution in one third of PIS.

development, capacity building or information management, with help of external stakeholders and financial resources have been adopted in at least one other site per country.	management plans at project sites and others.	site coordinators	coordinators of PIS and other sites to receive progress reports on implementation at other scales and sites.
Component 1			
A participative management plan agreed by local stakeholders in all project intervention sites, three years after the start of the project.	Report on implementation of PMP Land use maps (year one, year two and end of project) of each site.	NEA together with site coordinators	PMP are considered processes that guide, implement and evaluate site management. A report documents this process.
At the end of the project, formal conservation agreements have initiated in at least half of the project intervention sites and in at least one site per country. ²⁰	Statements of conservation agreements.	NEA, after consultation with site coordinators	Agreements should comply with local norms that have strong social legitimacy even if they are not legal. Conservation agreements can be protected areas (any category recognized by local or national legislation) no-use agreement (refers to any size area where no direct use is allowed by common agreement).
At the end of the project, at least 20% of all production units (farms) of all project intervention sites are applying novel sustainable management practices. ²¹	Surveys among local stakeholders directed at their productive activities in year one, year three and end of project.	NEA	Novel productive activities are activities that were not locally present or fully developed at the site before the start of the project. "Sustainable management practices" refer to productive activities that (a) do not involve large scale land use, fire, unsustainable biomass extraction, or advancement of agricultural frontier; and (b) in areas below Paramo that explicitly reduce land use pressure in Paramo (e.g. intensification of livestock production in lower zones or ecotourism activities).
At the end of the project, at least 85% of all production units (farms) that apply novel sustainable management practices, have received a positive contribution (monetary and/or in-kind income, time savings; increased food security) ²²	Monitoring of direct and indirect contributions to household income in each project site by means of household surveys.	NEA	The contributions of the sustainable management practices to farmers well-being can be direct (monetary and in-kind income) and indirect (time savings; increased food security). The project will monitor these contributions to household income in each project site in order to have an early warning system, to be able to forecast increasing/decreasing rates of adoption of new practices as the project progresses and take corrective actions when necessary.
Component 2			
At each of the project intervention sites, policy instruments (economic, legislative, regulative) that assure the implementation of management plans have been agreed upon and implemented by local and regional stakeholders, three years after the start of the project.	Documentation on policy instruments at different levels (government decisions, external evaluation, etc.).	NEA	NEA will be in continuous contact with different governmental levels and document policy instruments
At the end of the project, in each of the four countries, at least two initiatives to implement participatory identified key policies to support conservation and sustainable use of Paramo are being conducted. ²³	Description of initiatives at national level to implement key policies	NEA and focal points	Initiatives refer to projects, programs or strategies to implement policies. NEA are in continuous contact with focal points that execute these initiatives.
At the end of the project, an international plan of action for Paramo has been accepted by the Andean Community and	Decision of CAN on plan of action for Paramo	CCU	The international plan of action includes synergies between international conventions and agreements. Through a collaboration agreement,

²⁰ Half time indicator: conservation agreements initiated in one site

²¹ Half time indicator: 5% of production units in PIS apply sustainable management practices.

²² Half time indicator: 33% receive a positive contribution.

²³ Half time indicator: Initiatives are identified

by the four countries' environmental authorities. ²⁴			the CCU will be in continuous contact with CAN to promote and evaluate strategies and plans.
Codes of conduct for relevant sectors established and functioning in at least two sectors (agriculture plus one more) at the end of the project	Survey of use of reference text with codes of conduct for relevant sectors	Technical adviser at CCU	Codes of conduct are technical guidelines for relevant sectors (agriculture, cattle raising, forestry, tourism, mining, public works, etc.) that adjust their activities in Paramo. Technical Adviser at CCU on policy development and policy instruments will coordinate the elaboration of the reference text and elaborate a survey on its use.
<i>Component 3</i>			
A representative set of members of the three main target groups of the training program have increased their capacity to sustainably manage Paramo by at least 50% (scorecard value) after participation in basic capacity program.	Pre and post evaluation of participants in capacity building programs with a tailor made scorecard.	Technical adviser at CCU	Technical Adviser at CCU on training, education and communication prepares and applies tailor made scorecard to participants in training program.
During the execution of the project, at least half of the participants in basic capacity programs have visited other Paramo areas and farmer communities to interchange experiences at Andean level.	Reports on visits to other areas by participants in training program	Technical adviser at CCU	Technical Adviser at CCU on training, education and communication documents reports of interchange of participants in training programs in logbook.
Identified experiences in Paramo management with positive environmental impact have been included or strengthened in daily practice of at least half of the participants in basic capacity programs during the project ²⁵	Target groups survey (start, mid term and end of project) about the application of evaluated experiences	Technical adviser at CCU	Experiences with positive environmental impact originate from local and traditional knowledge and best lessons learned with innovative practices. Technical Adviser at CCU on training, education and communication develops and executes target group surveys.
<i>Component 4</i>			
At the end of the project, at least 27 education centers, related to the project intervention sites have included formal and non-formal education projects and activities on the Paramo ecosystem. ²⁶	Pre and post evaluation of participants in environmental education programs (scorecard)	Technical adviser at CCU	Education centers are at primary, secondary and superior level. Non formal education refers to education that is not part of formal curriculum. Technical Adviser at CCU on training, education and communication prepares and applies tailor made scorecard to participants in environmental education program
At the end of the project, a representative set of rural and urban population related to Paramo has increased their knowledge of Paramo ecology and management by at least 50% (scorecard value) ²⁷ .	Target groups survey (start, mid term and end of project) about use of information.	Technical adviser at CCU	Technical Adviser at CCU on training, education and communication develops and executes target group surveys.
Selected groups of key decision makers have been provided with information responding to their identified demands during the project.	Target group surveys	CCU	Key decision makers include central governments, donors, conservation and development project managers, farmer groups, etc.
At the end of the project, the Paramo Information Mechanism is fully connected to Clearing House Mechanisms in the Andean countries.	Survey of use of Paramo Information Mechanism at year three and end of project, including monthly count of hits on website	CCU	CCU as administrator of Paramo Information mechanism develops and executes surveys on use of PIM.
<i>Component 5</i>			
An institutional alliance consisting of executing agencies and local stakeholders of the project and external stakeholders, have adopted a commonly designed	Minutes of meetings of institutional alliances.	CCU and NEA	CCU (international) and NEA (national) are members of institutional alliances and will take care of elaboration and provision of minutes of meetings.

²⁴ Half time indicator: International plan of action designed

²⁵ Half time indicator: 10% of participants included experiences.

²⁶ Half time indicator: 10 education centres.

²⁷ Half time indicator: 10% of population.

have adopted a commonly designed strategy consisting of (1) lessons identified, (2) a list of potential sites and stakeholders, and (3) an execution timetable for replication	Interinstitutional agreements on replication strategy.	CCU and NEA	CCU (international) and NEA (national) will document agreements on replications strategy
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79. The dissemination of the results, experience and publications of the project is guaranteed by the communication and information component: all other components will provide the deliverables to be used in environmental education, public awareness raising, communication to decision makers and the databases in the PIM. Special attention will be paid to the dissemination of experiences to other Paramo areas and management levels in the replication component.

SECTION 3: WORK PLAN AND TIMETABLE, BUDGET AND FOLLOW UP

3.1 Work plan and Time table

A detailed operational work plan and timetable can be found in Annexes 2A and 2B.

3.2 Budget

Detailed budget following the UNEP format can be found in Annex 1A of this document.

3.3 Follow up

The project also includes a replication mechanism that will be self-sustaining after project termination date. The project includes mechanisms for the monitoring of project impact after project termination date. UNEP/GEF will have access to this information so as to be able to feed its results into other projects. No other follow-up action is envisaged.

SECTION 4 - INSTITUTIONAL FRAMEWORK AND EVALUATION

4.1 Institutional Framework

The project will be executed by CONDESAN in collaboration with UNEP and National, Regional and International Partners. UNEP, as the GEF Implementing Agency, will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP and GEF-funded activities. The UNEP/DGEF Co-ordination will monitor implementation of the activities undertaken during the execution of the project. The UNEP/DGEF Co-ordination will be responsible for clearance and transmission of financial and progress reports to the Global Environment Facility. UNEP retains responsibility for review and approval of the substantive and technical reports produced in accordance with the schedule of work.

Prior to contracts, sub-contracts, or letters of agreement being entered into by CONDESAN, CONDESAN will submit to UNEP/DGEF Coordination copies of all these documents. Within ten working days, UNEP/DGEF Coordination will review, provide guidance and give CONDESAN substantive clearance on the technical content of these contracts, sub-contracts and letters of agreement.

Through subcontracts, CONDESAN will delegate the execution of the components at local and national level to the national executing agencies (NEA). The NEA are Instituto de Ciencias Ambientales y Ecológicas, University of Los Andes (ICAE-ULA)-Venezuela, Instituto Alexander von Humboldt-Colombia, EcoCiencia-Ecuador and The Mountain Institute-Peru (TMI-Peru). The NEAs are responsible for the institutional coordination and the execution of the project activities at national and local level, for which they receive assistance of CONDESAN and the technical advisers. Each NEA will perform country coordination in their respective countries and will contract local organizations/institutions for the execution of component one (site management). Together with these organizations, care will be taken that activities at the PIS are executed with broad local participation. The University of Amsterdam and The University of Wisconsin provide technical assistance to the transversal investigation activities. The Central Coordination Unit and one representative of each NEA constitute the Coordination Committee that is in continuous contact about project execution. The entire project will be supervised by a steering committee (SC), consisting of the task manager of UNEP, the coordinator of CONDESAN, the project director, the directors (or their representatives) of the NEA, and the Environment Commissioner of CAN.

A Steering Committee will oversee the overall execution of the project objectives. The Steering Committee will be comprised of representatives from the executing agencies in each participating country as well as from the regional consortium CONDESAN, the University of Amsterdam, the University of Wisconsin; and UNEP. CONDESAN will act as the manager of funds provided by the GEF and other cofunders. The Steering Committee will meet once per year, during the entire project execution.

The coordination committee is the group of people that will actually lead the project design process on a day-to-day basis. This committee will be composed of the contact persons of each agency who are continuously involved with the execution of the project. The coordination committee will be in regular (electronic) and will meet personally four times per year (two times together with steering committee).

The Central Coordination Unit is the central office of the project with offices both in Quito and at CONDESAN in Lima. This unit will maintain contacts with all other levels of the execution and implementation of the project. They will execute all activities at international level, coordinate and support the execution of activities at national level and oversee the regional approach of the project. The CCU will furthermore contract consultants, subcontractors, elaborate technical and financial reports, etc. In the recruitment of all senior project personnel, a selection panel/committee consisting of representatives from CONDESAN and UNEP/DGEF will

conduct the evaluation of the candidates, and based on the recommendations of the panel/committee, CONDESAN will issue contracts, whose terms and conditions will be cleared by the panel.

All correspondence regarding substantive and technical matters should be sent to:

At: CONDESAN

Hector Cisneros
Coordinator
Consorcio Para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN)
c/o International Potato Center
Av. La Molina 1895, La Molina
P.O. Box 1558, Lima 12, PERU
Telf. (51-1) 3175313
Fax. (51-1) 3175326
Email: h.cisneros@cgiar.org

With a copy to:

Coordinator
Proyecto Páramo Andino
Consorcio Para el Desarrollo Sostenible de la Ecorregión Andina
(CONDESAN)
Centro Internacional de la Papa / International Potato Center
Casilla 17-21-1977
Quito - Ecuador
Telephone: 593-2-2690362/63
Fax: 593-2-2692604

At UNEP:

Mr. Gabriel Labbate
Coordinador Regional, PNUMA/GEF
Programa de las Naciones Unidas para el Medio Ambiente
Oficina Regional para América Latina y el Caribe
Blvd. de los Virreyes 155, Lomas de Virreyes
CP 11000 México, D.F., MEXICO
Tels.: (+52-55) 5202-6394 y 5202-4841, ext. 316
Fax: (+52-55) 5202-0950
Gabriel.Labbate@pnuma.org

With a copy to:

Mr. Ahmed Djoghla
Director
UNEP/Division of GEF Coordination
P.O. Box 30552
Nairobi, Kenya
Telephone: (+254) 20 624166
Fax: (+254) 20 624041

e-mail: ahmed.djoghaf@unep.org

All correspondence regarding financial and administrative matters should be addressed to:

At: CONDESAN

Mr. Carlos Alonso
Chief Financial Officer
International Potato Center
Av. La Molina 1895, La Molina
P.O. Box 1558, Lima 12, PERU
e-mail: cip-cfo@cgiar.org
Telf. (51-1) 3175310
Fax. (51-1) 3175326

With a copy to:

Elias J. Mujica
Deputy Coordinator
Consorcio Para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN)
C/o International Potato Center
Av. La Molina 1895, La Molina
P.O. Box 1558, Lima 12, PERU
Telf. (51-1) 3175313
Fax. (51-1) 3175326
Email: e.mujica@cgiar.org

At UNEP:

Mr. David G. Hastie
Chief, Budget and Financial Management Service
UNON
P.O. Box 30552
Nairobi, Kenya
Tel: (254) 20 623831
Fax: (254) 20 623755

With a copy to:

Ms. Elaine King
Fund Management Officer
UNEP/Division of GEF Coordination
P.O. Box 30552
Nairobi, Kenya
Telephone: (+254) 20 624605
Fax: (+254) 20 624041
Email: elaine.king@unep.org

4.2 Evaluation

Project Monitoring and Evaluations processes are detailed as follows:

- Section 2, paragraphs 76-78
- Annex 11.1 Logical Framework matrix

Every year, UNEP/DGEF Coordination will undertake a desk evaluation to measure the degree to which the objectives of the project have been achieved using the format provided in Annex 8. This will be in addition to the standard mid-term and final evaluations of the project per UNEP procedures as well as supervision missions conducted by the UNEP Task Manager and/or UNEP Fund Management Officer.

SECTION 5: MONITORING AND REPORTING

5.1 Management Reports

5.1.1 Progress Reports

Within 30 days of the end of the reporting period, CONDESAN shall submit to UNEP/DGEF Coordination, using the formats given in Annex 6A, Half-yearly Progress Reports as at 30 June and 31 December.

The Inventory of Outputs/Services should be submitted with all Progress Reports and the Terminal report. The report is due within 30 days of the end of the each 6 months period when submitted with the Progress Reports or within 60 days of the completion of the project when submit with the Terminal report. The format for the report is given in Annex 6B.

5.1.2. Terminal Reports

Within 60 days of the completion of the project, CONDESAN will submit to UNEP a Terminal Report detailing the activities taken under the project, lessons learned and any recommendations to improve the efficiency of similar activities in the future, using the format provided in Annex 7.

5.2 Substantive Reports

At the appropriate time, CONDESAN will submit to UNEP three copies in draft of any substantive project report(s) and, at the same time, inform UNEP of its plans for publication of that text. UNEP will give CONDESAN substantive clearance of the manuscript, indicating any suggestions for change and such wording (recognition, disclaimer, etc.) as it would wish to see figure in the preliminary pages or in the introductory texts.

It will equally consider the publishing proposal by CONDESAN and will make comments thereon as advisable. It may request CONDESAN to consider a joint imprint basis. Should CONDESAN be solely responsible for publishing arrangements, UNEP will nevertheless receive 10 free copies of the published work in each of the agreed languages, for its own purposes

Both the cover and the title page of all substantive reports will carry the logos of UNEP and GEF (if they are issued as publications) and the title “United Nations Environment Programme” and “Global Environment Facility” together with that of CONDESAN, and wherever applicable, those of supporting organizations publishing the report.

5.3 Financial Reports

CONDESAN shall submit to UNEP quarterly project expenditure accounts and final accounts for the project, showing amount budgeted for the year, amount expended, separated for each quarter, since the beginning of the year as follows:

- (i) Details of project expenditures will be reported on a project-by-project basis, in line with project budget codes as set out in the project document, as at 31 March, 30 June, 30 September and 31 December. All expenditure accounts will be dispatched to UNEP within 30 days of the end of the quarter to which they refer, certified by a duly authorized official of CONDESAN.

- (ii) In addition, the total expenditure incurred during the year ending 31 December, certified by a duly authorized official of CONDESAN, should be reported in an opinion by a recognized firm of public accountants. The year-end expenditure report should be dispatched to UNEP/DGEF Coordination within 180 days, i.e. 30 June. In particular, the auditors should be asked to report whether, in their opinion:
 - ◆ Proper and accurate books of account and records have been maintained;
 - ◆ All project expenditures are supported by vouchers and adequate documentation;
 - ◆ Expenditures have been incurred in accordance with the objectives outlined in the project document.
 - ◆ The expenditure reports provide a true and fair view of the financial condition and performance of the project.
- (iii) Within 180 days of the completion of the project, CONDESAN will supply UNEP with a final statement of account in the same format as for the quarterly statement containing signatures and audit opinion as required by (ii) above. If requested, CONDESAN shall facilitate an audit (by United Nations Board of Auditors and/or the Audit Service) of the accounts of the project.
- (iv) Any portion of cash advances remaining unspent or uncommitted by CONDESAN on completion of the project will be reimbursed to UNEP within one month of the presentation of the final statement of accounts. In the event that there is any delay in such disbursements, CONDESAN will be financially responsible for any adverse movement in the exchange rates.
- (iv) Within 30 days of the reporting period, CONDESAN shall transmit to UNEP/GEF Coordination Office, prepared by project partner institutions, a yearly cofinancing report for the project using the format provided in Annex 1C showing:
 - (a) Amount of cofinancing realized compared to the amount of cofinancing committed at the time of project approval.
 - (b) Cofinancing reporting by source and by type.
 - ◆ Sources include the agency's own cofinancing, government cofinance (counterpart commitments), and contributions mobilized for the project from other agencies, NGOs, the private sector, and beneficiaries.
 - ◆ Types of cofinance include grants, committed in-kind support and other specified types. In-kind resources are required to be:
 - dedicated uniquely to the GEF project,
 - valued as the lesser of the cost and the market value of the required inputs they provide for the project, and
 - monitored with documentation available for any evaluation or project audit.

5.3 Terms and Conditions

5.3.1 Non-Expendable Equipment

CONDESAN will maintain records of non-expendable equipment (items costing \$ 1,500 or more) as well as items of attraction such as pocket calculators, cameras, computers, printers, etc. purchased with UNEP funds (or with Trust Funds or Earmarked Funds administered by UNEP) and will submit an inventory of all such equipment to UNEP once a year, (following the format at Annex 4 and attached to the half yearly progress report), indicating description, serial no. (if any), date of purchase, original cost, present condition, location of

each item. A duly authorized official of CONDESAN will complete the report using the format in Annex 4, and should physically verify the inventory.

Within 60 days of completion of the project, CONDESAN shall submit a final inventory of all non expendable equipment purchased under this project following the format in annex 4, and attached to the half yearly progress report), indicating description, serial no.(if any), date of purchase, original cost, present condition, location of each item together with the proposal for the disposal of the said equipment.

Non-expendable equipment purchased with funds administered by UNEP remains the property of UNEP until its disposal is authorised by UNEP, in consultation with CONDESAN. CONDESAN shall be responsible for any loss or damage to equipment purchased with UNEP funds. The proceeds from the sale of equipment, (duly authorised by UNEP) shall be credited to the accounts of UNEP, or of the appropriate Trust Fund or Earmarked Funds.

5.3.2 Responsibility for Cost Overruns

Any cost overrun (expenditure in excess of the amount budgeted in each budget sub-line) shall be met by the organisation responsible of authorising the expenditure, unless written agreement has been received in advance from UNEP. In cases where UNEP has indicated its agreement to a cost overrun in a budget sub-line to another, or to increase the total cost to UNEP, a revision to the project document amending the budget should be issued by UNEP.

5.3.3 Claims by Third Parties against UNEP

CONDESAN shall be responsible for dealing with any claims which may be brought by third parties against UNEP and its staff, and shall hold UNEP and its staff non-liaible in case of any claims or liabilities resulting from operations carried out by CONDESAN under this project document, except where it is agreed by CONDESAN and UNEP that such claims or liabilities arise from gross negligence or willful misconduct of the staff of UNEP.

5.3.4 Cash Advance Requirements

Initial cash advance of US\$ 283.083 will be made upon signature of the project document by both parties and will cover expenditures expected to be incurred by CONDESAN during the first three months of the project implementation. Subsequent advances are to be made quarterly, subject to:

- (i) Confirmation by CONDESAN at least two weeks before the payment is due, that the expected rate of expenditure and actual cash position necessitate the payment, including a reasonable amount to cover "lead time" for the next remittance; (see format of request in Annex 3) and
- (ii) The presentation of:
 - a satisfactory financial report showing expenditures incurred for the past quarter, (format in Annex 4) under each project activity and
 - timely and satisfactory progress reports on project implementation.

Requests for subsequent cash advances should be made using the standard format provided in Annex 3.

5.3.5 Amendments

The Parties to this project document shall approve any modification or change to this project document in writing.

5.3.6 Terrorism Finance Provisions

The United Nations Security Council Resolution 1373 of 28 September 2001 on the fight against terrorism shall be adhered to by the Executing Agency, failure to which shall without prejudice to other legal actions, lead to the immediate cancellation of the project.

ANNEX 1A – BUDGET IN UNEP FORMAT

Conservation of the Biodiversity of the Paramo in the Northern and Central Andes (pyecto Paramo Andino)

		2005 US\$	2006 US\$	2007 US\$	2008 US\$	2009 US\$	2010 US\$	2011 US\$	Total US\$
10	PROJECT PERSONNEL COMPONENT								
1100	Project Personnel								
1101	General Coordinator	14,850	59,400	59,400	59,400	59,400	59,400	44,550	356,400
1102	Coordination assistance site management	4,950	19,800	19,800	19,800	19,800	19,800	14,850	118,800
1103	Andean level adviser investigation		29,700	39,600	9,900				79,200
1104	Andean level adviser policy development	1,650	19,800	19,800	19,800	19,800	18,150		99,000
1105	Andean level adviser training and communication	3,300	39,600	39,600	39,600	36,300			158,400
1106	Coordination assistance replication	2,475	9,900	9,900	9,900	9,900	9,900	7,425	59,400
1199	Total	27,225	178,200	188,100	158,400	145,200	107,250	66,825	871,200
1200	Consultants								
1201	Consultancy for the identification of legal and economic instruments		30,000	30,000					60,000
1202	Consultancy for páramo conservation strategies	16,500	16,500						33,000
1203	Consultancy for plan of action for CAN			12,500	12,500				25,000
1204	Consultancy for the identification of codes of conduct of different sectors				20,000	20,000			40,000
1299	Total	16,500	46,500	42,500	32,500	20,000	0	0	158,000
1300	Administrative support								
1301	Secretary	4,375	10,500	10,500	10,500	10,500	10,500	6,125	63,000
1302	Administration	4,375	10,500	10,500	10,500	10,500	10,500	6,125	63,000
1399	Total	8,750	21,000	21,000	21,000	21,000	21,000	12,250	126,000
1600	Travel on official business (above staff)								
1601	Coordination travels & per diem	9,222	22,133	22,133	22,133	22,133	22,133	12,911	132,800
1699	Total	9,222	22,133	22,133	22,133	22,133	22,133	12,911	132,800
1999	Component Total	61,697	267,833	273,733	234,033	208,333	150,383	91,986	1,288,000

20 SUB-CONTRACT COMPONENT

2200	Sub-contracts (MoU's/LA's for non-profit supporting organizations)								
2201	Condesan	2,753	18,468	31,277	35,527	23,625	17,742	12,908	142,300
2202	ICAE	37,136	197,690	264,520	276,379	250,143	168,515	53,979	1,248,363
2203	IAvH	49,315	248,937	332,506	339,696	306,581	209,945	57,381	1,544,363
2204	EcoCiencia	56,110	275,686	360,738	352,264	316,726	217,023	57,148	1,635,696
2205	TMI	42,745	217,415	303,152	318,624	290,068	202,900	56,124	1,431,029
2206	UvA	1,750	18,628	46,884	48,550	48,550	22,388	5,250	192,000
2207	Uwisc	1,750	18,628	46,884	48,550	48,550	22,388	5,250	192,000
2208	InfoAndina	3,917	15,667	15,667	15,667	15,667	15,667	11,750	94,000
2299	Total	195,475	1,011,119	1,401,628	1,435,258	1,299,912	876,567	259,791	6,479,750
2999	Component Total	195,475	1,011,119	1,401,628	1,435,258	1,299,912	876,567	259,791	6,479,750

40 EQUIPMENT & PREMISES COMPONENT

4100	Expendable equipment (items under \$1,500 each)								
4101	Office supplies	1,500	3,600	3,600	3,600	3,600	3,600	2,100	21,600
4199	Total	1,500	3,600	3,600	3,600	3,600	3,600	2,100	21,600
4200	Non-expendable equipment (computers, office equip, etc)								
4201	Office equipment	1,000	2,400	2,400	2,400	2,400	2,400	1,400	14,400
4299	Total	1,000	2,400	2,400	2,400	2,400	2,400	1,400	14,400
4300	Premises (office rent, maintenance of premises, etc)								
4301	Office rent	2,000	4,800	4,800	4,800	4,800	4,800	2,800	28,800
4302	Reception & general service	500	1,200	1,200	1,200	1,200	1,200	700	7,200
4399	Total	2,500	6,000	6,000	6,000	6,000	6,000	3,500	36,000
4999	Component Total	5,000	12,000	12,000	12,000	12,000	12,000	7,000	72,000

50 MISCELLANEOUS COMPONENT

5100	Operation and maintenance of equip.								
5101	Rental & maint. of computer equip.	500	1,200	1,200	1,200	1,200	1,200	700	7,200
5104	Rental & maint. of other office equip	250	600	600	600	600	600	350	3,600
5105	Rental of meeting rooms & equip.	500	1,200	1,200	1,200	1,200	1,200	700	7,200
5199	Total	1,250	3,000	3,000	3,000	3,000	3,000	1,750	18,000
5200	Reporting costs (publications, maps, newsletters, printing, etc)								
5201	Publications for capacity building programme	1,043	12,522	12,522	12,522	9,391			48,000

5202	Publications for education programme		865	2,809	2,880	2,232	214		9,000
5203	Publications for communication campaign		4,223	4,607	4,607	4,607	3,455		21,500
5299	Total	1,043	17,610	19,938	20,009	16,230	3,670	0	78,500
5300	Sundry (communications, postage, freight, clearance charges, etc)								
5301	Communications	1,125	2,700	2,700	2,700	2,700	2,700	1,575	16,200
5302	Postage	250	600	600	600	600	600	350	3,600
5303	Messaging	250	600	600	600	600	600	350	3,600
5399	Total	1,625	3,900	3,900	3,900	3,900	3,900	2,275	23,400
5400	Hospitality and entertainment								
5401	Hospitality and entertainment	125	300	300	300	300	300	175	1,800
5499	Total	125	300	300	300	300	300	175	1,800
5500	Evaluation (consultants fees/travel/DSA, admin support, etc)								
5501	Steering committee meetings	6,000	12,000	12,000	12,000	12,000	12,000	6,000	72,000
5502	Coordination committee meetings	9,200	18,400	18,400	18,400	18,400	18,400	9,200	110,400
5503	Evaluation missions				12,000			12,000	24,000
5504	Audit	1,667	4,000	4,000	4,000	4,000	4,000	2,333	24,000
5599	Total	16,867	34,400	34,400	46,400	34,400	34,400	29,533	230,400
5999	Component Total	20,910	59,210	61,538	73,609	57,830	45,270	33,733	352,100
99	GRAND TOTAL	283,083	1,350,162	1,748,899	1,754,901	1,578,075	1,084,220	392,510	8,191,850

ANNEX 1B – BUDGET BY PROJECT COMPONENT ACTIVITY

Activities	GEF
1.1. Inter-sectoral Implementation Units, including local stakeholders, develop participatory management plans.	819,893
1.2. Fill knowledge gaps to support the decision making of land use activities in management plans.	501,046
1.3. Execute projects for the protection of well-conserved areas and the recuperation of degraded areas	1,184,291
1.4. Execute projects that guarantee and enhance income to the local inhabitants of project sites by sustainable production.	829,003
Total Component 1	3,334,233
2.1. Develop and implement a policy, legislative and regulatory framework in all project intervention sites.	453,348
2.2. Develop and promote policy instruments (economical, legislative, regulative) that assure the implementation of management plans.	391,943
2.3. Develop and negotiate an Action Plan for the conservation of Paramo at Andean level, within the framework of Decision 523.	143,712
2.4. Within national institutional platforms, identify key policies to support conservation and sustainable use of Paramo and execute project for their implementation.	449,428
2.5. Develop and promote codes of conduct for relevant sectors (agriculture, tourism, mining, public works, etc.).	104,518
Total Component 2	1,542,950
3.1. Develop and execute, with participations of key actors, a training program directed towards the main and complementary target groups of the project, in fundamental aspects of Paramo management, which includes ancestral, traditional and local knowledge, and participatory action research techniques.	859,238
3.2. Execute a program for identification, compilation and interchange of experiences at local, national and Andean level.	300,513
Total Component 3	1,159,751
4.1. Develop and execute a formal environmental education program directed to students and teachers of the educational institutions of Paramo areas.	519,481
4.2. Develop and execute a non-formal environmental education program dedicated to local stakeholders in Paramo areas.	136,685
4.3. Execute a public awareness campaign about the conservation and sustainable use of Paramo.	198,643
4.4. Collect and analyze adequate information to support decision making in Paramo.	422,666
4.5. Create and administrate a Paramo Information Mechanism on Andean level	267,573
Total Component 4	1,545,048
5.1. Create and operate an institutional alliance consisting of executing agencies, local stakeholders of the project and external stakeholders (governmental and non governmental).	201,078
5.2. Identify lessons, potential sites, stakeholders and a timetable for execution of replication.	127,281
5.3. Support the implementation of replication activities in other sites with other	281,509

stakeholders	
<i>Total Component 5</i>	<i>609,868</i>
Grand Total	8,191,850

ANNEX 1C: FORMAT FOR REPORT ON CO-FINANCING

Project Number:	{Insert IMIS Project Number}						
Title of Project:	{Insert Exact Title of Project}						
Executing Agency:	{Insert Name of Executing Agency}						
Project Duration:	From:	{Insert Date}		To:	{Insert Date}		
Report as at:	Date:	{Insert Date}					
Initial Sources of Co-finance:	Cash Contributions:			In-kind Contributions:			Comments:
	Original budget (as at approval time)	Latest Revised Budget	Received to date	Original budget (as at approval time)	Latest Revised Budget	Received to date	
Additional co-finance: (not identified at the initial time of GEF approval:							
Total							

Name:

{Insert Name of Duly Authorized Person}

Date:

{Insert Date}

Title:

{Insert Title of the Duly Authorized Person}

NB: All amounts in US dollars.

ANNEX 2A: PRELIMINARY TIMETABLE APPROVED BY THE GEF

Year	1				2				3				4				5				6			
Quarter	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
1.1. Development participatory management plans.																								
1.2. Fill knowledge gaps																								
1.3. Execute conservation projects																								
1.4. Execute development projects.																								
2.1. Develop policy, framework																								
2.2. Develop policy instruments																								
2.3. Develop Action Plan for CAN																								
2.4. Identify key policies.																								
2.5. Develop codes of conduct																								
3.1. Training program																								
3.2. Experience interchange program																								
4.1. Formal environmental education program																								
4.2. Non-formal environmental education program																								
4.3. Public awareness campaign																								
4.4. Collect and analyze adequate information																								
4.5. Páramo Information Mechanism																								
5.1. Create and operate an institutional alliance																								
5.2. Identify replication strategy																								
5.3. Support the implementation of replication activities																								

ANNEX 2B: DETAILED WORKPLAN

Year	Execution in year 1(months)												Execution in year 2-6 (trimesters)																			
	1												2				3				4				5				6			
Month-trimester	1	2	3	4	5	6	7	8	9	10	11	12	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
1.1. Inter-Sectoral Implementation Units, including local stakeholders, develop participatory management plans.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																
1.2. Fill knowledge gaps to support the decision making of land use activities in management plans.							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
1.3. Execute projects for the protection of well-conserved areas and the recuperation of degraded areas															X	X	X	X	X	X	X	X	X	X	X	X	X	X				
1.4. Execute projects that guarantee and enhance income to the local inhabitants of project sites by sustainable production.															X	X	X	X	X	X	X	X	X	X	X	X	X	X				
2.1. Develop and implement a policy, legislative and				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				

[illegible]

2.5. Develop and promote codes of conduct for relevant sectors (agriculture, tourism, mining, public works, etc.).																		X	X	X	X	X	X	X	X	X	X	X						
3.1. With participation of key actors, develop and execute a training program directed towards the main and complementary target groups of the project.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X											
3.2. Execute a program for identification, compilation and interchange of experiences at local, national and Andean level.															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
4.1. Develop and execute a formal environmental education program directed at students and teachers of the educational institutions of páramo areas.											X	X	X	X	X	X	X	X	X	X	X	X												

4.2. Develop and execute a non-formal environmental education program dedicated to local stakeholders in páramo areas.															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
4.3. Execute a public awareness campaign about the conservation and sustainable use of páramo.				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
4.4. Collect and analyze adequate information to support decision making in páramo.											X	X	X	X	X	X	X	X	X	X	X	X	X	X											
4.5. Create and administrate a Páramo Information Mechanism at Andean level															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.1. Create and operate an institutional alliance consisting of executing agencies, local stakeholders of the project and external stakeholders .		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.2. Identify lessons, potential sites,															X	X	X	X	X	X															

[illegible]

										Execution in year 1 (months)												Execution in year 2-6 (trimesters)																			
Year										1								2				3				4				5				6							
Month-trimester	1	2	3	4	5	6	7	8	9	10	11	12	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
1.1. Inter-Sectoral Implementation Units, including local stakeholders, develop participatory management plans.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																									
1.2. Fill knowledge gaps to support the decision making of land use activities in management plans.							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X											
1.3. Execute projects for the protection of well-conserved areas and the recuperation of degraded areas															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
1.4. Execute projects that guarantee and enhance income to the															X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									

[illegible]

[illegible]

[illegible]

[illegible]

Year	Who?	Where?	Budget
Month-trimester			
1.1. Inter-Sectoral Implementation Units, including local stakeholders, develop participatory management plans.	AEN	Sites	819,893
1.2. Fill knowledge gaps to support the decision making of land use activities in management plans.	AEN, supported by universities (research)	Sites	501,046
1.3. Execute projects for the protection of well-conserved areas and the recuperation of degraded areas	AEN	Sites	1,184,291
1.4. Execute projects that guarantee and enhance income to the local inhabitants of project sites by sustainable production.	AEN	Sites	829,003
2.1. Develop and implement a policy, legislative and regulatory framework at different governmental levels, to support the implementation of management plans.	AEN, supported by Condesan (consultancy)	Local, national, andean	453,348

2.2. Develop and promote policy instruments (economical, legislative, regulative) that assure the implementation of management plans.	AEN, supported by Condesan (consultancy)	Local, national, andean	391,943
2.3. Develop and negotiate an Action Plan for the conservation of páramo at Andean level, within the framework of Decision 523.	Condesan	Andean	143,712
2.4. Within national institutional platforms, identify key policies to support conservation and sustainable use of páramo and conduct initiatives for their implementation.	AEN, supported by Condesan (research)	National	449,428
2.5. Develop and promote codes of conduct for relevant sectors (agriculture, tourism, mining, public works, etc.).	Condesan	Andean	104,518
3.1. With participation of key actors, develop and execute a training program directed towards the main and complementary target groups of the project.	AEN, supported by Condesan (materials)	Sites, local, national	859,238

3.2. Execute a program for identification, compilation and interchange of experiences at local, national and Andean level.	AEN	Sites, local, national, andean	300,513
4.1. Develop and execute a formal environmental education program directed at students and teachers of the educational institutions of páramo areas.	AEN, supported by Condesan (materials)	Sites, local	519,481
4.2. Develop and execute a non-formal environmental education program dedicated to local stakeholders in páramo areas.	AEN, supported by Condesan (materials)	Sites, local	136,685
4.3. Execute a public awareness campaign about the conservation and sustainable use of páramo.	AEN and Condesan	Local, national, andean	198,643
4.4. Collect and analyze adequate information to support decision making in páramo.	Condesan, supported by universities and AEN	Sites, andean	422,666
4.5. Create and administrate a Páramo Information Mechanism at Andean level	CONDESAN, supported by AEN (national level)	National, andean	267,573

5.1. Create and operate an institutional alliance consisting of executing agencies, local stakeholders of the project and external stakeholders .	AEN and Condesan	Local, national, andean	201,078
5.2. Identify lessons, potential sites, stakeholders and a timetable for execution of replication.	AEN and Condesan	Local, national, andean	127,281
5.3. Support the implementation of replication activities in other sites with other stakeholders	AEN and Condesan	Local, national, andean	281,509
			8,191,850

ANNEX 3: FORMAT FOR CASH ADVANCE STATEMENT

Cash advance statement

Statement of cash advance as at

And cash requirements for the quarter of

Name of Supporting organization CONDESAN

Project No.

Project title Conservation of the Biodiversity of the Paramo in the Northern and Central Andes (*Proyecto Paramo Andino*)

I. CASH STATEMENT

1. Opening cash balance as at: . US\$

2. Add: cash advances received:

Date	Amount
.....	US\$
.....	US\$

3. Total cash advanced to date US\$

4. Less: total cumulative expenditures incurred US\$

5. Closing cash balance as at: US\$

II. CASH REQUIREMENTS FORECAST

6. Estimated disbursements for quarter ending US\$

7. Less: closing cash balance (see item 5, above) US\$

8. Total cash requirements for the quarter US\$

Prepared by _____ Request approved by _____

Duly authorised official of supporting organisation

**ANNEX 4: INVENTORY OF NON-EXPENDABLE EQUIPMENT PURCHASED AGAINST
UNEP PROJECTS**

UNIT VALUE US\$1 500, AND ABOVE AND ITEMS OF ATTRACTION

As at _____

Project No. _____

Project Title _____

Implementing Agency: _____

Internal/SO/CA (UNEP use only) _____

FPMO (UNEP) use only) _____

Description	Serial No.	Date Purchase	of	Original Price (US\$)	Present Condition	Locati

The physical verification of the items was done by:

Name: _____

Signature: _____

Title: _____

Date: _____

ANNEX 5 : FORMAT OF QUARTERLY PROJECT EXPENDITURE ACCOUNTS FOR SUPPORTING ORGANIZATIONS

Quarterly project statement of allocation (budget), expenditure and balance (Expressed in US\$)
covering the period

..... to
.....

Project No.Supporting Organization

Project title:

Project commencing: (date) Project ending: (date)

Object of expenditure by UNEP budget code	Project budget allocation for year.....		Expenditure incurred			
			for the quarter		Cumulative expenditures this ye:	
	m/m (1)	Amount (2)	m/m (3)	Amount (4)	m/m (14)	Amount (6)
1100 Project personnel						
1101						
1200						
1201 Consultants						
1202						
1203						
1204						
1205						
1300 Administrative support						
1301						
1302						
1600 Travel						
1601						
1602						
1603						
3100 Fellowships						
3203						
3104						
3200 Group training						
3201						
3300 Fellowships						
3301						
4100 Expendable equipment						
4101						
4102						
4103						
5200 Reporting costs						
5201						

5202								
5203								
5204								
5300 Sundry								
5301								
5302								
5500								
5501 Consultant Evaluation								
99 GRAND TOTAL								

Signed: _____

Duly authorized official of supporting organization

NB: The expenditure should be reported in line with the SPECIFIC OBJECT of expenditures as per project budget

ANNEX 6A: Format for UNEP Half-yearly Progress Report

As at 30 June and 31 December

(Please attach a current inventory of outputs/Services when submitting this report)

1. Background Information

1.1 Project Number:

1.2 Project Title:

1.3 Division/Unit:

1.4 Coordinating Agency or Supporting Organization (if relevant):

1.5 Reporting Period (the six months covered by this report):

1.6 Relevant UNEP Programme of Work (2002-2003) Subprogramme No:

1.7 Staffing Details of Cooperating Agency/ Supporting Organization (Applies to personnel / experts/ consultants paid by the project budget):

Functional Title	Nationality	Object of Expenditure (1101, 1102, 1201, 1301 etc..)

1.8 Sub-Contracts (if relevant):

Name and Address of the Sub-Contractee	Object of expenditure (2101, 2201, 2301 etc.)

2. Project Status

2.1 Information on the delivery of outputs/services

	Output/Service (as listed in the approved project document)	Status (Complete/ Ongoing)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
1.				
2.				
3.				

2.2 If the project is not on track, provide reasons and details of remedial action to be taken:

3. Discussion acknowledgment

Project Coordinator's General Comments/Observations	First Supervising Officer's General Comments
<u>Name:</u> _____ <u>Date:</u> _____ <u>Signature:</u> _____	<u>Name:</u> _____ <u>Date:</u> _____ <u>Signature:</u> _____

ANNEX 6B:FORMAT FOR INVENTORY OF OUTPUTS/SERVICES

ATTACHMENT TO ANNEX 6A

a) Meetings (UNEP-convened meetings only)

No	Meeting Type (note 4)	Title	Venue	Dates	Convened by	Organized by	# Participants	of	List attached Yes/No	Report i as doc no
1.										
2.										
3.										

List of Meeting Participants

No.	Name of the Participant	Nationality

b) Printed Materials

No	Type (note 5)	Title	Author(s)/Editor(s)	Publisher	Symbol	Publication Date
1.						
2.						
3.						

c) Technical Information / Public Information

No	Description	Date
1.		
2.		
3.		

d) Technical Cooperation

No	Type (note 6)	Purpose	Venue	Duration	For Grants and Fellowships		
					Beneficiaries	Countries/Nationalities	Cost (in US\$)
1.							
2.							

e) Other Outputs/Services (e.g. Networking, Query-response, Participation in meetings etc.)

No	Description	Date
1.		
2.		
3.		

Note 4 Meeting types (Inter-governmental Meeting, Expert Group Meeting, Training Workshop/Seminar, Other)

Note 14 Material types (Report to Inter-governmental Meeting, Technical Publication, Technical Report, Other)

Note 6 Technical Cooperation Type (Grants and Fellowships, Advisory Services, Staff Mission, Others)

ANNEX 7: FORMAT FOR TERMINAL REPORT

Implementing Organization _____

Project No. _____

Project Title: _____

1. Project Needs and Results

Re-state the needs and results of the project.

2. Project activities

Describe the activities actually undertaken under the project, giving reasons **why some activities were not undertaken, if any.**

3. Project outputs

Compare the outputs generated with the ones listed in the project document.

List the actual outputs **produced but not included in previous Progress Reports** under the following headings

(Please tick appropriate box)

(a) MEETINGS (UNEP-convened meetings only)

Inter-governmental (IG) Mtg. Expert Group Mtg. Training Seminar/Workshop Others

Title: _____

Venue and dates _____

Convened by _____ Organized by _____

Report issued as doc. No/Symbol _____ Languages _____ Dated _____

For Training Seminar/Workshop, please indicate: No. of participants _____ and attach **annex** giving names and nationalities of participants.

(b) PRINTED MATERIALS

Report to IG Mtg. Technical Publication Technical Report Others

Title: _____

Author(s)/Editor(s) _____

Publisher _____

Symbol(UN/UNEP/ISBN/ISSN) _____

Date of publication _____

(When technical reports/publications have been distributed, attach **distribution list**)

(c) TECHNICAL INFORMATION

PUBLIC INFORMATION

Description _____

Dates _____

(d) TECHNICAL COOPERATION		
Grants and Fellowships Staff Missions	Advisory Services Others (describe)	
Purpose _____		
Place and duration _____		
For Grants/Fellowships, please indicate:		
<u>Beneficiaries</u>	<u>Countries/Nationalities</u>	<u>Cost(in US\$)</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

(e) OTHER OUTPUTS/SERVICES For example, Networking, Query-response, Participation in meetings etc.
_____ _____ _____ _____

4. **Use of outputs**
State the use made of the outputs.
5. **Degree of achievement of the objectives/results**
On the basis of facts obtained during the follow-up phase, describe how the project document outputs and their use were or were not instrumental in realizing the objectives/results of the project.
6. **Conclusions**
Enumerate the lessons learned during the project execution. Concentrate on the management of the project, indicating the principal factors which determined success or failure in meeting the objectives set down in the project document.
7. **Recommendations**
Make recommendations to:
 - (a) Improve effect and impact of similar projects in the future;
 - (b) Indicate what further action might be needed to meet the project objectives/results.
8. **Non-expendable equipment (value over US\$1,1400)**
Please attach to the terminal report a final inventory of all non-expendable equipment (if any) purchased under this project, indicating the following:
Date of purchase, description, serial number, quantity, cost, location and present condition, together with your proposal for the disposal of the said equipment.

ANNEX 8: FORMAT FOR SELF EVALUATION REPORT

(For External Projects Only)

1. **Project Title:**
2. **Project Number:** (include number of latest revision)
3. **UNEP Programme of Work Component Number:** (3 digits)
Include a statement of how effective the project has been in attaining this component and its contribution to overall Subprogramme implementation
4. **Performance Indicators:**
UNEP Programme of Work: {State the relevant Performance Indicators (with the Quantity figure) from the Programme of Work, and compare against actual results}
5. **Scope:**
6. **Implementation:**
7. **Duration:**
 - (a) Initial {(as indicated in the original project document). List day/month/year of start and end of project. List project duration in terms of total months}.
 - (b) Actual {(as indicated in the latest project revision). List day/month/year of start and end of the project. List project duration in terms of total months}.
 - (c) Reasons for the variance {When there is a difference between the initial and actual duration, list the consecutive project revisions (number and date of approval), and summarize justification for each revision}.
8. **Cost:**
 - (a) Initial {(as indicated in the project document). List the total project cost (UNEP and "Others") and give breakdown by funding source. Give actual figures and contribution in terms of percentages}.
 - (b) Actual {(as indicated in the latest project revision). List the total project cost (UNEP and "Others") and give breakdown by funding source. Give actual figures and contribution in terms of percentages}.
 - (c) Reasons for the variance {(When there is a difference between the initial and actual cost, list the consecutive project revisions (number and date of approval) involved in amending the project costs. List any other reasons for discrepancy}.
 - (d) Relate expenditure to achievement of outputs (e.g. 100% expenditure and 82% output completion).
9. **Project status at the time of evaluation:**
10. **Needs:**
 - (a) Identified needs (as indicated in the original project document).
 - (b) Satisfied/realized needs (List needs fulfilled due to implementation of the project).
11. **Results:**
 - (a) Expected Results (as indicated in the original project document).
 - (b) Actual Results (indicate actual results achieved/attained from project implementation).
 - (c) Reasons for the variance (state the reasons for the difference between expected and actual).
 - (d) State corrective action(s) to be taken.
12. **Outputs:**
 - (a) Expected Outputs (as indicated in the original project document).
 - (b) Actual Outputs (List actual outputs resulting from project implementation emphasizing activities undertaken).
 - (c) Reasons for the variance (state reasons for the difference between expected and actual outputs).
 - (d) State corrective action(s) to be taken.
13. **What are UNEP's substantive inputs to the project?** (Do not repeat UNEP's financial contribution).

14. What are the catalytic effects of the project on other agencies or governments?

- (a) intellectual:
- (b) financial:

15. Describe the problems encountered during project implementation:

<u>Problems:</u>	<u>Causes:</u>	<u>Consequences:</u>
(a) Substantial/ Programmatic		
(b) Institutional		
(c) Financial		

16. Lessons learned from the achievement and/or weaknesses of the project:

17. Further follow-up action required:

- (a) Action Required: (b) Responsible unit(s): (c) Schedule:

18. Evaluated by: Noted by:

Name and position of Evaluator:

Cooperating Agency/Supporting Organization
Representative:

Date: _____

Date: _____

19. Approved by:

Name of Programme Manager/Regional Director:

Chief, Project Design and Evaluation Unit:

Date: _____

Date: _____

ANNEX 9: FORMAT FOR SUBCONTRACT CONDESAN - EXECUTING AGENCIES



1.16 CARTA DE ENTENDIMIENTO

ENTRE **Nombre de la Agencia** Y EL CONSORCIO PARA EL DESARROLLO SOSTENIBLE DE LA ECORREGIÓN ANDINA (CONDESAN) PARA LA EJECUCIÓN DEL PROYECTO PÁRAMO ANDINO EN EL **Nombre del PAÍS**

Conste por la presente Carta de Entendimiento que suscriben de una parte el **Nombre de Representante Legal**, **Cargo** de **Nombre de la Agencia**, con domicilio en **Dirección completa**; y de la otra el Dr. Héctor Cisneros, Coordinador de Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN), con sede en Lima, Perú, en los términos siguientes:

CLÁUSULA PRIMERA: ANTECEDENTES

- 1.1. En junio del 2005, el Global Environmental Facility (GEF) aprobó el proyecto titulado “**Conservación de la Biodiversidad de los Páramos en los Andes del Norte y Centrales**” (Proyecto Páramo), presentado por CONDESAN.
- 1.2. La agencia implementadora del proyecto es el Programa de las Naciones Unidas para el Medio Ambiente (PNUMA), y el proyecto tendrá una duración de 6 años, a partir del **Fecha de Inicio**.
- 1.3. En **Fecha de Firma**, el Director General del Centro Internacional de la Papa (CIP) firmó, en representación de CONDESAN, el contrato con el PNUMA para la ejecución del proyecto.
- 1.4. La **Nombre de la Agencia** es la “agencia ejecutora” en el **Nombre del País**, de acuerdo a la propuesta aprobada por el GEF y al contrato firmado entre el CIP y el PNUMA.

CLÁUSULA SEGUNDA: OBJETIVOS DE LA CARTA DE ENTENDIMIENTO

- 2.1. Las obligaciones generales de las partes se encuentran detalladas en el documento del proyecto aprobado por PNUMA, el que forma parte integral de la presente carta de entendimiento (**Anexo A**);
- 2.2. El equipo de **Nombre de la Agencia** cumplirá las actividades previstas en el **Nombre del País**, según se detalla en el Plan Operativo, presupuesto y cronograma aprobado por el Comité Directivo del Proyecto (**Anexo B**).

CLÁUSULA TERCERA: ADMINISTRACIÓN Y DESEMBOLSOS DE FONDOS

- 3.1. De acuerdo al contrato firmado entre el CIP y el PNUMA, para la ejecución de las actividades en el **Nombre del País** a cargo de **Nombre de la Agencia** se ha aprobado un monto total de US\$ **XXX** (Línea presupuestal **220X**, Anexo 1 “Budget in UNEP Format” del documento de proyecto aprobado por el PNUMA).
- 3.2. A la firma de la presente carta de entendimiento, se procederá a ejecutar una primera transferencia que asciende a la suma de US\$ **XXX**, en concordancia con el “Initial Cash Advance” aprobado por PNUMA.
- 3.3. Para la ejecución de nuevos desembolsos, **Nombre de la Agencia** deberá presentar una rendición de cuentas documentadas de acuerdo al formato del PNUMA (**Anexo 5** “Format of Quarterly Project Expenditure Accounts for Supporting Organizations” del documento de proyecto aprobado por el

- PNUMA). La presentación de los informes contables es condición indispensable para la transferencia de un nuevo desembolso, así como la recepción de los fondos por parte del donante.
- 3.4. Para efectuar los desembolsos de la manera más eficiente, **Nombre de la Agencia** proporcionará al CIP un número de cuenta bancaria en dólares americanos, a la que se transferirá directamente los fondos asignados.
 - 3.5. El CIP se reserva el derecho de revisar y auditar los registros contables del proyecto, designando en su representación a una persona debidamente autorizada. Para ello **Nombre de la Agencia** brindará las facilidades y proporcionará razonable acceso a los registros de contabilidad relacionados con el proyecto.
 - 3.6. A los 30 días de concluido el proyecto, **Nombre de la Agencia** presentará al CIP el informe contable final del proyecto, según los estándares internacionales establecidos por el PNUMA.
 - 3.7. De acuerdo a la cláusula 5.2 (viii) del Documento de Proyecto, los fondos transferidos a la agencia ejecutora en calidad de adelanto que no fueran utilizados, deberán ser devueltos a más tardar un mes después de concluido el proyecto.

CLÁUSULA CUARTA: INFORMES, PUBLICACIONES Y DERECHOS

- 4.1. De acuerdo al contrato firmado entre el CIP y el PNUMA, CONDESAN como agencia ejecutora principal debe de rendir reporte de avances semestrales, que incluye Inventario de resultados y servicios (Formatos en anexo 6A y 6B respectivamente) antes de las fechas 31 de enero y 31 de julio de cada año. Al final del proyecto, antes de la **Fecha**, se debe presentar el Informe Terminal (Formato en anexo 7)
- 4.2. Para poder cumplir con el PNUMA, **Nombre de la Agencia** se compromete a enviar a CONDESAN los informes respectivos y en los formatos señalados quince (15) días antes de las fechas estipuladas en el artículo anterior.
- 4.3. Todos los resultados de las actividades ejecutadas bajo el marco de este proyecto serán de dominio público. En caso la agencia ejecutora decida publicar por su lado información generada en el marco del proyecto, ya sea de forma digital o impresa, deberá dar los créditos del caso al proyecto “Conservación de la Biodiversidad de los Páramos en los Andes del Norte y Centrales”, así como utilizar los logotipos tanto del GEF como del PNUMA.

Cualquier aspecto no considerado en la presente carta de entendimiento será resuelto por mutuo acuerdo y a través del intercambio de comunicaciones escritas.

Firmado en dos originales, al **Fecha de firma**.

Hector Cisneros
Coordinador Condesan

Representante Legal de la Agencia

ANEXOS AL CONTRATO

- Anexo A. “Conservación de la Biodiversidad de los Páramos en los Andes del Norte y Centrales” (Proyecto Páramo). Documento de proyecto aprobado por el PNUMA como contrato con el CIP/
- Anexo B. Plan Operativo, Presupuesto y Cronograma de actividades para Colombia
- Anexo 5. “Format of Quarterly Project Expenditure Accounts”
- Anexo 6A. “Format for Half-yearly Progress Report to UNEP”

Anexo 6B. “Format for Inventory of Outputs/Services”

Anexo 6C. “UNEP/GEF Report on Planned Project Cofinance and Actual Cofinance Received

Anexo 7. “Format for Terminal Report”

ANNEX 10: TERMS OF REFERENCE AND OR STATEMENTS OF WORK FOR PERSONNEL, CONSULTANCIES AND PROJECT COMMITTEES

PERSONNEL

POSITION: Project Director (6 years, full time), based in the city of Quito, Ecuador

DUTIES:

1. Based on the Project Document approved by the GEF Secretariat, and the internal operational document approved by UNEP and the steering committee, direct the preparation and coordination to implement the Project work plan;
2. Support and supervise the execution of the Work Plans of the National Executing Agencies in charge of the activities in each of the Project countries, monitoring the management of financial resources and ensuring their correct utilization;
3. Ensure timely performance of the Project Work Plan, coordinating, supporting and supervising the activities of the executing agencies. This includes not only technical support when required, but also the timely transfer of funds to execute the activities in accordance with the Work Plan of the pertaining Executing Agency;
4. Direct an efficient coordination between the different components and levels (local, national, international) of the Project;
5. Advise the National Executing Agencies and the Coordination Unit of CONDESAN of the areas or issues that need to be addressed for successful execution of the Project and promote their participation when required;
6. Inform regularly all participants (coordination committee, executing agencies, consultants, researchers etc.) and other stakeholders of the progress of the Project and take care of requests and information demands;
7. Support the integration of the Project with on-going regional initiatives by generating and promoting complementarities and synergies to establish strategic partnerships for the execution of the project;
8. Report to and coordinate with the Coordination Unit of CONDESAN the progress of the project, both with respect to its technical aspects and to its administrative-financial aspects;
9. Prepare the agenda and organize, in coordination with the Coordination Unit of CONDESAN, the meetings of the Steering Committee of the Project;
10. Prepare the agenda, organize and chair the meetings of the Coordination Committee of the Project;
11. Negotiate and supervise the consulting agreements and service orders generated during implementation of the project;
12. In coordination with the Coordination Unit of CONDESAN, maintain an on-going communication and coordination with the Task Manager and Fund Management Officer appointed by UNEP to ensure accomplishment of the goals of the project;
13. Coordinate the preparation of reports and the submission of technical and financial progress reports and the final reports to UNEP, as well as such reports as may be required by the Coordination Unit of CONDESAN, substantially in the forms provided by each of these entities;
14. Select, appoint and supervise the persons who will be assigned to the positions of Coordination assistants and Andean level advisers ;
15. Represent the Project and/or Condesan in relevant forums and international institutional networks;

16. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
17. All other duties that may arise from the nature of the position and his/her professional qualifications as Coordinator.

1.17 PROFILE OF THE POSITION

1. Professional, preferably in environmental sciences, with broad work experience in environmental research, rural development and natural resource conservation projects at international level;
2. In-depth and up-to-date knowledge, based on experience, of the situation of the Andean páramos and their potential to promote development of páramo communities;
3. Demonstrated work experience in the coordination of multidisciplinary and interinstitutional work groups for the formulation and implementation of international cooperation projects;
4. Highly qualified for interinstitutional management and coordination, as well as to perform administrative duties. Capability to respond to the administrative work required by the position;
5. Proficient in English and Spanish, both spoken and written;
6. Immediate availability to travel within the country and abroad.

POSITION: Coordination assistant site management (6 years, full time), based in the city of Quito, Ecuador

DUTIES:

1. Based on the Project Document approved by the GEF Secretariat, and the internal operational document approved by UNEP and the steering committee, support the preparation and coordination to implement the Project work plan, particularly in the Project intervention sites;
2. Support and supervise the execution of the Project Work Plan in every intervention site in the Project countries, monitoring the progress of local stakeholders' alliances and the participatory management plans in each site;
3. Provide technical support to the National Executing Agencies and the local Stakeholder Alliances for the development and implementation of Participatory Management Plans;
4. Coordinate an effective communication strategy between the Project intervention sites, to guarantee inter site collaboration and the coordination and adjustment of activities of the different components on local level;
5. Maintain a regular communication with the implementers on the progress of Project activities in intervention sites of the Project (executing agencies, consultants) and perform a technical follow-up of the consulting agreements and service orders generated during implementation of the project;
6. In coordination with the Coordination Assistant for Replication, regularly evaluate the results of the Participatory Management Plans and best lessons in research, policy development, training and communication to be replicated in other sites and levels;
7. Organize, in coordination with the Coordination Unit of CONDESAN, the logistics of the meetings of the Coordination Committee and Steering Committee;
8. Assist the Project Director in the preparation of technical and progress reports and final reports with the support of National Executing Agencies;

9. Inform the Project Director on a regular basis, in evaluation meetings, on the performance of the undertaken activities especially about the aspects that need to be addressed and promote his/her participation when required;
10. Continuously provide the responsible persons for the communication component with the information on the results of the Project at site level, to be disseminated by INFOANDINA and others;
11. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
12. All other duties that may arise from the nature of the position and his/her professional qualifications as Coordination Assistant.

PROFILE OF THE POSITION:

1. Professional in environmental or social sciences, or in communication with broad knowledge of environmental issues, with work experience in environmental, rural development and/or natural resource conservation research projects;
2. Up-to-date knowledge of the environmental and social situation of the Andes and its potential to promote rural development of páramo communities;
3. Demonstrated work experience with the development and implementation of Participatory Management Plans
4. Demonstrated work experience in communication between multidisciplinary and inter-institutional work groups;
5. Demonstrated skills to assist, on an *ad hoc* basis, different activities that are executed simultaneously;
6. Excellent communication skills (both spoken and written) in Spanish and, preferably, in English;
7. Availability to participate in different meetings and workshops in different sites in the four Andean countries.

POSITION: Coordination assistant replication (6 years, 50%)

DUTIES:

1. Based on the Project Document approved by the GEF Secretariat, and the internal operational document approved by UNEP and the steering committee, support the preparation and coordination to implement the Project work plan, particularly referring to the replication activities;
2. Develop, in collaboration with the Project Director and the National Executing Agencies, a work plan for the replication strategy at Andean level, including activities, sites, involvement of stakeholders, timetable, budget, finance strategy and a monitoring and evaluation component.
3. During the entire project execution period, create and operate an international institutional alliance consisting of executing agencies, local stakeholders of the Project and external stakeholders (governmental and non governmental) to implement the replication strategy.
4. Within the international institutional alliance and together with the National Executing Agencies and the Coordination Assistant for Site Management, identify lessons of this project and of other projects that will be replicated to other sites and scales at Andean level and coordinate these replication activities with other stakeholders;
5. Support the National Executing Agencies on the implementation of replication activities in other sites with other stakeholders;

6. Organize yearly institutional meetings on Andean level and support regular meetings at national, local and binational site level, for exchange of experiences and institutionalization processes for replication activities;
7. Advise the Project Direction on the integration of the Project with on-going regional initiatives by generating complementarities and synergies between them;
8. Execute the monitoring and evaluation component of the replication strategy and include their results in a systematization document;
9. Assist the Project Director in the preparation of technical and progress reports and final reports with the support of National Executing Agencies;
10. Inform the Project Director on a regular basis, in evaluation meetings, of the performance of the undertaken activities especially about the aspects that need to be addressed and promote his/her participation when required;
11. Continuously provide the responsible persons for the communication component with the information on the results of the project's replication strategy, to be disseminated by INFOANDINA and others;
12. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
13. All other duties that may arise from the nature of the position and his/her professional qualifications as Coordination Assistant.

PROFILE OF THE POSITION:

1. Professional in environmental or social sciences, or in communication with broad knowledge of environmental issues, with work experience in environmental, rural development and/or natural resource conservation research projects;
2. Up-to-date knowledge of the environmental and social situation of the Andes and its potential to promote rural development of páramo communities;
3. Experience with or up-to-date knowledge of organizations that execute environmental research, rural development and natural resource conservation projects in the Andes;
4. Demonstrated work experience with the development of institutional networks and collaborative action, preferably at international level
5. Demonstrated work experience in communication between multidisciplinary and inter-institutional work groups;
6. Demonstrated skills to assist, on an *ad hoc* basis, different activities that are executed simultaneously;
7. Excellent communication skills (both spoken and written) in Spanish and, preferably, in English;
8. Availability to participate in different meetings and workshops in different sites in the four Andean countries;

POSITION: Andean level adviser policy development (5 years, 50%)

DUTIES:

1. In coordination with the Project Director and the National Executing Agencies, develop and implement an international policy, legislative and regulatory framework, considering the previous results of national and international workshops;
2. Support the National Executing Agencies in the implementation of national and local policy, legislative and regulatory strategies (designed during PDF-B phase in Venezuela, Colombia, Ecuador and Peru) within an international context;

3. Maintain a regular communication with international political organisms and the Coordination Assistant for Replication to facilitate the development and systematization of replication of political strategies at Andean level;
4. Supervise the execution of five consultancies at international level (identification of legal and economic instruments, application of the sustainable development concept, páramo conservation strategies, plan of action for CAN, identification of codes of conduct of different sectors)
5. Complement the national studies on policy and threat analysis by including novelties on policies of CAN, TLC, International Conventions etc;
6. Promote and provide follow-up on the Political and Legislation observatory related with páramo, consisting of one representative from each of the four countries, to advise international and national focal points in national and Andean Policy development.
7. Coordinate with the Andean Level Advisor Investigation and the University Partners, in collaboration with the National Executing Agencies, the execution of socioeconomic research programs to support decision making
8. Support the Coordination Assistant for Replication in the organization of meetings on Andean level, for the analysis and development of international policy instruments;
9. Assist the Project Director in the preparation of technical and progress reports and final reports with the support of National Executing Agencies;
10. Inform the Project Director on a regular basis, in evaluation meetings, of the performance of the undertaken activities especially about the aspects that need to be addressed and promote his/her participation when required;
11. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
12. All other duties that may arise from the nature of the position and his/her professional qualifications as Technical Adviser.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international expertise in policy analysis, legal matters and economic issues;
2. Experience with or up-to-date knowledge of organizations that execute environmental research, rural development and natural resource conservation projects in the Andes;
3. Extensive skills in policy impact studies and economic evaluation of development and natural resource management projects;
4. Knowledge of global, Andean and national conventions, policies and legal matters;
5. Contacts with broad network of institutions and organizations on Andean level;
6. Good communication skills and experience in facilitation of (electronic) discussion groups

POSITION: Andean level adviser investigation (full time, 2 years)

DUTIES:

1. In coordination with the Project Director and the International University Partners, and in collaboration with the National Executing Agencies and international partners of the Project, develop a research strategy to support different Project components (site management, policy development and communication);
2. In coordination with the National Executing Agencies and the International University Partners, develop Terms of Reference for student projects on impact of land use at the Project intervention sites and larger research programs to support decision making;

3. Support the National Executing Agencies the execution of research projects in the Project intervention sites, executed by Andean university students, to fill knowledge gaps to support decision making about land use activities;
4. Coordinate with the International University Partners the execution of research projects in the Project intervention sites, executed by U of Amsterdam and U Wisconsin students, to fill knowledge gaps to support decision making about land use activities;
5. In coordination with the Project Director and the International University Partners, and in collaboration with the National Executing Agencies, coordinate the execution of larger (not site related) research programs to support decision making;
6. Coordinate the adjustment and collaboration of all different research activities at different sites and levels;
7. Develop a structure for the management of the result of the different research programs, its integration, analysis and effective dissemination through the communication component of the project;
8. Establish a working group on international multidisciplinary páramo research with Andean and extra-Andean páramo specialists to support research activities in the Project and to promote replication activities;
9. Represent the Project and its partners in relevant scientific forums;
10. Support the Coordination Assistant for Replication in the identification of best lessons in research that can be replicated in other areas by other actors;
11. Assist the Project Director in the preparation of technical and progress reports and final reports with the support of National Executing Agencies;
12. Inform the Project Director on a regular basis, in evaluation meetings, of the performance of the undertaken activities especially about the aspects that need to be addressed and promote his/her participation when required;
13. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
14. All other duties that may arise from the nature of the position and his/her professional qualifications as Technical Adviser.

PROFILE OF THE POSITION:

1. Experienced professional, preferably at Ph.D. level, with proved international experience in environmental, agricultural or social research;
2. In-depth and up-to-date knowledge, based on experience, of the situation of the Andean paramos and their potential to promote development of paramo communities;
3. Extensive knowledge of the level of academic and traditional knowledge of the páramo ecosystem;
4. Ability to identify current trends in environmental, agricultural and social research and its adjustment to the demands of conservation and development processes on local, national and international level;
5. Skills in design of applied research strategies;
6. Contacts with a broad network of research institutions and organizations on international level, working in the Andes;
7. Good communication skills and experience in facilitation of multidisciplinary research working groups;
8. Fluency in Spanish and English.

POSITION: Andean level adviser training and communication (full time, 4 years)

DUTIES:

1. In coordination with the Project Director and the National Executing Agencies, implement an international training program, designed during PDF-B phase;
2. In coordination with the Project Director and the National Executing Agencies, implement an international environmental education and communication program, designed during PDF-B phase;
3. Support the National Executing Agencies in the execution of national and local training, education and communication strategies (designed during PDF-B phase in Venezuela, Colombia, Ecuador and Perú) within an international context;
4. Coordinate an effective communication strategy between the Project countries and intervention sites, and coordinate the collaboration and adjustment of training, education and communication activities of the different components at local, national and international level;
5. Coordinate an international internship programme between local stakeholders of the Project to support direct interchange of experiences;
6. Supervise the collaboration between the Project execution and InfoAndina for the development and implementation of the Páramo Information Mechanism;
7. Coordinate an international technical workshop between Clearing House Mechanism and Páramo Information Mechanism to assure paramo information exchange in a political Andean framework;
8. Support the Coordination Assistant for Replication in the identification of best lessons in training, education and communication that can be replicated in other areas by other actors;
9. Assist the Project Director in the preparation of technical and progress reports and final reports with the support of National Executing Agencies;
10. Inform the Project Director on a regular basis, in evaluation meetings, of the performance of the undertaken activities especially about the aspects that need to be addressed and promote his/her participation when required;
11. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different sites, countries and regions;
12. All other duties that may arise from the nature of the position and his/her professional qualifications as Technical Adviser.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international experience in the field of training, education and communication about environmental issues;
2. Experience with, or up-to-date knowledge of rural development and natural resource conservation initiatives in the Andes;
3. In-depth and up-to-date knowledge, based on experience, of the situation of the Andean páramo and their potential to promote development of páramo communities;
4. Familiarity with the diversity of stakeholders in the páramo environment;
5. Extensive skills in design and implementation of (international) communication strategy focused on consciousness building;
6. Extensive knowledge of different education systems, both traditional as modern (electronic, distance learning), formal and informal;
7. Contacts with broad network of communication media, institutions and organizations on Andean level;

8. Good communication skills and experience in alliance building for communication purposes;

POSITION: Office Manager (6 years), based in the city of Lima, Perú

DUTIES:

1. Manage the Project funds in accordance with UNEP administration standards and in coordination with the International Potato Center, in an efficient and transparent manner.
2. Purchase and manage Project equipment and materials in accordance with UNEP administration standards and in coordination with the International Potato Center, in an efficient and transparent manner.
3. Prepare and manage subcontracts signed with consultants and executing agencies, under supervision of the Project Director;
4. Perform an administrative monitoring of the consulting agreements and service orders generated during implementation of the project;
5. Maintain regular communication on the status of the funds with the Project Director;
6. Assist the Project Director in the preparation of financial progress and final reports;
7. Inform both the Project Director and the CONDESAN Coordinator on a regular basis, in evaluation meetings, on the performance of the undertaken activities;
8. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different countries and regions;
9. All other duties that may arise from the nature of the position and his/her professional qualifications as Office Manager

PROFILE OF THE POSITION:

1. Professional in finance or business administration, preferably with work experience in environmental, rural development and/or natural resource conservation research projects;
2. Broad experience in financial management and financial evaluation of service contracts, preferably on an international level;
3. Account management-software skills.
4. Demonstrated skills to assist, on an *ad hoc* basis, different activities that are executed simultaneously.
5. Fluent in Spanish and, preferably, in English;

POSITION: Secretary (6 years, full time), based in the city of Quito, Ecuador

DUTIES:

1. Support the Project Coordination Unit (Project Director, Coordination Assistants, Andean level advisers) in operational (direct and electronic communication, organization of events, organization and monitoring of work agendas) and administrative activities (preparation of documents and reports, maintenance of Project offices, purchase of minor materials and supplies);
2. Archive, in an efficient manner, all Project documents (letters, agreements, contracts, documents produced, literature, etc.);
3. Support the coordination assistants and the InfoAndina leader in updating of the information provided in the internet pages of the project;
4. Inform the Project Director on a regular basis, in evaluation meetings, of the performance of the undertaken activities;

5. Perform all duties in an international context, based on a trans-Andean vision of international cooperation and equitable participation of the actors of different countries and regions;
6. All other duties that may arise from the nature of the position and his/her professional qualifications as Secretary.

PROFILE OF THE POSITION

1. Professional administration secretary, preferably with work experience in environmental research, rural development and natural resource conservation projects;
2. Experience in secretarial assistance to inter-institutional and multidisciplinary work teams, preferably on an international level;
3. Excellent knowledge of common office software (Word, Excel, Explorer, Microsoft project), and, preferably, database and web page design.
4. Demonstrated skills to assist, on an *ad hoc* basis, different activities that are executed simultaneously.
5. Fluent in Spanish and, preferably, in English;

CONSULTANCIES

CONSULTANCY: The identification of legal and economic instruments

BACKGROUND AND AIM:

Component two of the *Proyecto Páramo Andino* (Policy Development and Advocacy) will identify and promote formal and informal policy options at local, regional, national and ecoregional level, which will support Paramo conservation and sustainable use, considering social and cultural aspects of Paramo inhabitants. In order to successfully apply the policy frameworks at local and subnational scales, policy instruments (economic, legal, regulative) have to be developed and promoted. Possible instruments already being implemented in other areas include, among others, market development for sustainable production and tourism, subsidies and levies, environmental service payment schemes and conservation easements. Together with local stakeholders, selected economical instruments that respond to local conditions will be promoted at local governmental and private sector circuits.

DUTIES:

1. Identify a representative series of policy instruments (economic, legal, and regulative) under implementation in the Andean region that help to conserve natural ecosystems under human influence.
2. Evaluate and systematize the experiences with a representative series of policy instruments, through field visits and a technical and operative analysis on their environmental, social and economical impact as well as their applicability to the Project Intervention Sites;
3. Select, in collaboration with national specialists and the National Executing Agencies, those policy instruments that are apt to support the Participatory Management Plans at the Project Intervention Sites;
4. If the systematization of existing policy instruments elsewhere does not provide sufficient solution to the local demand at the Project Intervention Site, develop, in collaboration with national specialists and the National Executing Agencies, new policy instruments that are apt to support the Participatory Management Plans;

5. Develop, in collaboration with national specialists and the National Executing Agencies, technical and operative plans to apply the selected policy instruments to the local conditions;
6. Support local stakeholder groups in the implementation and monitoring of the policy instruments at the Project Intervention Sites;
7. Maintain a continuous communication with the consultant for the development of codes of conduct for different sectors, to include the analysis of existing policy instruments to the product of that consultancy;
8. Support the National Executing agencies of the project with deliverables of the consultancy that form the basis for national strategies that relate páramo, water and policy;
9. Continuously deliver intermediate products and information of the consultancy to the Paramo Information Mechanism to promote its dissemination;
10. Report on a regular basis to the Project Director and the Andean level adviser on policy development, about the operational progress of the consultancy and timely identify the items/themes that need special attention in their execution;
11. Report to both the Project Director as to the Coordinator of Condesan about the formal progress of the consultancy through technical progress reports (one intermediate and one final technical report);
12. Develop all activities within an international context, considering a transandean vision of international collaboration and equal participation of stakeholders from different regions and countries.

OUTPUTS:

1. A technical document that evaluates and systematizes a representative series of policy instruments (economic, legal, and regulative) under implementation in the Andean that help to conserve natural ecosystems under human influence and its applicability to the Project Intervention Sites;
2. Technical and operative plans to apply the selected policy instruments to the local conditions at the Project Intervention Sites (at least one instrument per Site, or according to demand);
3. One intermediate and one final progress report.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international experience in policy analysis, legal matters and economic issues;
2. Experience with, or up-to-date knowledge of environmental research, rural development and natural resource conservation projects in the Andes;
3. Familiarity with policy instruments (economic, legal, and regulative) under implementation in the Andean region that help to conserve natural ecosystems under human influence.
4. Extensive skills in impact studies and environmental and economic evaluation of different policy instruments on the integrity Andean ecosystems under human influence, and their potential to promote development of páramo communities;
5. Extensive skills in the coordination, analysis and systematization of a large volumes of technical information;
6. Contacts with broad network of institutions and organizations on Andean level;
7. Good communication skills and writing skills and experience in facilitation of (electronic) discussion groups;
8. Capability to manage the funds for the implementation of the consultancy (subcontracts, materials, personal assistance, travel costs).

CONSULTANCY: The evaluation of páramo conservation strategies within a sustainable development concept

BACKGROUND AND AIM:

The páramo is an ecosystem that forms a partly interrupted corridor from Venezuela to North Peru of natural grasslands. It has a rich endemic biodiversity, has a corridor function for many emblematic species and forms the main source for important watersheds. It also is the live space for a culturally rich but economically poor rural population and is under threat of different transformation processes. This all calls for an efficient conservation strategy on different levels (local, watershed, national, international). Present conservation strategies are variable of nature, not adjusted internationally and not effective in its implementation. The present consultancy aims at analyzing critically the present conservation strategies at different levels, identify its strengths and weaknesses and recommend an integral, efficient strategy to be applied at different levels, considering the interrelationship between these levels. The concept of sustainable development (*sensu* chapter 13 of agenda 21) is or should be the framework in which the Andean countries apply their public and private conservation policies to fragile mountain ecosystems.

DUTIES:

1. Elaborate a reference manual for decision makers, applied to the Andes and with an ecoregional vision, to identify the implications and limitations of the páramo ecosystem, for the application of the sustainable development concept. This manual is based on detailed comparative study among the four counties on the interpretation of the sustainable development concept in each country and the ecological and socioeconomical aspects that integrate the concept;
2. Construct and evaluate ecological and socioeconomical indicators, accompanying the strategy, that permit the objective measurement and comparison within in the region, of the effects of the application of the different public and private policies to the páramo ecosystem;
3. Critically analyze the different conservation strategies for the páramo ecosystem at national level (national park systems, water management policy, protection of species and traditional knowledge, etc.) and identify strengths and weaknesses, based on the preliminary analysis executed during the PDF-B fase of the Project;
4. Analyse the international conventions that have impact on páramo conservation, its applicability to the páramo ecosystem and evaluate their practical effectiveness;
5. Evaluate the ecosystem approach and identify practical aspects to be applied to the páramo ecosystem at Andean level;
6. Together with the Andean level adviser on policy development and the National Executing Agencies, evaluate different cases of local and sub-national conservation activities (protected areas, communal reserves, community agreements, easements, biosphere reserves, conversation corridors, etc.) and identify lessons that determine their success and/or failure;
7. Prepare a policy document with practical recommendations for integral páramo conservation strategies at different levels (local, watershed, subnational, national and Andean) based on previous analyses;
8. Maintain a continuous communication with the consultant for the development of codes of conduct for different sectors, to assure the synergy between the codes of conduct for other sectors with the environmental sector;

9. In coordination with the Andean level adviser on policy development and the National Executing Agencies, present the document at Andean and national level and promote its application;
10. Support the consultants for the Action Plan of CAN with deliverables of the consultancy that form the basis for the action plan at Andean level;
11. Continuously deliver intermediate products and information of the consultancy to the Paramo Information Mechanism to promote its dissemination
12. Report on a regular basis to the Project Director and the Andean level adviser on policy development, about the operational progress of the consultancy and timely identify the items/themes that need special attention in their execution;
13. Report to both the Project Director as to the Coordinator of Condesan about the formal progress of the consultancy through technical progress reports (one intermediate and one final technical report);
14. Develop all activities within an international context, considering a transandean vision of international collaboration and equal participation of stakeholders from different regions and countries.

OUTPUTS:

1. A technical report with the analysis of conservation strategies at different levels based on secondary information (duties 1, 2, 3 and 4);
2. A technical report with the results of case studies local and sub-national conservation activities based on primary information (duty 5);
3. A policy document practical recommendations for integral páramo conservation strategies at different levels (local, watershed, subnational, national and Andean) based on previous analyses;
4. One intermediate and one final progress report.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international experience in the analysis of conservation strategies at different levels, from local to international;
2. Up-to-date knowledge of national and Andean political strategies that affect the conservation of the biodiversity, the water regulation and the socioeconomic conditions of the páramo ecosystem;
3. Up-to-date knowledge of international conventions for nature conservation;
4. Experience with, or up-to-date knowledge of environmental research, rural development and natural resource conservation activities in the Andes;
5. Contacts with broad network of institutions and organizations on Andean level;
6. Good communication and writing skills;
7. Capability to manage the funds for the implementation of the consultancy (subcontracts, materials, personal assistance, travel costs).

CONSULTANCY: The development of an action plan with CAN

BACKGROUND AND AIM:

The Andean Community is a supranational organization that includes all four páramo countries. Its general secretariat (CG-CAN) has developed the Regional Biodiversity Strategy for the Tropical Andean Countries (decision 523), together with the environmental sectors of all five countries that participate in CAN. Our project has been recognized by CAN as one of the first initiatives that implements the Regional Strategy. This consultancy aims at developing a Plan of Action at Andean level for páramo conservation, based on collaboration with SG-CAN and the

environmental sectors of its member countries, based on national conservation strategies developed by National Executing agencies and based on the analysis of D523 of the consultancy on páramo conservation strategies.

DUTIES:

1. Establish a work agenda with SG-CAN for the development of the Plan of Action for international páramo conservation;
2. Support the consultant for Páramo Conservation Strategies in the critical analysis of the Regional Biodiversity Strategy for the Tropical Andean Countries (decision 523 of CAN), its present implementation and its applicability to the páramo ecosystem;
3. Maintain a continuous communication with National Executing Agencies to support the development of national level conservation strategies;
4. Maintain continuous contact with the environmental sectors of the governments of CAN member countries to evaluate the concepts and strategies of D523 and of international conventions for nature conservation applicable to international páramo conservation;
5. In collaboration with SG-CAN and the National Executing Agencies of the project, design a Plan of Action for the environmental sectors of the governments of CAN;
6. Present and discuss the Plan of Action with the Andean Committee of Environment Authorities and promote its approval by the Andean Environmental and Sustainable Development Ministry Council
7. Continuously deliver intermediate products and information of the consultancy to the Paramo Information Mechanism to promote its dissemination;
8. Report on a regular basis to the Project Director and the Andean level adviser on policy development, about the operational progress of the consultancy and timely identify the items/themes that need special attention in their execution;
9. Report to both the Project Director as to the Coordinator of Condesan about the formal progress of the consultancy through technical progress reports (one intermediate and one final technical report);
10. Develop all activities within an international context, considering a transandean vision of international collaboration and equal participation of stakeholders from different regions and countries.

OUTPUTS:

1. A work agenda with SG-CAN for the development of the Plan of Action for international páramo conservation;
2. A policy document consisting of a Plan of Action for the environmental sectors of the governments of CAN;
3. One intermediate and one final progress report.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international experience in the analysis of international conservation strategies;
2. Up-to-date knowledge of national and Andean political strategies that affect the conservation of the biodiversity, the water regulation and the socioeconomic conditions of the páramo ecosystem;
3. Up-to-date knowledge of international conventions for nature conservation;
4. Experience with, or up-to-date knowledge of environmental research, rural development and natural resource conservation activities in the Andes;
5. Contacts with broad network of institutions and organizations on Andean level;
6. Good communication and writing skills;

7. Capability to manage the funds for the implementation of the consultancy (subcontracts, materials, personal assistance, travel costs).

CONSULTANCY: The identification of codes of conduct of different sectors

BACKGROUND AND AIM:

Apart from conservation strategies and policies, there are a series of activities from non-environmental sectors that have impact on páramo. Among these are agriculture, road construction, mining, forestry, tourism and defense activities. These activities should receive regulation from different sectors of the government. To support the inter-sectoral coordination in the political framework, codes of conduct for other sectors (mainly agriculture, but also mining, forestry, tourism and infrastructure) will be developed by local Paramo specialists of the different sectors and their adoption by these sectors will be supported technically and strategically by the local stakeholder alliances. This consultancy aims at the technical development of the codes of conduct for different sectors, elaborated at Andean level, but with national input, based on primary (investigation) and secondary information.

1. Identify, based on the national and international analysis on policy impact during the PDF-B phase, the influence and importance of different sectors (agriculture, tourism, mining, forestry, etc); on páramo conservation, per country;
2. Coordinate the elaboration, by the national specialists, of short discussion papers on the impact of human activities of the main sectors on páramo and the identification of alternative measures, based on short studies (primary information) and existing literature and knowledge (secondary information);
3. Facilitate analysis workshops (per country and regional) to promote develop codes of conduct for relevant sectors based on the discussion papers of the specialists;
4. Edit a reference text with codes of conduct codes of conduct for relevant sectors, elaborated at Andean level but with national input;
5. Establish a solid communication and exchange of information with representatives of the different sectors in each country to develop jointly agreed codes of conduct;
6. Maintain a continuous communication with the consultants for the identification of legal and economic instruments, for the application of the sustainable development concept and for the evaluation of conservation strategies to include the relevant information and concepts of their consultancies in the reference text;
7. In coordination with the Andean level adviser on policy development, disseminate the reference text among the National Executing Agencies to support the adoption of the codes of conduct by different sectors;
8. Continuously deliver intermediate products and information of the consultancy to the Paramo Information Mechanism to promote its dissemination;
9. Report on a regular basis to the Project Director and the Andean level adviser on policy development, about the operational progress of the consultancy and timely identify the items/themes that need special attention in their execution;
10. Report to both the Project Director as to the Coordinator of Condesan about the formal progress of the consultancy through technical progress reports (one intermediate and one final technical report);
11. Develop all activities within an international context, considering a transandean vision of international collaboration and equal participation of stakeholders from different regions and countries.

OUTPUTS:

1. A preliminary list of the influence and importance of different sectors (agriculture, tourism, mining, forestry, etc) on páramo conservation, per country;
2. A series of short discussion papers on the impact of human activities of the main sectors on páramo and the identification of alternative measures, based on short studies (primary information) and existing literature and knowledge (secondary information), elaborated by national specialists (at least two per country);
3. Established agreements with targeted sectors for the adoption of codes of conduct;
4. A reference text with codes of conduct codes of conduct for relevant sectors, elaborated at Andean level but with national input;
5. One intermediate and one final progress report.

PROFILE OF THE POSITION:

1. Experienced professional, with proved international experience in working with the private sector;
2. Proven background experience in environmental and/or agricultural sectors;
3. Up-to-date knowledge of national and Andean political strategies that affect the conservation of the biodiversity, the water regulation and the socioeconomic conditions of the páramo ecosystem;
4. In-depth and up-to-date knowledge, based on experience, of the impact of different sectors on the integrity of the Andean páramos and their potential to promote development of páramo communities;
5. Extensive skills in the coordination, analysis and systematization of a large volumes of technical information;
6. Contacts with broad network of institutions and organizations on Andean level;
7. Good communication skills and writing skills and experience in facilitation of (electronic) discussion groups;
8. Capability to manage the funds for the implementation of the consultancy (subcontracts, materials, personal assistance, travel costs).

TORS FOR PROJECT COMMITTEES**COORDINATION COMMITTEE**

The entire project will be executed by a Central Coordination Unit (Project Director, Coordination assistants and Andean Level Advisers) at Andean level and by the National Execution Agencies at national and local level (the latter in collaboration with local stakeholder groups).

For the overall **coordination** of the project, a Coordination Committee will be established consisting of the project director (president of the committee), the deputy coordinator of CONDESAN (secretary of the committee), the two coordination assistants, the Andean Level adviser for investigation (representing the Universities) and the four national coordinators. The task of the Coordination Committee is to coordinate activities among countries and between countries and the Andean institutions and to evaluate week-to-week execution of the project.

DUTIES:

1. Plan general project execution and assist the Project Director in the elaboration of the general and yearly work plans, as well as in the elaboration of technical progress reports;
2. Maintain a regular communication within the committee members to exchange information, adjust agendas, inform about progress and discuss project execution;

3. Regularly inform the Steering Committee about the areas or issues that need to be addressed for successful execution of the Project and promote their participation when required;
4. Assure a fluid collaboration between the different consultants at different levels and of different components;
5. Assure an effective communication between the Project Intervention Sites and Countries and plan the information exchange or inter-site visit activities

The Coordination Committee will have at least 4 formal meetings every year to evaluate, discuss and adjust general project execution, including the evaluation of consultancies and local stakeholder groups. During the full project execution period, the Coordination Committee will maintain continuous contact (by informal and formal electronic communication - email discussions and intranet) about the project execution, facilitated by the Central Coordination Unit.

STEERING COMMITTEE

The entire project will be supervised by a steering committee, consisting of the coordinator of CONDESAN (president of the committee), the project director (secretary of the committee), the directors (or their representatives) of the National Executing Agencies, representatives of the Universities of Wisconsin and Amsterdam, the task manager of UNEP and the Environment Commissioner of CAN.

DUTIES:

1. Supervise the general project execution and assist the coordination committee with technical or institutional support if required and if within the practical or technical capacity of the steering committee members;
2. Evaluate and approve (when required) the formally committed products of the project, like publications, meetings, communication campaigns and consultancy reports, especially those that are means of verification for the indicators of the log frame;
3. Represent the project in appropriate fora and networks and establish and maintain strategic institutional relationships;
4. Continuously support the Project Director and the Coordination Unit of Condesan in the identification of co-financing possibilities.

The Steering Committee will have 1 meeting every year to evaluate, discuss and approve (when required) the annual technical progress reports and the annual work plans prepared by the Project Director in collaboration with the Coordination Committee. During the full project execution period, the Steering Committee will maintain regular contact (by informal and formal electronic communication - email discussions and intranet) when project execution requires so, facilitated by the Committee president.