

TERMINAL EVALUATION REPORT

MAINSTREAMING BIODIVERSITY CONSERVATION THROUGH LOW-IMPACT ECOTOURISM IN PROTECTED AREAS (ECOTUR-AP) No. PN-X1003.

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**Report. ECOTUR-AP
TERMINAL EVALUATION
Panama. December, 2017**

**Inter-American Development Bank (IDB)
Ministry of Environment (MiAMBIENTE)**

Ana L. Baez, Consultant

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ACRONYMS USED IN THIS DOCUMENT

ANAM	National Environmental Authority
ATP	Panamanian Authority for Tourism
AWP	Annual Work Plan
BZ	Buffer Zone
CAMPTUR	Panamanian Chamber of Tourism
DAPVS	National Directorate for Protected Areas and Wildlife
ECOTUR-AP	Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in the National System of Protected Areas (SINAP)
GEF	Global Environment Facility
IDB	Inter-American Development Bank
INAC	National Institute for Culture
LAC	Limit of Acceptable Change
M&EPP	Monitoring and Evaluation of Project Progress
MEF	Ministry of Economy and Finance
METT	Management Effectiveness Tracking Tool
MiAMBIENTE	Ministry of Environment
NGO	Non-Government Organization
PA	Protected Area
PEP	Project Execution Plan
PEU	Project Executing Unit
PMEMAP	PA Management Effectiveness Monitoring Program (<i>Programa de Monitoreo de la Efectividad del Manejo de las Areas Protegidas</i>)
PNAC	Parque Nacional Altos de Campana
PNC	Parque Nacional Coiba
PNCh	Parque Nacional Chagres
PNGDOTH	Parque Nacional General de Division Omar Torrijos Herrera
PNMIB	Parque Nacional Marino Isla Bastimentos
PNP	Parque Nacional Portobello
PNS	Parque Nacional Soberania
PNSL	Parque Nacional San Lorenzo
PNVB	Parque Nacional Volcan Baru
POR	Project Operational Rules
PP	Procurement Plans
PPP	Project Procurement Plans
PUP	Public Use Plans
ROVAP	Spanish acronym for Range of Opportunities for PA Visitors
SINAP	National System of Protected Areas
STRI	Smithsonian Tropical Research Institute
STS	Sustainable Tourism Solutions
TNC	The Nature Conservancy
TO	Tour operator(s)
ToR	Terms of Reference

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1 General Aspects

CONTEXT OF THE TERMINAL EVALUATION

- 1.1 This is the Terminal Evaluation Report of the IDB-GEF Project named "Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in Protected Areas (ECOTOUR-AP)", Non Reimbursable Technical Cooperation No. ATN/FM-12798-PN, executed under an agreement entered on September 24, 2012 between the Inter-American Development Bank (IDB), and the Ministry of Economy and Finance of Panama, and endorsed by the Audit Office of the Republic of Panama (Contraloría General). The Ministry of Environment (MiAMBIENTE) is the Project's Executing Agency in charge of executing a total of 14 million US Dollars, of which 4 million are GEF funds and 10 million are cofinancing contributed by different national institutions like MiAMBIENTE (7,434,914 million), Fundación Mar Viva (1.7 million), and TNC (865,086). The last two contributions were made through in-kind support.
- 1.2 The Project Execution phase was originally expected to last 42 months (2012-2016). However, due to execution delays mainly derived from a lack of consensus between MiAMBIENTE and the Panamanian Authority for Tourism (ATP), the activities started in July 2014, i.e. with a 20 month-delay. All in all, the Project has been under implementation from October 2014 to March 2018, totaling three years and five months of execution. The Ministry of Economy and Finance of Panama - MEF¹, upon request of MiAMBIENTE, requested that IDB approve a Project Execution term extension to September 2017, so that the activities included in the 2016-2017 PEP approved by the Steering Committee could be completed. The request was approved by IDB under official letter CPN-11/2017 dated January 11 of that same year, for a period of 9 months until December 25, 2017. A third extension was requested by the authorities and approved by IDB under official letter CPN-1218/2017, fixing March 25, 2018 as the Project's final closing date.
- 1.3 As a condition for the implementation of the Project, on July 13, 2013, MiAMBIENTE executed Cooperation Agreement No. 013/13 with the Panamanian Authority for Tourism (ATP), which was endorsed by the National Audit Office of the Republic of Panama. The aim of the Agreement was to set the basis for the administrative and technical coordination of the Project based on the Tourism Master Plan and the National Environmental Strategy. In addition, the parties executed Cooperation Agreement No. 051-2016 for a total amount of 271,648.34 Balboas to support 4 specific projects. The resources of said Agreement are to be transferred to this Project. As of today, the non-executed resources amount to USD 107,847.84, which are going to be

¹ Based on Official Note DdFP/GRC/374 sent by the Vice Minister Horacio Montenegro to the IDB representative, Mr. Fidel Jaramillo, dated March 31, 2018.

returned to ATP since the Project has failed to materialize alternatives for executing them. Under Notice DM 1535-2017 dated August 20, MiAMBIENTE requested coordination with ATP to solve this issue in view of the imminent close of the Project, but no answer has been received so far. As reported by Ricardo Sandoval during a meeting held at ATP, the ATP Minister has not issued a decision in this regard. A reminder notice was sent by ECOTUR-AP to ATP on November 23, 2017.

- 1.4 The objective of the Project is to generate a model of low environmental impact ecotourism in the National System of Protected Areas that contributes to biodiversity conservation and sustainability of protected areas, in a framework of innovation, entrepreneurial integration, and sustainable social development.
- 1.5 Nine Protected Areas administered by MiAMBIENTE, which are listed below, were selected for the implementation of this Project. Although Parque Nacional Omar Torrijos Herrera is part of the Project, it was financed with funds from Minera Panamá, as agreed by the parties.

Chart No. 1 Protected areas contemplated in the ECOTUR-AP Project.

No.	Name of Protected Area	Acronym
1	Parque Natural Altos de Campana	PNAC
2	Parque Nacional Coiba	PNC
3	Parque Nacional Chagres	PNCH
4	Parque Nacional Portobelo	PNP
5	Parque Nacional General de Division Omar Torrijos Herrera	PNGDTHPA
6	Parque Nacional San Lorenzo	PNSL
7	Parque Nacional Marino Isla Bastimentos	PNMIB
8	Parque Nacional Soberania	PNS
9	Parque Nacional Volcan Baru	PNVB

During the second phase of the Project, Parque Nacional Camino de Cruces was included for strategic reasons related to the conservation and valuation of the Cultural and Natural Heritage.

- 1.6 MiAMBIENTE is the entity in charge of the coordination, administration, and financial and accounting administration of the Project, including procurement and the preparation of annual operating budgets and progress monitoring and evaluation reports. At first, the Project was administered by the Project Executing Unit (PEU) of the Project for the Consolidation of the Panamanian Atlantic Mesoamerican Biological Corridor (CEBMAP II). Later, "ECOTUR-AP" was created as the administrative entity of this Project. It was integrated by a director and a technical team exclusively hired to this end. With the Government elected in 2014, a reorganization was carried out and the Project was transferred to the Strategic Goals Unit of MiAMBIENTE. This structure has been maintained even after the last change of Minister. The Project

Coordinator of ECOTUR-AP maintains a close relationship with the Directorate for Protected Areas and Wildlife (DAPVS, by its Spanish acronym) of the same Ministry and other technical and administrative offices like the Planning Office, or the Office for Finance and Administration.

- 1.7 The Project has a cross-sector Steering Committee, which ensures the participation and engagement of the main sectors. It is in charge of ensuring a close coordination between MiAMBIENTE and ATP, approving the Project Execution Plan and fulfilling its objectives. During the first phase, it played a key role -at the strategic, political and technical levels- and proved to be a great strategist in achieving continuity and ensuring the continuation of the Project during its critical phase. Although the MTE (mid-term evaluation) recommended incorporating a local representative, this was not done. The Steering Committee has been integrated by the institutions listed in the chart below. However, in November of this year, Fundacion Natura filed a resignation notice.

Chart No. 2 Members of the Steering Committee of the ECOTUR-AP project.

Panama Tourism Chamber (CAMTUR) Antonio J Alfaro / Annie Young	Smithsonian Tropical Research Institute (STRI)- Juan Mate
Panamanian Authority for Tourism - Ricardo Sandoval	MiAMBIENTE – Jose Armando Palma
Fundacion Natura – Lisandro Madrid	

The IDB representative in Panama actively participated in this Committee providing support and supervision, which proved highly effective and beneficial for the progress of the Project until he left the institution.

During 2016, the Steering Committee met 7 times, and until November 2017, it held 4 sessions. During the interviews, some Steering Committee members voiced concerns about their little participation and involvement in the adoption of decisions and guidelines for the Project in the last months. This is reflected on the notice dated August 28, 2017 sent by the SC members Juan Mate (STRI), Annie Young (CAMPTUR), Ricardo Sandoval (ATP), and Lisandro Madrid (F. Natura) to the Coordinator of the ECOTUR-AP Project, Ms. Vanessa Villalibre, who answered by the same means. In this respect, the responsibilities of the Committee defined in the final Project Proposal and a change of management with fewer interventions in the micro-management are clear. Finally, this Committee was affected by the resignation of the representative of Fundacion Natura and, more recently, of that of the Panamanian Chamber of Tourism.

- 1.8 The Project has 3 components, each with its own activities and budgets:

- 1.8.1 **Component 1:** Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.

- 1.8.2 **Component 2:** Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.
- 1.8.3 **Component 3:** Strengthening of income generation potential for local stakeholders through ecotourism in the selected PAs.
- 1.9 The budget of ECOTUR-AP, as the Project Manager, was 29% contributed by GEF, and 71% by the Panamanian Government and other NGOs, totaling 14 million Dollars, allocated to the project components as shown on Table 1.

Table No. 1 Original summary of investment sources by Project component

Component	GEF	ANAM	ATP	Co-financing	Total
1. Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.	513,700	1,523,214	0.00	1,265,086	3,302,000
2. Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.	1,990,600	2,500,000	300,000	1000000	5,790,600
3. Strengthening of income generation potential for local stakeholders through ecotourism in the selected Pas.	1,095,700	2,700,000	111,700	300,000	4,207,400
Project Administration	400,000	300,000	0.00	0.00	700,000
TOTAL	4,000,000	7,023,214	411,700	2,565,086	14,000,000
Percentage of Total	29%	50%	3%	18%	100%

Source: GEF Non-Reimbursable Investment Grant Agreement No ATN/FM-12798-PN, Sole Annex, Section III, paragraph 3.01. The co-financing is the financing jointly contributed by MarViva and TNC.

- 1.10 For the administration of said funds, MiAMBIENTE hired the services of BG TRUST, INC., as provided in the ANAM-BG Trust Agreement executed on February 12, 2014 and endorsed by the National Audit Office. BG TRUST INC. is in charge of making the payments requested by the Coordinators and the Superior Office once they obtain the technical approval from DAPVS, ensuring that they are consistent with the activities proposed under the Project.
- 1.11 This Terminal Evaluation is aimed at assessing the achievements made during the second phase of Project implementation during a management period that covers about 50% of the total Project tasks, with a focus on assessing the degree of completion, positive impacts and negative implications, analyzing problems and implemented solutions, financial management effectiveness, lessons learned, and contributing in the best way possible to the implementation of other projects.

SPECIFIC OBJECTIVES AND METHODOLOGY

1.12 The specific objectives of this terminal evaluation are as follows:

- 1.12.1 To review and evaluate the achievements made during project implementation vis-à-vis project objectives, the Results Framework, and the Project Execution Plan,

with a view to analyzing project results and deriving lessons that may help improve the sustainability of future projects.

- 1.12.2 To evaluate the degree of fulfillment of the objectives of the Project and of the objectives included in the final Results Framework, including the Project's contribution to ensuring global environmental benefits and local and national benefits.
 - 1.12.3 To identify good practices and lessons learned and to describe successful results.
 - 1.12.4 To point out the role played by the main institutions and national organizations associated with the Project, with a special focus on those entities that are members of the Project's Steering Committee.
 - 1.12.5 To check that all the expected outputs and outcomes have been achieved and the Project's objective has been attained.
 - 1.12.6 To point out the positive impacts and negative implications of the Project.
 - 1.12.7 To evaluate the long-term sustainability of the PAs that have been selected for the development of ecotourism activities.
 - 1.12.8 To propose measures that may help improve the execution of future projects.
- 1.13 The work methodology implemented to fulfill said objectives was based on the following activities:
- a **Overall Evaluation.** Analysis of the conditions and context of the Project (at the technical and financial levels), with particular emphasis on the objectives, main difficulties, solutions implemented, and external factors, among other aspects.
 - b **Components and Outcomes.** Analysis of the achievements and implementation of each Project component, with a special focus on Component 3.
 - c **Evaluation Indicators.** Analysis of results based on the indicators defined for the Project.
- 1.14 The main sources of information were: i) information from the documents provided by the Coordinator and the technical team; ii) information obtained through technical visits and interviews with the relevant stakeholders, beneficiaries, consultants and staff of the institutions involved; iii) the work session held with key stakeholders for purposes of the Preliminary Workshop and the Results Dissemination Workshop.
- 1.15 The technical documents reviewed include, among others:
- a. The GEF Non-Reimbursable Investment Grant Agreement No ATN/FM-12798-PN.
 - b. The Project Operational Rules.
 - c. The Project Implementation Report (PIR) with its respective Tracking Tools submitted to the GEF Secretariat in 2016 and 2017

- d. Project Execution Plan updated as of March 2016 and approved by the Steering Committee
- e. Project Results Framework
- f. The minutes of the meetings held by the Steering Committee in 2016 and 2017
- g. The memorandums of the Management Missions conducted by the Inter-American Development Bank
- h. The Annual Work Plans of the Project for 2016 and 2017
- i. Procurement Plans for 2016 and 2017
- j. The current Project Risks Matrix
- k. The Half-yearly Execution Reports
- l. The final reports of the Consultancy Assignments conducted in 2016 and 2017
- m. The Action Plan for Green Tourism in the Protected Areas of the Republic of Panama (2016-2026)
- n. Documents generated by other technical cooperation projects or related studies which have been used in the development of the Project

1.16 To analyze the budget and the implementation of the agenda of commitments, a number of documents provided by ECOTUR-AP were used, which included: monthly and half-yearly reports, 2016 and 2017 AWP, PPs, GEF-IDB indicators, consultancy contracts and outputs, Steering Committee minutes, financial reports, procurement reports, among others.

1.17 The technical visit mission took place from October 23 to November 11, 2017² and the Consultant submitted a Work Plan, which was approved, as provided in the consultancy contract. The activities carried out included³:

1.17.1 Meeting with the Coordinator and the Technical Team at ECOTUR-AP offices

1.17.2 Individual meetings were held with the following stakeholders for purposes of reviewing specific and general aspects of the Project:

- Inter-American Development Bank DC office staff in charge of the technical and fiduciary supervision of the Project - by telephone.
- Individual meetings with the members of the Steering Committee (representatives of CAMPTUR, ATP, STI, and SINAP)
- Representatives of government institutions (MiAMBIENTE, ATP, CAMTUR, SNAP) which participate or have participated in the Project
- Staff of BG Trust - i.e. the funds administrator
- Other cooperation entities and programs related to the Project
- Consultants hired, local stakeholders on the ground, among others.

1.17.3 Fieldwork: 7 PAs got visited (PN Coiba, PN Altos de Campana, PN Soberania, PN Volcan Baru, PN Camino de Cruces, BPPP San Lorenzo, PN Portobelo) and meetings were held with the technical staff and managers of the PAs,

² Annex 1: Work plan of the technical visit.

³ Annex 2: List of people interviewed during the technical visit.

consultants, contractors, some beneficiaries, local stakeholders, among others. Also, visits were made to the facilities built, information panels, among others. The visit to PNMI Bastimentos was called out due to adverse weather conditions and the visit to PN Chagres took place on a holiday. However, in both cases meetings were held with the PA Managers.

- 1.17.4 Conference calls were held by telephone and Skype with people who could not be interviewed during the field visit, either because they were not available or because they were out of Panama.
- 1.17.5 At the end of the technical visit a presentation of preliminary results was made to the Steering Committee, the Coordinator, the Director of DAPVS and technical staff of ECOTUR-AP and DAPVS.
- 1.17.6 On December 15, during the second visit, three presentations were given to representatives of MiAMBIENTE, IDB and the Steering Committee, as part of the Results Dissemination Workshop held in Panama. Also, a meeting was held with the Minister and the Vice-Minister of Environment.

Overall Project Execution

GENERAL IMPLEMENTATION ISSUES

- 1.18 The Project was conceived in response to concerns of MiAMBIENTE about the growth in tourism demand for Panama and its potential link with protected areas. The aim was to create proper conditions for quality visitation, the protection and responsible management of biodiversity, the generation of revenues for conservation, the involvement of the PA neighboring communities and the creation of development opportunities for said communities.
- 1.19 The Project is framed under the guidelines of the Global Environment Facility (GEF), as its main source of finance, and is based on the Biodiversity Agreement and its Implications for PA Tourism signed by Panama.
- 1.20 The Project components are based on specific needs derived from the context already described:
 - 1.19.1 **Component 1 - Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP:** the aim is to strengthen the relationship between MiAMBIENTE and ATP, defining a strategy which should be aligned with national plans and engage public institutions and the private sector with clear objectives in terms of sustainable management of biodiversity and tourism. In addition, it proposes the development of mechanisms to operationalize said management through the creation of opportunities to involve the private

sector and, especially, the neighboring communities. It also contemplates the need to train the staff of the institutions involved in related matters.

- 1.19.2 **Component 2 - Planning, operational management and monitoring of ecotourism in PAs:** it is aimed at enhancing planning and the quality of ecotourism products and the experience within the PAs through the design and implementation of public use plans (PUP) and infrastructure. The PUP must contemplate visitor management aspects, an offer which could potentially involve third parties, the valuation of biodiversity, adaptation to climate change, monitoring, and staff training.
- 1.19.3 **Component 3 - Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs:** it seeks to create business plan tools and a marketing strategy, strengthen entrepreneurs in the sustainable management of their operations, provide services and business opportunities, and define marketing actions at least for the selected PAs.
- 1.21 The Project's Risk Matrix presented in January 2015, identifies 11 risks for the Project, of which 5 are rated as high, 5 medium, and 1 low. The Risk Matrix (Annex 3) in effect by 2017 shows adjustments and improvements in the identified risks - only 3 are rated as high, 7 as medium and 1 low.

PROJECT ORGANIZATION

- 1.22 In spite of the Project's relevance for strengthening tourism in Panama, it faced multiple difficulties, of a political nature mainly, especially conflicts between ATP and MiAMBIENTE, which had opposite views, particularly as regards the approach and administration of the Project. This situation lasted 20 months. The fact that the tasks schedule was not implemented and the budget proposed in the Results Framework and the AWP was not executed seriously jeopardized the continuation of the Project.
- 1.23 Thanks to the vision of the Steering Committee, the support of the IDB Project Manager, and the active participation of the private sector through the Tourism Chamber of Panama (CAMPTUR), some actions could be implemented during that period, preventing the loss of funds and the Project from being closed.
- 1.24 The change of authorities in the National Government and the restructuring of ANAM, which shifted into the Ministry of Environment, favored the continuation of the Project and not only supported its management, but also prioritized it within the structure of the Ministry of Environment making it part of the Strategic Goals Unit, which is directly under the influence of the Minister. While the change of Minister required some adjustments, it was the

replacement of 3 Directors at DAPVS that has posed a greater challenge for the Project, especially due to the staff turnover involved.

- 1.25 The changes and challenges faced during the first stage of the Project are reflected in the administration of the Project, if we compare it with its schedule of achievements and disbursements. There is also a lack of staff continuity, which somehow affects their performance. An example of this is that the Project has had 4 Coordinators.

Chart No. 3 List of Coordinators of the ECOTUR-AP Project.

1	Kenia Argelis Jaen Rivera	Project Coordinator from 10-1-2014 to 1-19-2015
2	Zuleika Pinzon	Project Coordinator from 1-19-2015 to 3-18-2015
3	Paula A. Duque Camelo	Project Coordinator from 3-18-2015 to 2-27-2016
4	Vanessa Villalibre	Project Coordinator from 2-29-2016 to date

The last Project Coordinator has remained in her position and, during her 20 months in office, she has stabilized, technically strengthened and built an administrative and financial structure for the execution of the Project.

- 1.26 The administrative and financial procedures based on the IDB project requirements, according to the Operational Rules, have been followed. Considerable progress has been made in the administrative structure during 2016 and the Project is on a more stable path.
- 1.27 By the time the working session of the Results Dissemination Workshop was held (December 14 and 15, 2017), ECOTUR-AP had already hired the services of a company to perform the Audit for the closing of the Project. The results of the Audit are not included in this evaluation because they are not on the agenda. However, this report does review the results of the yearly Audits for 2015 and 2016.
- 1.28 In its first phase (Components 1 and 2), the Project largely relied on consultancies and the procurement of works. Component 3 contributes on issues concerning the integration of the private sector and communities, marketing and commercialization. In 2014, 8 contracts were implemented, in 2015 26 contracts, in 2016 30 contracts, and in 2017 23 contracts. The total number of contracts executed is 87, including those executed with both individuals and consulting firms. Please refer to the summary in Annex 4.
- 1.29 One of the most effective mechanisms for the administration of the Project has been the creation of ECOTUR-AP as a decentralized entity of MiAMBIENTE, with a specialized technical team which has satisfactorily addressed the issue of integrating the different sectors and direct and indirect stakeholders, monitoring the tasks entrusted to consultants and contractors, and the completion of administrative and financial processes. However, this does not

seem to be the mechanism of continuation that MiAMBIENTE will adopt once the Project has concluded. As part of the process of defining a new organization chart for MiAMBIENTE, it has been proposed to incorporate an Ecotourism Section that reports to the Directorate for Protected Areas and Wildlife.

- 1.30 The multidisciplinary and inter-institutional team which makes up the Steering Committee has been strategic and the role it has played and their commitment have enabled the Project to continue, even during its most difficult times. The participation of the private sector and its influence on the capacity to negotiate with the authorities are worth emphasizing. While it nowadays keeps playing an active role, it is not so directly involved, possibly due to the more active pace that the Project has taken due to a more fluid execution of the activities planned, without major developments.
- 1.31 The original proposal of the Project to promote the participation of Panamanian consulting teams was not quite viable due to their lack of technical capacities in specialized matters and the urgent need to train them. As a result of this, it has been necessary to seek and promote the participation of teams from other countries like Ecuador, Spain, Costa Rica, and the United States. This has also been the case with the professionals or companies which had to be hired to build infrastructure.
- 1.32 Among its goals, the Project proposes to equip 9 PAs in Panama with basic services and conditions for ecotourism and to strengthen this activity across the country. However, as the Project made progress, the large number of PAs and their being quite diverse has been an issue continuously discussed by the Steering Committee due to multiple reasons which include: i) the scattered efforts and resources prevented strengthening one or two PAs and turning them in model projects and sources of lessons learned which could be used as an inspiration in other PAs; ii) the limited resources and time allocated to each PA; iii) the possibility to create local capacities and commercial links which may ensure a successful activity linked to biodiversity conservation in the PA in the long run; and iv) the capacities of the PA staff to undertake these new tasks addressing issues like quality (of the resource and the experience), monitoring, maintenance of the infrastructure, community involvement, among others.

Therefore, at the verge of the Project closure, this situation is reconfirmed. The project that is currently being negotiated as a loan to IDB is expected to strengthen 4 priority protected areas, as recommended in the Mid-Term Evaluation. However, as pointed out by CAMPTUR, it is important to ensure continuity in the investments made in the 9 PAs benefited by this Project.

2 Evaluation of the fulfillment of objectives based on the indicators of the final results framework of the Project

- 2.1 This section addresses the implementation of the Project and the fulfillment of its objectives vis-à-vis the indicators of the final results framework. A table has been used to summarize each component and more easily view their scope. For more detailed information on the contributions to each PA, please refer to Annex 5.
- 2.2 The proposal for this Project identified key outcome indicators, which are summarized on Table 5.

Chart No. 4 Key outcome indicators

Indicator	Justification
Increase in PA management effectiveness (as measured by the BD-SP2 GEF and PMEMAP tracking tools)	It measures PA management effectiveness and the implementation of public use and PA protection plans
Percentage increase of external revenue sources of SINAP	It measures the financial independence of SINAP and the potential to sustain improved ecotourism management systems in the PAs
Percentage increase in visitors to PAs due to improvements in ecotourism products and services in selected Protected Areas	It measures the increase in PA attractiveness through the investments made to improve public use and ecotourism management
Percentage of international visitors that have visited at least one of the selected Protected Areas	This indicator represents the status of the supply of ecotourism services in the PAs of Panama (comparison with competitive destinations)
Percentage increase of local and community-based businesses delivering ecotourism services in the Protected Areas	It measures the increase in the delivery of ecotourism services by local stakeholders and the capacity to generate higher revenues
Number of protected areas with biological, physical and economic indicators selected (wildlife, forest, water quality, volume of visitor activities, number of concessions); baseline completed; monitoring methodology defined	While general biodiversity monitoring will be carried out throughout the Project, it is important to define key indicators that improve the quality of the monitoring activities in the long term

Source: GEF ECOTUR-AP Project Proposal. Chart 2 Key outcome indicators

- 2.3 The indicators of the final results framework allow evaluating the degree of fulfillment of the Project objectives proposed for each component and are based on the main concepts previously established as indicated in the key outcome indicators.

LOGFRAME OF INDICATORS

2.4 Below is a summary of the Project objective with its outcome indicators, baselines, target levels and observations, and the outcomes of each indicator. Further below there is an analysis for each component.

Chart No. 5 Summary of outcome indicators of the ECOTOUR-AP Project.

Objective of the Project	To generate a model of low environmental impact ecotourism in the National System of Protected Areas that contributes biodiversity conservation and sustainability of protected areas, in a framework of innovation, entrepreneurial integration, and sustainable social development.																																			
Outcome indicators	Baseline:	Target level	Observations	Outcomes as of 2017																																
Increase in PA management effectiveness (as measured by the PMEMAP tracking tool)	Baseline of the PMEMAP tracking tool, for eight PAs, TAKING 2013 as the base year: PN Soberania-867 PNGD Omar Torrijos-857 PN Chagres- 842 PN Altos de Campana - 760 PN Coiba - 657 PNV Baru - 632 PNMI Bastimentos - 625 BPPS San Lorenzo – 665 PN Portobelo - 452	-Tracking tool target for the 8 PAs: PN Soberania - 910 PNGD Omar Torrijos - 900 PN Chagres - 884 PN Altos de Campana - 988 PN Coiba - 854 PNV Baru - 822 PNMI Bastimentos - 813 BPPS San Lorenzo -864 PN Portobelo-588 - By the end of the ECOTUR-AP Project, those PAs with an acceptable PMEMAP level will improve to a satisfactory level - a 30% increase in management effectiveness as compared with the 2013 level. - PAs with a satisfactory level will remain the same or will increase by 5% vs. 2013 results.	It measures PA management effectiveness by evaluating 37 indicators which reflect different management aspects in 5 spheres: <ul style="list-style-type: none"> • social • administrative • natural and cultural resources • political-legal • economic-financial <p>The PMEMAP tool has been revised in order to implement some indicators for the ecotourism activity.</p> <p>PMEMAP management rating scale</p> <table border="1"> <thead> <tr> <th>Management Level</th> <th>Rating Scale</th> </tr> </thead> <tbody> <tr> <td>0-25</td> <td>Unacceptable</td> </tr> <tr> <td>26-50</td> <td>Not very acceptable</td> </tr> <tr> <td>51-75</td> <td>Regular</td> </tr> <tr> <td>75-90</td> <td>Acceptable</td> </tr> <tr> <td>More than 91</td> <td>Satisfactory</td> </tr> </tbody> </table>	Management Level	Rating Scale	0-25	Unacceptable	26-50	Not very acceptable	51-75	Regular	75-90	Acceptable	More than 91	Satisfactory	<table border="1"> <thead> <tr> <th>Protected Area</th> <th>Results as of May, 2016</th> </tr> </thead> <tbody> <tr> <td>PNGDOTH</td> <td>61</td> </tr> <tr> <td>PN Coiba</td> <td>57</td> </tr> <tr> <td>PN Chagres</td> <td>53</td> </tr> <tr> <td>PN Soberania</td> <td>51</td> </tr> <tr> <td>BP PP San Lorenzo</td> <td>50</td> </tr> <tr> <td>PN Altos Campana</td> <td>47</td> </tr> <tr> <td>PN Volcan Baru</td> <td>47</td> </tr> <tr> <td>PNMIB</td> <td>41</td> </tr> <tr> <td>PN Portobelo</td> <td>38</td> </tr> </tbody> </table> <p><small>This result stays the same, since the monitoring is conducted every two years. The next monitoring must be conducted in the first four-month period of 2018.</small></p> <p>The results for 5 of the selected PAs are rated as not very acceptable. 4 PAs achieved regular results. The adjustment to the scale prevents a comparison with the baseline.</p>	Protected Area	Results as of May, 2016	PNGDOTH	61	PN Coiba	57	PN Chagres	53	PN Soberania	51	BP PP San Lorenzo	50	PN Altos Campana	47	PN Volcan Baru	47	PNMIB	41	PN Portobelo	38
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Increase in PA revenues generated from fees and other financial mechanisms for ecotourism activities (expressed as gross revenues).	Approximately B/. 633,943.00 in 2014, which is the base year - [anchorage dues and other fees for using the facilities]	By 2015, revenues will have increased by 10% from PA entrance fees, and by 2016 they will have increased by 20% from entrance and tourist activity fees.	At least a 30% increase is to come from PA entrance fees and other tourist activities. <i>-At least 30% of SINAP's budget is to come from entrance fees and alternative sources of income from ecotourism (concessions).</i>	For 2014, a gross revenue of B/571,217 is reported. For 2015, a gross revenue of B/923,450 is reported. For 2016, a gross revenue of B/832,814 is reported. As of October 2017, a gross revenue of B/746,479 is reported.																																

				The increase in revenues from entrance fees and other tourist activities has been 31%.
Increase in annual number of visitors to PAs due to improvements in ecotourism products and services in selected Protected Areas.	Approximately 61,500 visitors (2014 baseline)	By 2016, the number of visitors to the selected PAs is expected to increase by 15%	Between 2014 and 2016, there was an estimated increase of 270%. The increase between 2016 and 2017 has not been calculated due to a lack of data for November and December of 2017. (Although it is estimated to be very similar to that for 2016)	There has been a 270% increase in visitation between the base year and 2016.
Increase in the number of international visitors to the selected PAs.	32,045 international visitors (2014 baseline)	By 2016, the number of international visitors will have increased by 25%	This indicator represents the positioning of the Panamanian PAs offer of ecotourism services (benchmarking with competitive destinations).	For 2016, 58,548 foreign visitors have been reported, i.e. a 55% increase in relation to the baseline. For 2017, data is available until October.
Percentage increase of ecotourism service concessions granted to local and community-based organizations and businesses	3 concessions (2014 baseline) (B/. 150,426.00)	Increase to a total of five (5) service concessions in the selected PAs	Indicator representing the expansion and diversification of the supply of ecotourism services in PAs	Executive Law No. 34 of March 30, 2017 defines the procedures for green tourism concessions in PAs, and Executive Order No. 33 of March 20, 2017 defines the procedures for PA administration concessions - both were gazetted on March 30 (issue number 28,248) Dissemination workshops have been conducted and there is considerable interest. <u>5 co-management agreements</u> are being negotiated. Based on the DAPVS list, priority has been given to those agreements which may prove successful and serve as an example. Progress has been made in negotiations in Bastimentos, Volcan Baru, Campana and Darien. The co-management methodology and the user guide on

				participatory management have been defined.
Number of PAs with biodiversity indicators selected (wildlife, forest cover, water quality) to monitor tourism impacts	No such indicator is available for any PA.	Nine Protected Areas	The baseline for these biologic and economic indicators is expected to be risen by 2015.	Currently, the 7 PUPs approved, plus those missing (PN Coiba and Chagres) with LAC indicators to monitor the impacts of tourism in relation to biodiversity and management, and other management indicators. The <u>baseline</u> for these indicators <u>has not been defined yet</u> .

Source: GEF ECOTOUR-AP Project Proposal and Results Matrix as of November 2017.

2.5 The data supporting some indicators in Chart 5 can be further analyzed using the summary of visitation movements in the selected PAs shown on Chart No. 6. The Project indicators in this field have been fulfilled to a much higher degree than estimated, with the visitation growth rate increasing from 30% to 270%. As for the yearly growth, there was a remarkable increase between 2014 and 2015, which then tended to normalize and which is reflected in revenues. The growth rates for each PA remain stable, though some have dropped to acceptable figures as summarized on Chart No. 6.

Chart No. 6 Summary of visitation and revenues in the protected areas of the Project.

No.	Name of Protected Area	Total visitors as of 2009	Total visitors as of 2014	Total visitors as of 2015	Total visitors as of 2016	Visitors as of Oct., 2017
	Total PA visitation		104,580	148,695	166,351	134,950
	Total gross revenues B/		571,217	923,450	832,814	746,479
1	P. N. Altos de Campana PNAC	2,333	1,895	2,903	3,706	3,568
2	P. N. Coiba PNC	8,145	10,066	17,413	14,649	14,159
3	P. N. Chagres PNCH	14,183	10,225	16,559	13,673	15,221
4	P. N. Portobelo PNP	NA	NA	NA	NA	NA
5	P. N. Gral Omar Torrijos Herrera PNGDTHPA	1,200	2,483	3,449	3,335	2,232
6	BPPP. San Lorenzo	-	16,679	19,980	19,310	13,845
7	P. N. Marino Isla Bastimentos PNMIB	7,672	7,355	13,343	18,105	11,554
8	P. N. Soberania PNS	5,579	7,250	6,086	6,657	5,539
9	P.N. Volcan Baru PNVB	3,275	5,589	6,622	9,203	10,194
10	P.N. Camino de Cruces		869	1,507	1,599	1,602

Source: Own production based on SINAP statistics.

2.6 The degree of fulfillment of the Project indicators is summarized for each component below:

COMPONENT 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.

- 2.7 The Project makes a significant contribution with the Green Tourism Vision which, through a participatory process, consolidates the main action lines of PA-based tourism. Although it is specifically focused on PAs, this Vision is considered a guiding strategy on the sphere of Green Tourism at national level. Thanks to the political will and involvement at high level, this effort has been disseminated as a commitment assumed by the country to address the issue of Green Tourism as a new strategic action.
- 2.8 Also, a considerable effort has been made to have a legal framework in place that allows DAPVS to move more clearly and safely towards community involvement. With the Executive Order aimed at facilitating the implementation of joint management with community groups, progress has been made towards the creation of opportunities for generating business through tourism specifically. To date, groups interested in implementing this mechanism have been identified in 3 of the selected PAs.
- 2.9 The Public Use Plans and Methodologies have been institutionalized and implemented throughout the SINAP. Although this consultancy assignment could not be carried out before starting the formulation many of the PUPs, it can be taken as a reference for future plans in other PAs.
- 2.10 The training efforts targeted at both the DAPVS staff and the local guides proved to be a good strategy to involve collaborators of the organization and prepare them for change. The guides interviewed in Boquete seemed highly committed and interested in knowing more and creating alliances with Parque Nacional Volcan Baru.

Below is a technical summary based on the Results Framework (2015) including the indicators allocated to Component 1 and their activities as of 2017. A summary of achievements vis-à-vis indicators and targets has been included.

Chart No. 7. Summary of the Indicators Matrix for Component 1, ECOTUR-AP

Indicators Matrix						
Component 1	Base line	Year 1 (Oct 14 - Dec 2015)	Year 2 (2016)	Year 3 (2017)	Target	
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.						
1.1. Public Use Plan guidelines, methodology and regulations approved by the Ministry of Environment (MiAMBIENTE, formerly ANAM).	None		One publication in the Official Gazette	<i>Applied to 3 PAs</i>	Guidelines and Methodologies for Public Use Plans institutionalized and implemented throughout the SINAP	Resolution No. DAPVS-002-2016 approving the Handbook for the Preparation of Public Use Plans in the PAs of the National System of Protected Areas (SINAP) dated March 11, 2016, published in the Official Gazette. The PUPs for PNMIB, PN Volcan Baru, PN Altos de Campana, PN Soberania, BPPP San Lorenzo, and PN Portobelo have been approved by a DAPVS Resolution and have been published in the Official Gazette, following the guidelines in the Handbook under review by DAPVS for subsequent publication: PN Camino de Cruces, PN Coiba, PN Chagres. Executive Order no. 1 of April 2015, establishing the initiative to promote ecotourism in PAs through ATP, INAC and MiAMBIENTE. Launch of the Action Plan for the development of Green Tourism in Protected Areas (2016-2026). Sustainability standards for ecotourism adopted under COPANIT. Regulation no. 510 of the Ministry of Trade and Industries, Resolution no. 49 (of Wednesday, June 28, 2017), Official Gazette No. 28322. Twenty-one

						stakeholders apply for certification. Seven companies ready for certification.
1.2. Procedural manual and user guide for granting and administering concessions, and PA co-management approved by MiAMBIENTE.	None		Procedural Manual on co-management prepared.	User Guide on co-management prepared.	Procedural manual and guide on concessions and co-management institutionalized across SINAP.	Procedural Manual and User Guide on co-management (participatory management) and concessions prepared. At approval stage at DAPVS for adoption under a Resolution. To facilitate the concession application process and the execution of co-management agreements, the respective forms have been approved under Resolution No. DM-0404-2017, of August 9, 2017.
1.3. Number of concessions, operation permits and co-management agreements granted	There are only 2 service concessions in the PAs (PN Volcan Baru NP and PN Soberania)		MiAMBIENTE has a list of goods and services for the concessions and co-management agreements in these 3 PAs	2 co-management agreements completed and 2 operation permits or alternative mechanism granted 2 concessions granted First report of the monitoring system on the first co-management agreements	At least two new concessions, two operation permits or alternative mechanism, and two co-management agreements granted based on improved procedures and their monitoring	Executive Order No. 59 of March 2016, creating and regulating the Co-Management of the National System of Protected Areas (SINAP), and other regulations passed. Four co-management agreements endorsed (AMURAM, UCLA, El Salto, CCDS Santa Marta), and 7 co-management agreements being negotiated. AAEE – Eben Ezer, AMIPARQUE, APOSF, Arturis Coiba, Avicennia Nitida, Los Rapaces, Proyecto Ecologico Azuero and DEUMSA. Public Use Managers incorporated as employees of the Ministry of Environment. Only the Public Use Managers of Soberania and Camino de Cruces remain to be

						<p>incorporated. Public Use Managers monitor the co-management agreements and prepare a quarterly report.</p> <p>Executive Orders No. 33 and 34 on service concessions/permits and administrative concessions. Executive Order directing that the Ministry grant legal capacity to the community-based organizations that carry out ecotourism activities in the PAs. Concession in Altos de Campana to perform canopy-related activities at approval stage. Concession for ecotourism-related accommodation on Isla Cañas at approval stage. Twenty-year extension to the concession at PN Soberania endorsed by CGR.</p>
1.4. Number of MiAMBIENTE and ATP staff trained in the application of new public use planning tools.	None		30	30	60 staff trained (80% of DFCA and MiAMBIENTE staff at regional and national level)	<p>In 2015, 65 staff of MiAMBIENTE trained, including Public Use Managers in the 7 PAs that have one, as well as 14 staff of the ATP Regional Offices and headquarters.</p> <p>In 2016-2017, 55 staff of MiAMBIENTE were trained in concessions and co-management. One hundred and forty-six local stakeholders and 49 staff (MiAMBIENTE and ATP)</p>
1.5. Number of external stakeholders (operators, guides, local guides) trained in regulatory tools for ecotourism in PAs	None			10	10 external stakeholders trained in regulatory tools for ecotourism in PAs	<p>Ten local stakeholders participated in the training sessions (PNC (1)-PNRBAC (3), PNCh (4), PNS (1) PNP (1)), as well as 7 stakeholders from the private sector.</p> <p>Many training workshops (more than 10) have been actually held among stakeholders, institutions and staff.</p> <p>In addition, with the consulting assignment on</p>

						Business Plans, 33 external stakeholders were trained.
1.6. Number of guides and local guides certified as PA Tour Guides			PA Tour Guide Program designed and approved by MiAMBIENTE and ATP (respective Resolutions)	At least 60 guides certified	Local guides certified and ATP regulations for guides in place	As a result of the first training, there are <u>65 guides</u> trained in field and interpretation techniques to assist tourists in the different PAs, of which <u>49 have been certified</u> by ATP. As of November 30, ATP had 69 specialized guides already certified.
1.7. Collection system for PA entrance fees and other services revised, updated, and improved	None		PA entrance fee collection tool designed and approved by MiAMBIENTE	1 collection tool for additional service fees (e.g. parking, restrooms, etc.)	5 sets of ecotourism-related fees revised and updated	The bidding specifications for the on-line fee collection implementation system for 9 national parks have been prepared.
1.8. New alternative financing mechanisms and instruments designed and approved	None			<i>3 mechanisms and instruments defined, ensuring compatibility with regulatory framework</i> <i>1 instrument in place</i>	Financial sustainability strategy to increase PA financing sources formulated, with at least 2 instruments and mechanisms defined and monitored, and 1 in place.	Strategy for PA financial sustainability through ecotourism formulated. The proposal seeks the implementation of the following intervention strategies: - Revenues based on PA entrance fees - Service concessions and grant of permits for green-tourism activities in the PAs - Regulations for operations and investments related to the funds created by MiAMBIENTE for the benefit of the Water, PA and Wildlife Trust, Executive Order No. 69, of July 11, 2017. Water, PA and Wildlife Trust, agreement between Banco Nacional and MiAMBIENTE No. 0017-2017, endorsed on October 24, 2017. - Business plans for the involvement of the different sectors. Instrument for concessions and co-management.

Final outcomes:						
Increase in annual revenues from concessions and ecotourism-related fees	USD 784,369.00		10% increase	20% increase	Annual revenues from concession fees and other ecotourism services increased by 30% vs. the baseline	Revenues have basically increased due to entrance fees; concession and co-management services are expected to increase the PA revenues in the future. Based on the <u>visitation</u> data for the selected PAs, in 2014 there were 61,542 visitors, and in 2015 86,355 - i.e. a 140% increase. In 2016, visitation stood at 86,902. From January to June 2017, it stood at 55,314. In 2014, the revenues of the selected PAs amounted to USD 485,392, in 2015 to USD 791,376, and in 2016 to USD 671,619.50. From January to June 2017, revenues stood at USD 426,382,50. There was a 28% increase between 2014 and 2016, and a 15.3% drop between 2015 and 2016.
Outcome:						
Increased amount of revenues <i>NB: Visitation revenues account for 17% of the SINAP revenues.</i>	17% of the budget of SINAP		10% increase	20% increase	Revenues generated from concession fees and other financial mechanisms cover at least 30% of SINAP operating budget	SINAP revenues for 2016: USD 645,752. SINAP budget allocation and execution (2014 to 2016: 2014: 1,350,000 allocated; modified budget 2,154,361 and executed budget 1,929,230. 2015: 1,350,000 allocated; modified budget 1,699,074 and executed budget 1,302,260. 2016: 3,500,000 allocated; modified budget 3,094,575 and executed budget 2,822,616. Based on the budget allocated in 2016 and the revenues from entrance fees for the same year, tourism contributed 23% of the budget.

Source: ECOTUR-2017

- 2.11 Regarding point 1.7 on the collection system, on Friday, December 15, the President of Panama officially announced free access and camping in all the PAs save for PN Coiba (Resolution DM0602-2017). We ignore what is the technical basis for this measure, which raised multiple reactions, especially in the private sector, which opposes to the removal of PA entrance fees arguing that the use of PAs as recreational places rather than observation sites will increase. This subject is currently under discussion, and for the Project in general it poses some challenges related to indicators associated with visitation numbers and amounts of revenues.
- 2.12 The issues of concessions and co-management are highly delicate due to the little experience of DAPVS and most community groups in this field, so the process is slow. The provision of services by third parties in the PAs entails many requirements to protect the reputation of the institution and ensure profitability and good practices, so it is urgent to have trained staff.
- 2.13 By interviewing some entrepreneurs, we found out that the links established with the private sector of tourism in the neighboring areas have been effective, as they are interested and participate in the presentations and consultations made by the consultants in the different projects and by the technical staff of ECOTUR-AP.
- 2.14 The tools and documents produced up to date require further dissemination among the different users and potential beneficiaries in order for them to get more familiar with them and empowered. This will enable understanding what are the processes necessary to manage the PAs and the neighboring communities in an effective and profitable manner.

COMPONENT 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

- 2.15 The largest portion of the Project's funds has been allocated to this component in order to equip the PAs with the necessary planning instruments (e.g. Public Use Plans), and tools and infrastructure for a responsible and sustainable management of ecotourism. Substantial investments and improvements have been made in the current and proposed infrastructure of the selected PAs. During the technical visit made in 2016 as part of the Mid-term Evaluation, it was possible to visit some of the PAs and see progress. In this Terminal Evaluation phase, we visited the following PAs:
- 2.16 Parque Natural Altos de Campana, with considerable progress in terms of the infrastructure built, which includes the lookout, toilet facilities, and the Podocarpus trail, which has been reopened and fitted with signage, camping

area, and a public use area. It should be emphasized that the Public Use Manager has made a significant contribution, not only towards consolidating the PA infrastructure, but also through the work done with the communities, generating respect and trust, preparing them for opportunities for alliances and concessions, and other contributions which could be included in the results framework of this Project.

- 2.17 As regards Parque Nacional Coiba, it was necessary to reformulate the PUP, so a consulting team was hired. The reformulation was carried out and is now at the final stage of approval. As for the investments made, there is the El Mono trail, with infrastructure completely finished and in outstanding condition, though already requiring maintenance. The infrastructure for hot spring utilization has been concluded - though we could not visit it due to rough weather and fallen trees. However, as already anticipated during the Mid-Term Evaluation visit, the proposal is not functional. The pools are too big and the water does not reach the desired temperature. Therefore, the group interested in its co-management (Arturis Coiba), with whom I met, suggests making adjustments to rebuild smaller pools and other changes, but no agreement has been reached on this issue. Other infrastructure built by the Project includes the observation tower and the trail that leads to the lookout, apart from changes in the 2 cabins improved by ATP. A site plan for other services including the relocation of staff and the construction of an Ecolodge has been planned and formulated. At the request of the President of Panama, based on a technical report prepared by Universidad Tecnológica, urgent restoration works were performed at PN Coiba from November 1, 2017 to April 2018. Improvements are expected to be made on most facilities in the public use area, which are in critical condition, as this jeopardizes not only visitors' experience, but also -and most importantly- the staff's life quality. At the administrative level, this National Park has undergone several changes and in last November a new Manager was designated. The Public Use Manager was incorporated to the payroll of MiAMBIENTE, but his current role is not clear.
- 2.18 As regards PN Soberania, the visit covered the El Charco trail, where improvements are proposed for the trail itself and the facilities with great public concentration. Apart from the fact that this site still has serious problems related to parking, water access, toilet facilities being out of service and improper facilities, during the first visit we could see deteriorated bridges, and the trail has been declared unfit for visitors until repaired. Improvements are being made in the last bridge, which is expected to become operational soon, although its general condition requires more investment. The Park has a PUP in place and the Public Use Manager is well qualified and willing to get it implemented, working jointly with other programs and activities included in the PA Management Plan. In this case, it was necessary to hire new consulting services to monitor and complete the activities pending, as the previous

contract was terminated⁴. With the new consultants hired, said activities were successfully completed.

- 2.19 PN Volcan Baru was also among the sites visited. Apart from technical meetings with representatives of the private and public sector and local guides, a visit was made to the Los Llanos area, where a cabin was built to accommodate staff and for control and collection purposes. The facilities include a lookout whose lower level could be set up to receive tourists, as there are no facilities for that purpose. Solar power and spring water are used. In Boquete, we held a meeting with the PUP Manager, who will become part of the staff of DAPVS and who integrates very effectively with the different sectors to implement the work agenda. We also met with Jorge Lopez, a guide trained and certified by the Project, who also worked as a consultant for the design and restoration of the Los Quetzales and El Pianista trails. He presented a detailed proposal to build a Visitor Center in the Camiseta area, as a more strategic location than the current one. He is also the President of the Community-Based Organization (CBO) that is building its capacity to participate in concessions and co-management. This is a good example of empowerment and multiplying actions of certified guides. We also held a telephone conversation with Jorge Tovar, an entrepreneur who showed commitment and actively participated in this process.
- 2.20 At PN Camino de Cruces, we walked along the El Guardaparque trail, which has been restored. A PUP has been formulated and is in the process of being approved by MiAMBIENTE. This PA has great potential due to being part of the Strategic Triangle Circuit with important cultural and historical values, which will be promoted in the next project financed by IDB and to be executed by MiAMBIENTE and INAC.
- 2.21 A quick visit was paid to PN Portobelo to get familiar with the proposals for the PUP and the site plan. The implementation of said plans demands great efforts due to the situation of the Park, which is the home to large populations and has strategic stretches of land in the hands of private individuals. In addition, its location and high tourist demand pose considerable challenges for the development of the PUP. The Consultant is particularly concerned about the proposal of the site plan to address visitors' demands, especially for sun and sand, as there is no state-owned land to accommodate these services.
- 2.22 BPPP San Lorenzo has a PUP in place, an observation tower has been built and some signs have been installed. Negotiations concerning co-management are being held with the Los Rapaces organization, and works are being done jointly with El Patronato and INAC for the management, preservation and restoration of the Fort. The upcoming IDB Project will include investments in BPPP San

⁴ The consulting firm originally hired incurred in plagiarism in the public use plan of PNS.

Lorenzo, which is part of the Strategic Circuit for the conservation of the Cultural and Natural Heritage of the central area of Panama.

2.23 PNMI Bastimentos, PN General de Division Omar Torrijos and PN Chagres could not be visited due to rough weather conditions in the first case, distance issues in the second case, and a holiday in the latter, but meetings were held with the Manager of each park.

2.24 Chart No. 8 below summarizes the evolution of the indicators proposed for Component 2 over the Project term and our observations in connection with their fulfillment.

Chart No. 8. Summary of the Indicators Matrix for Component 2, ECOTUR-AP

Indicators Matrix						
Component 2	Base line	Year 1 (Oct 14 - Dec 15)	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 2: Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.						
2.1. Number of public use and PA management plans with ecotourism programs updated and approved	<i>Two (2) PUPs prepared</i>		One (1) PUP approved with legal backup Two (2) plans updated and approved	Two (2) new PUP approved with legal backup Two (2) plans updated and approved.	Three (3) PUPs with legal backup / Three (3) PUPs approved by MiAMBIENTE / Three (3) plans under execution	PUP for Parque Nacional Marino Isla <u>Bastimentos</u> approved by the Directorate for Protected Areas and Wildlife of the Ministry of Environment under Resolution No. 03-2016 of March 14, 2016. Resolution No. DAPVS-006-2016, of June 29, 2016, approved the PUP for PN and Reserva Biologica de <u>Campana</u> . PUP for PN <u>Soberania</u> approved by Resolution DAPVS-0005-2017, of May 24, 2017, and published in the Official Gazette in May, 2017. Resolution No. DAPVS-0001-2017, of March 16, 2017, approved the PUP for BPPP <u>San Lorenzo</u> . Resolution No. DAPVS-0002-2017, of March 28, 2017, approved the PUP for PN <u>Portobelo</u> . PUP for PN <u>Volcan Baru</u> approved by Resolution DAPVS-0006-16, of July 6, 2016, and published in the Official Gazette no. 28075-A of July 15, 2016. PUP for Chagres, Camino de Cruces and Coiba under approval process at

Indicators Matrix						
Component 2	Base line	Year 1 (Oct 14 - Dec 15)	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 2: Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.						
						MiAMBIENTE; the PUP for Coiba is pending approval by the Steering Committee (expected for December 20, 2017).
2.2. Number of PAs with studies on Limits of Acceptable Change completed	<i>None</i>		Methodology defined, at least 15 staff trained in methodology in PA. 1 PA with study on Limits of Acceptable Change completed. 3 PAs with studies on Limits of Acceptable Change pending.	3 PAs with studies on Limits of Acceptable Change.	7 PAs with studies on Limits of Acceptable Change completed and applied to control visitor flow.	The methodology developed under Output 1.1 contains the guidelines, methodology and regulations for the Limit of Acceptable Change and ROVAP (Range of Opportunities for PA Visitors) analysis. The approved PUPs contain an LCA study and a CC analysis defined for each PA. Therefore, for the time being, 7 PAs have proposed LACs.
2.3. Number of PAs with improvements (restorations or new buildings) in the existing and/or new ecotourism infrastructure, in place and operating	<i>None</i>		<i>Three Protected Areas</i>	<i>Four Protected Areas</i>	Seven Protected Areas with improved infrastructure, and ecotourism facilities and equipment built and operating.	Volcan Baru: entrance fee collection cabin in the Camiseta area restored, infrastructure for Los Quetzales trail restored, installation of signs, entrance fee collection cabin for Los Llanos and lookout built; Coiba: 3 trails restored / thermal well area restored, observation tower designed; Campana: 2 trails restored, lookout and restrooms built; San Lorenzo: observation tower designed and built. Bastimentos: signs installed. Soberania: basic alterations and restoration of bridge at El Charco Trail. Camino de Cruces: El Guardaparque trail circuit restored and with signage. To standardize PA

Indicators Matrix						
Component 2	Base line	Year 1 (Oct 14 - Dec 15)	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 2: Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.						
						building guidelines, Resolution DAPVS-0017-2017 of October 3, 2017 approved the Guidelines for the planning, design and construction of ecotourism facilities in PAs. Signage Manual updated and in the process of being approved by the relevant DAPVS Resolution.
2.4. Number of Protected Areas with ecotourism indicators integrated into monitoring (PMEMAP)	PMEMAP is applied in the selected PAs, but only 3 indicators are related to ecotourism		New ecotourism indicators defined in PMEMAP and baseline established in the selected PAs	PMEMAP is applied in the selected PAs with the new ecotourism indicators	Ecotourism monitoring system integrated in PMEMAP	The indicators for evaluating and monitoring the SINAP management effectiveness, covering socio-cultural, co-management, administration, management, natural resources, political, legal, economic, and financial aspects, have been formulated. The PMEMAP tool is applied in the selected PAs with the new ecotourism indicators. Training to DAPVS and PA staff in the new PMEMAP indicators. Two species under participatory preservation and scientific monitoring in the areas of Darien, Chagres, Portobelo (jaguar and harpy eagle)
2.5. Number of staff at national and local level trained in public use management	1 staff member trained		Twenty (20) staff members trained in public use	Seven (7) PAs have 1 Public Use Program Manager trained	Twenty (20) staff members trained in public use and seven (7) PAs have 1 Public Use Program Manager trained	Forty-three (43) staff members trained in public use through workshops held in 2016 and 2017. Eight PAs had a Public Use Manager until 2017: Soberania, Chagres, Coiba, Bastimentos, Campana, Volcan Baru, Camino de Cruces and PILA. The PUP staff of PN

Indicators Matrix						
Component 2	Base line	Year 1 (Oct 14 - Dec 15)	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 2: Planning and investment to increase the quality of ecotourism products in PAs and preserve biodiversity.						
						Campana, Soberania, Chagres and Volcan Baru have been included in the SINAP payroll. Efforts are in progress to include the rest.
2.6. Number of agreements with municipalities to improve solid waste management in the buffer zones of the Project PAs	None		Diagnosis of the environmental management of solid waste in the buffer zones of two (2) PAs	Agreements executed with at least 4 municipalities for addressing solid waste management and at least 1 agreement implemented	Agreement with at least 4 municipalities to improve solid waste management in the buffer zones. Actions of at least one (1) agreement are implemented.	Planning and implementation of solid waste management at Chagres, the buffer zones and the Volcan Baru area has improved. Two agreements to be executed with the municipalities of Boquete and Bugaba have been drawn up and are being reviewed by the Office of Legal Affairs of the Ministry.
Final outcomes:						
Number of PAs with improved ecotourism management systems (PUP, CC and LAC study)	2 PAs with PUP		Five (5) PAs with PUPs prepared and/or updated and determination of LAC	Two	Seven	Six PAs with PUP including LAC approved, (Bastimentos, Volcan Baru, Campana, Soberania, San Lorenzo and Portobelo). Three PAs have their PUP including LAC under approval by the relevant authorities (Camino de Cruces, PN Coiba, PN Chagres).
Outcome:						
Number of PAs with improved infrastructure to serve ecotourism	None		Three	Four	Seven	Seven PAs with improved infrastructure to serve ecotourism (Volcan Baru, Coiba, Campana, San Lorenzo, Bastimentos, Soberania and Camino de Cruces).

Source: ECOTUR-2017

2.25 The results of Component 2 have been the most challenging ones; the development of the PUPs for the selected PAs required not only technical inputs but also dissemination and validation through the official mechanisms of MiAMBIENTE. The PUPs provided the PAs with instruments to manage

visitation, defining allowed charge capacity, proposing business plans, and training PA staff.

2.26 The PMEMAP tool has been revised and adjusted to define indicators that enable a more detailed monitoring of ecotourism issues in the PAs; it has been deemed advisable to adjust the assessment scale for Panama. Chart 9 summarizes the final results of the general application of this tool to the selected PAs.

Chart No. 9. Results of the PMEMAP tool ratings for the PAs of the Project.

Chart No. 7 PMEMAP Baseline Results 2016		
Protected Area	Results as of May, 2016	Rating Scale
PNGDOTH	61	Regular
PN Coiba	57	Regular
PN Chagres	53	Regular
PN Soberania	51	Regular
BP PP San Lorenzo	50	Not Very Acceptable
PN Altos Campana	47	Not Very Acceptable
PN Volcan Baru	47	Not Very Acceptable
PNMIB	41	Not Very Acceptable
PN Portobelo	38	Not Very Acceptable

Source: ECOTUR-AP PROJECT GEF PA Evaluation Report. 2018

2.27 The ratings are low for all the PAs, evidencing the need to strengthen not only the ecotourism component, but also all the activities related to PA management effectiveness.

3 The “Management Effectiveness Tracking Tool” (METT) has been developed as an aid for monitoring progress in the achievements made by the alliances between the World Bank and WWF, in order to measure PA management effectiveness. This tool has been adopted on a mandatory basis to help monitor progress towards improved management effectiveness in GEF projects developed in PAs. The evaluation was carried out three times throughout the Project's life cycle. Chart 9 shows the final results of its application.

Chart No. 10 METT results for the PAs of the project.

Chart No. 5 ECOTUR-AP AP rating scale		
Name of PA	%	Meaning
PN Omar Torrijos	83.8	Satisfactory
PN Volcan Baru	69.7	Fairly satisfactory
PN Altos de Campana	65.7	Fairly satisfactory
PP y BP San Lorenzo	63.6	Fairly satisfactory
PNM Isla Bastimento	61.8	Fairly satisfactory
PN Coiba	61.6	Fairly satisfactory
PN Chagres	58.8	Fairly satisfactory
PN Soberania	53.9	Fairly satisfactory
PN Portobelo	44.4	Not very satisfactory

Source: ECOTUR-AP PROJECT GEF PA Evaluation Report. 2018

- 3.1 It is clear that only one PA achieved satisfactory results - which is actually the one that receives less tourism. While these evaluation tools are not compatible, both show consistent results in terms of the urgent need to work to strengthen the PAs as a whole.
- 3.2 Some of the activities planned have been rescheduled due to a lack of candidates to complete them, others have been negotiated with the support of other institutions (e.g. the Environmental Impact Assessment for the Visitors' Center of BPPP San Lorenzo, which will be conducted by Patronato de San Lorenzo), and others have been suspended due to the high prices quoted and the lack of time to negotiate with ATP before the expiry of the contract (as is the case of the Visitors' Center of Bahia Delfines at PN Bastimentos). In all cases, the aim has been to comply with the Project procedures and the regulatory framework, recording all processes.
- 3.3 As regards the completed consulting assignments, most of them have been reviewed and they have generally completed their tasks. However, it should be noted that in many cases the subjects dealt with are new to both the DAPVS staff and the ECOTUR-AP technical team itself. The scarcity of local experts in this field, the outdated and old management plans, as well as outdated statistics, and the scarce data sources have somehow impacted on the quality and detail of results. As a result of this, technical adjustments have been necessary in some areas to complete the processes.
- 3.4 Investing in infrastructure improvements has been a wise decision as it has improved the quality of visitors' experience, while minimizing impacts on biodiversity. However, it should be noted that none of the works reviewed contemplate the issue of climate change adaptation or mitigation or good sustainability practices - these are neither perceived as relevant issues.

COMPONENT 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

- 3.5 Most of the activities under Component 3 were implemented in 2016 and especially in 2017. As of the date of this consultancy, a large portion of the activities planned have been implemented. With the approval of the extension to March 2018, some of the pending activities are expected to be completed, as is the case of the business plans, circuits, and some advertising material and administrative processes.
- 3.6 This component addresses issues in connection with the commercialization and marketing of ecotourism in the PAs, apart from training and raising awareness among the different sectors and implementing business plans that provide greater perspectives for investments and return projections for private sector and community initiatives. The empowerment of communities and the private sector is expected to result in tangible actions that benefit and strengthen ecotourism. This component also contemplates a promotion strategy and a marketing campaign especially designed for PA ecotourism that seek to define value chains that strengthen stakeholders.
- 3.7 The outputs under Component 3 are summarized on Chart No.4.

Chart No. 11. Summary of the Indicators Matrix for Component 3, ECOTUR-AP

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
3.1. Number of private sector and community-based organizations and TO working in PAs trained in public use management and good ecotourism practices	None		Ten (10) organizations and TO trained in around four (4) PAs	Ten (10) more organizations and TO trained around at least five (5) more PAs	At least twenty (20) organizations and operators trained	Training is being provided to 6 private sector organizations in <u>Veraguas</u> (Scuba Coiba, Restaurante Hermanos Pineda, Hotel Heliconia Tanager Tourism, Dive Base Coiba, Servicios Lorena), 4 private sector organizations in <u>Chiriqui</u> (Cala Mia Resort, Tree Trek, Hotel Los Molinos, Plinio Montenegro), 2 private sector organizations at <u>PNMIB</u> (Hotel Bocas del Toro, Restaurante Buena Vista), and 2 private

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
						<p>organizations in the <u>province of Panama</u> (Kimaura González, Tropic Tours). In <u>Portobelo</u> training is being provided to 4 community-based organizations (Cooperativa de Transporte Turístico Isla Grande, Cooperativa de Transporte Turístico de Puerto Lindo, Cooperativa de Transporte Acuático Santiago De La Gloria, Grupo Comunitario de Cacique), in <u>San Lorenzo</u> to 3 (Unión de Piña, Escobal, Grupo Los Rapaces), in <u>Veraguas</u> to 6 (Cooperativa Mar de Santa Catalina R.L., Asociación de Productoras Artesanales María Auxiliadora de Playa Arrimadero, ARTURIS Coiba, Asociación de Mujeres de Morrillo, Asociación Conservacionista de Playa Malena, Asociación Agropesca y Ecoturismo de Quebro), in <u>Chiriqui-Bocas del Toro</u> to 6 (Asociación de productores agro ecologista de La Amistad (ADPAELA), Asociación agro ecoturística La Amistad (ASAELA), Asociación de productores agro ambientalistas de Santa Clara (APAASAC), Fundación para el Desarrollo Integral, Comunitario y Conservación en Panamá (FUNDICCEP), Bioguias Panamá, Amigos del Parque Internacional La Amistad (AMIPILA). A total of <u>33 organizations</u> are being trained.</p>

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
3.3. Number of business plans for PAs produced and being executed	Two (2) PAs with BPs (no evidence of BPs being implemented in PAs)		BPs for five (5) PAs produced and being executed	BPs for other two (2) PAs produced and being executed	Seven (7) BPs produced and being executed	<p>For each PUP at least 2 BPs have been requested. <u>Sixty preliminary BPs</u> have been identified in PAs throughout the country, <u>of which 39 are located in the selected PAs</u>. Five BPs have been selected for a supplementary technical assistance phase, and the following are being implemented:</p> <ul style="list-style-type: none"> - Embera Drua Community – Tranchichi: Cayuquismo at Parque Nacional Chagres with a co-management model (PN Chagres) - Tourism Committee of Quebrada Ancha: Tourist service business proposal; it was agreed to take advantage of the natural scenic beauty of Lake Alajuela and Chagres River, and of the peasant people's culture (PN Chagres). - Committee for Servicing Boqueron River Visitors: According to the business plan identified by CATIE in the preparation of the PUP for the Park (floating bridge), this is not what they currently want to do. They are proposing to build a museum whose main theme is a historical account of Camino Real. Finca Agroturística Hermanos Rodríguez (agricultural and tourist farm). Business plan for the Caja de Agua lookout: Cafeteria, sale of souvenirs, plants, agricultural products, horticulture, smoothies and juices, handicrafts, and surveillance (PN Altos de Campana) Avifauna / Canopy Tower:

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
						Trail and picnic area with a gazebo and a natural swimming pool. Refresqueria (shop selling tea, coffee, soft drinks) - restaurant (PN Soberania)
3.4. Environmental education campaign on economic benefits from PAs developed and implemented	None			Economic and social benefits estimated and environmental awareness campaign developed	Environmental education campaign on economic benefits from PAs sound management and use, aimed at key local and national private and public stakeholders, including municipalities.	A campaign has been carried out based on the issue of the harpy eagle - the national bird of Panama – and it was focused on PN Chagres. Workshops have been held in Camino de Cruces, Altos de Campana, Chagres, Soberania and Chiriqui about the economic benefits obtained from PAs. Also, fairs were held in the selected PAs, where services from neighboring areas were presented, which were heavily attended.
3.5. Promotion strategy and marketing campaign for ECOTUR-AP PAs, approved by ANAM and ATP and implemented	None			International market study elaborated and niche markets identified. Joint marketing and promotion strategy for the 9 PAs. Five (5) local companies support the development of the promotion and marketing strategy for PA ecotourism. ATP and ANAM	Marketing and promotion strategy formulated with public and private sector involvement, funded, implemented and being monitored.	Promotion strategy and campaign developed and being implemented. Community manager hired, 4,000 pictures of the PAs taken. Four (4) videos on green tourism were played for 4 months at movie theaters located in the city of Panama and in the provinces of Veraguas and Chiriqui (1 for micro-destinations). Eleven (11) videos on tourist attractions in each PA. Eleven (11) videos promoting safe visitation. Educational videos on the jaguar, the harpy eagle, sustainability standards, and green tourism developments are being prepared. Two (2) Apps prepared for Coiba and Volcan Baru. Three (3) Apps on ecotourism in PAs geared towards kids. Publications on green tourism on the local

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
				<p>website and multilingual promotional material prepared.</p> <p>Marketing plan conducted, participation in 1 international ecotourism fair.</p>		<p>press:</p> <ul style="list-style-type: none"> • Secret mountains • Green weekend • New trails • On highlands. Green tourism to relieve stress. • Treasures of Coiba. • Good practices in nature. • Exploring the Panamanian Caribbean. <p>Ecotourism circuits including 11 geo-referenced maps and an ecotourism circuit map are at the design stage. One circuit map of PN Volcan Baru (Parque Internacional La Amistad), 1 circuit map of PN Coiba PN Golfo de Chiriqui, 1 circuit map of Parque Nacional y Reserva Biologica Altos de Campana. Parque Nacional Omar Torrijos. One circuit map of PN Portobelo Bosque Protector y Paisaje Protegido San Lorenzo. One circuit map of PN Chagres, PN Camino de Cruces, PN Soberania. Delivery of the following outputs:</p> <p>CATALOG 1. - Canal areas destinations.</p> <p>CATALOG 2. - Archipelago destinations.</p> <p>CATALOG 3. - Central Caribbean coast destinations.</p> <p>CATALOG 4. - Highlands destinations.</p>
3.6. Number of value chains established for ecotourism development in	None		PAs selected by end of year 2, value chains	One local value chain initiative supported and	One (1) value chain established and operating in a PA.	As part of the implementation of business plans, value chains have been strengthened in the areas

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
the PAs			established or consolidated.	consolidated in at least one (1) PA.		of PN Chagres and PN Altos de Campana working jointly with key ecotourism stakeholders in the metropolitan area of Panama, in order to improve the dissemination of the activities conducted by the communities.
Outcomes						
Final outcomes:						
Ecotourism promotion and marketing strategy formulated and developed for the Project PAs	None			Promotion and marketing strategy formulated with broad participation of key stakeholders.	Promotion and marketing strategy formulated, financed and executed.	Promotion strategy and campaign developed and being implemented. The ATP Fund for Tourist Promotion with a yearly contribution of about 20 million USD will be managed through an administration trust to finance the promotion of the country as a tourist destination. Contributions will be made by a public-private alliance. Steve Tarazi, Fernando Duque, Mirei Endara, Herman Bern Barbero and Jorge Tovar were appointed as principal members of the board in charge of administering the fund, which reflects the importance of green tourism in this context. The Government is currently investing 20 million Balboas in the international tourist promotion campaign and 4.5 million Balboas in the domestic promotion campaign to boost internal tourism, where green tourism is one of the strategic lines.
Business plans updated and/or prepared for the Project			Three (3) PAs with Business Plans	Four (4) PAs with Business Plans	Seven (7) PAs with Business Plans	Six (6) PAs with Business Plans approved (Bastimentos, Campana, Volcan Baru, San Lorenzo, Portobelo, Soberania).

Indicators Matrix						
Component 3	Base line	Year 1	Year 2 (2016)	Year 3 (2017)	Target	Progress observed
Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.						
PAs.						Business plans for Coiba, Chagres and Camino de Cruces at approval phase. Five (5) business plans in greater detail for 4 PAs.
Outcome:						
At least one value chain established and operating for ecotourism in 1 PA				One (1) value chain established and operating.	One (1) value chain established and operating.	Strengthening of the value chains for the development of ecotourism at PN Chagres and PN Altos de Campana.

Source: ECOTUR-AP 2017

- 3.8 The outputs under Component 3 bring to life the business and commercialization phase, and also aim at the dissemination of PAs. It has been possible to reach the public through different media and generate a moment of interest in the PAs in Panama. The continuation of these efforts is expected to be ensured with 20 million dollars under the form of a trust. The aim is to bet on the marketing of tourism, where green tourism is expected to conquer spaces and strengthen itself with a long-term vision.
- 3.9 Component 3 enabled strengthening the community groups for the formalization of CBOs with legal capacity and other administrative instruments to strengthen them and turn them competitive in the co-management and concession processes for the different services in the PAs.
- 3.10 The efforts made are also key to succeed in empowering the local stakeholders particularly, so it is strongly recommended that they be involved in all processes, not only for them to get familiar with the tools, but also to hear and assess first-hand the real opportunities and response capabilities. Both sectors need to be aware of their limited experience and act cautiously in order to minimize impacts and generate sound and long-term businesses.
- 3.11 With this component, the actions planned for the Project are concluded. The technical closure and delivery of the outputs of the contracts in progress is expected for January, 2018.
- 3.12 It is expected to somehow give continuity to this Project and use the experience gained with its implementation through the execution of a second project with 800 thousand Dollars from the GEF fund administered by IDB. This second project will be mainly focused on rescuing and valuing the Cultural and Natural Heritage in PAs. In addition, IDB has granted a loan in the amount of USD 113 million which will be co-executed by INAC and MiAMBIENTE. The execution of said project - with a budget of 67 million Dollars - will ensure continuity for the results achieved in four of the selected PAs: BPPP San Lorenzo, PN Camino de Cruces, PN Portobelo and PN Coiba. It is expected in

this way to provide these PAs with the elements necessary to consolidate them as examples in ecotourism development and strengthening.

DEGREE OF ACHIEVEMENT OF THE PROJECT OBJECTIVES AND GOALS

- 3.13 The main objective of the Project is to generate a model of low environmental impact ecotourism for the DAPVS that contributes to biodiversity conservation and sustainability of protected areas, in a framework of innovation, entrepreneurial integration, and sustainable development. Some of the outputs require actions that are implemented in another component of the Project, so a strict reading should not be made, as another phase of the same output can well be repeated.
- 3.14 Most of the objectives and targets of Component 1 have been achieved successfully. The consulting assignments have been completed and their purposes have been met, providing the necessary inputs to the process for strengthening the DAPVS, which now has the procedures, tools and mechanisms necessary to address new issues at institutional level. For instance, this is the first time that MiAMBIENTE and Panama have had an "Action plan for the development of Green Tourism in PAs", a PUP Design Manual laying down minimum guidelines for public use plans, a Standard for the Certification of Sustainable Tourism - "COPANIT 510" - which benefits the private sector and is more consistent with the concept of Green Tourism, mechanisms for the implementation of Concession and Co-Management systems with a view to increasing citizens' involvement in the rendering of services in PAs, among other things. The DAPVS staff have been trained in the use of the tools, 65 guides have been trained and 49 have been certified across the country, ensuring a better service. An analysis of the economic benefits for the PAs has been conducted, among other analyses.
- 3.15 Component 2 focuses on providing the instruments necessary to strengthen the planning and quality of the outputs through the design of public use plans and management systems, which will impact on the qualitative and quantitative indicators for visitation management. A PUP Manual has been prepared and 9 PUPs have been designed for the selected PAs with their relevant criteria for a suitable flow of visitors. Instruments to improve the performance indicators for ecotourism at a national scale have been identified and integrated to the PMEMAP tool, ensuring that ecotourism impacts are also monitored. The implementation of infrastructure in different PAs has been one of the aspects that has concentrated more investments, so it is expected that this may have a positive impact in terms of attracting more visitors. The infrastructure includes different types of facilities, from restrooms to observation towers. Alliances and joint efforts have been also made with some municipalities, consolidating actions based on good practices and

growth projections in the regions involved. Overall, a high percentage of the expected results is considered to have been achieved. However, it should be noted that the infrastructure implementation work has not been as effective as expected, in terms of both the proposed works and the quality of some of them - as is the case of the thermal wells area at PN Coiba and the El Charco trail at PN Soberania. A notable absentee in this Project has been the issue of climate change. It has not been included in any tool and it is, in the opinion of this Consultant, a mandatory issue in PUPs and in the development of infrastructure, as well as in the certification standard.

- 3.16 Great efforts have been made in many areas, but no guidelines on good practices have been made clear or established as a mechanism that helps guide the practice of ecotourism towards sustainability. There is only the certification standard, which channels efforts towards good practices.
- 3.17 The Project also contemplated the generation of revenues from ecotourism as the central theme of Component 3. To this end, awareness raising and training is being conducted with a group of tourism entrepreneurs located in the vicinity of the PAs involved in effective business management issues. The inclusion of at least 2 business plans in the PUPs of the 9 PAs is promoted and, in addition, 5 business plans are selected for further development to get them ready for implementation. Stakeholders and services have been identified and the concept of value chain has been promoted, leaving a good example related to PN Campana. Also, several circuits have been designed with a view to strengthening certain regions and visualizing the region as such. The Project is being closed with the production of a large amount of dissemination and promotional material (videos, brochures, presence in newspapers, magazines, films, among other elements). The promotional strategy and the instruments necessary to participate in national and international fairs have been developed. Most of the consulting assignments have concluded and those in progress are expected to conclude by the end of December.
- 3.18 Progress has been made in all components, contributing additional actions related to the number of people involved, PAs benefited, and staff trained, which points at the effort, interest and commitment of the Coordinator and the technical team.
- 3.19 Compliance monitoring by the person in charge of the procurement system and procurement monitoring proved highly efficient. In Component 2, it has been necessary to terminate some contracts due to low quality or non-compliance. Those contracts were replaced and the relevant outputs were produced, but this implied that the Coordinator and her team had to spend additional time and engage in further negotiations - some of which were very wearing. Soluciones Turísticas Sostenibles (STS), one of the consulting firms, concentrated a large number of consulting assignments, which is not beneficial in terms of the Project results and which even eroded the

relationship with the Project management - e-mails took too long to be replied, issues to be solved, negotiations to be completed, etc. Some of the consultants interviewed pointed at a delay in payment for their services. The main reason for this is the bureaucratic processes of MiAMBIENTE. The delays are probably more related to the procedure for reviewing and approving final outputs than to the payment process itself, which takes 3 weeks on average once the relevant output has been accepted.

BUDGET AND FINANCIAL ASPECTS BY COMPONENT

3.20 The Project contemplated a fund of 14 million Dollars for its execution, of which 4 million would be contributed by GEF through the IDB, and 10 million would be counterpart financing provided by different government institutions. Table No 1. summarizes the original proposal.

Table No. 1 Summary of costs and contributors

Chart 1: Costs Summary (in USD)

Component	IDB (GEF)	Local ANAM	Local ATP	Others	Total	% of total
1. Regulatory framework and financial sustainability	513,700	1,523,214	0	1,265,086	3,302,000	24%
2. Ecotourism management system in PAs	1,990,600	2,000,000	300,000	1,500,000	5,790,600	41%
3. Private sector involvement	1,095,700	2,000,000	111,700	1,000,000	4,207,400	30%
Project Administration (including coordinator, evaluations and audits)	400,000	300,000	0	0	700,000	5%
TOTAL	4,000,000	5,823,214	411,700	3,765,086	14,000,000	100%
% of total	29%	41%	3%	27%	100%	

3.21 The contribution commitments have been fulfilled and funds have been executed, though with some variations, as shown on Table 2. In addition, other arrangements were made to increase the amounts committed and channel other resources and alliances involving counterpart institutions like INAC-Patronato de Portobelo and Patronato de San Lorenzo, Ministry of the Presidency, Ministry of Security, CAMPTUR, some NGOs like Mar Viva, Conservacion Internacional, among others.

Table No. 2 Summary of cofinancing contributions**.

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Amount Confirmed at CEO endorsement / approval	Actual Amount Materialized at Midterm	Actual Amount Materialized at Closing
National Government	ARAP	National Budget	300,000	-	-
National Government	ATP*	National Budget	411,700	1,575,762.83	1,596,570.09
National Government	MiAMBIENTE	National Budget	5,823,214	5,141,967.36	5,315,243.15
National Government	Ministry of the Presidency	National Budget	-	711,670.95	721,670.95
National Government	National Institute for Culture (INAC)	National Budget	-	200,000.00	200,000.00
National Government	Ministry of Security - SENAN	National Budget	-	139,421.00	143,610.80
National Government	Civil Aeronautics	In-Kind	-	-	3,700.00
National Government	SENACYT	In-Kind	-	-	200,000.00
National Government	SENACYT	In-Kind	-	-	999,950.00
Civil Society Organization	Mar Viva Foundation	In-Kind	2,600,000	332,043.00	481,667.00
Civil Society Organization	The Nature Conservancy	In-Kind	865,086	-	-
Civil Society Organization	Conservation International	In-Kind	-	202,291.00	202,291.00
Public-private organization	Patronato Portobelo – San Lorenzo	In-Kind	-	117,700.00	117,000.00
Civil Society Organization	STRI	-	-	-	-
Civil Society Organization	Fundacion Natura	-	-	-	-
Private Sector	CAMTUR	-	-	52,147.81	52,147.81
TOTAL			10,000,000	8,473,003,95	10,033,850.80

*This amount is broken down as follows: ATP= 898,570.09 (Investment in PAs) / ATP-Patronato = 698,000.00 (Investment in San Lorenzo and Portobelo)

**Note: Information from Mid-Term Evaluation Report, May 2016 and an interview with the ECOTUR-AP Project Coordinator. The final information was sent by the Coordinator 1st November 2017 and March 2018.

Explain “Other Sources of Co-financing”

The Ministry of the Presidency has been involved since the approval of Executive Decree No. 1 of April 22, 2015, which establishes the initiative for the development of ecotourism in the protected areas of Panama.

INAC is, together with the ATP, the counterpart institution of the Ministry of Environment to implement the initiative for the development of ecotourism in the protected areas of Panama such as San Lorenzo, Portobelo and Camino de Cruces, within the framework of Executive Decree No. 1 of April 22, 2015 establishing the initiative. In this context, the Ministry of Environment is a member of the Patronato Portobelo – San Lorenzo, and they promote these protected areas in the framework of their activities.

The Ministry of Public Security, specifically the National Aeronaval Service, has personnel in the Central Camp in the Coiba National Park and is responsible for providing the communications and protection and security service in the Park and Special Marine Protection Zone.

STRI and Fundación Natura are members of the Steering Committee but they did not provide information yet about the co-finance. These organizations are working at the same protected areas of ECOTUR-AP (STRI in Coiba and Soberanía, for instance and Fundación Natura in Chagres with Fondo Chagres).

CAMTUR is a member of the Steering Committee and they have been promoting activities in the project context for dissemination of protected areas.

If applicable, explain reasons for difference between approved and actual co-finance levels

About counterpart funds from Mar Viva and The Nature Conservancy (TNC), there are official notes from both institutions offering their support to Ministry of Environment and another one directly expressing their commitment to IDB. However, no information has been found about the monitoring of their execution or the completion of the projects involved.

3.22 Table No. 3 summarizes the Project Execution Plan (PEP, 2017) for the funds granted by IDB, indicating allocated amounts and estimated years for investments for each of the 4 Components.

Table No. 3 Project Execution Plan (PEP) summary.

MAINSTREAMING BIODIVERSITY CONSERVATION THROUGH LOW-IMPACT ECOTOURISM IN PROTECTED AREAS (ECOTUR-AP)									
PROJECT EXECUTION PLAN (PEP)									
DESCRIPTION	Replanned Total Cost September 2014	Approved			Executed (2014-2015) Planned (2016-2017)			Total Accumulated Cost 03.17.2016	
		Year 1 2014	Year 2 2015	Year 3 2016	Year 1 2014-2015	Year 2 2016	Year 3 2017		
DESCRIPTION	Replanned Total Cost September 2014	Year 1 2014	Year 2 2015	Year 3 2016	Year 1 2014-2015	Year 2 2016	Year 3 2017	Total Accumulated Cost 03.17.2016	
SUBCOMPONENT 1.a: Strategies, policies and regulatory framework	366,600.00	180,000.00	116,600.00	70,000.00	290,697.99	80,901.77	0.00	371,599.76	
SUBCOMPONENT 1.b: Financial sustainability of the PAs	75,000.00	0.00	45,000.00	30,000.00	20,000.07	50,000.17	0.00	70,000.24	
COMPONENT 1: POLICIES AND REGULATORY FRAMEWORK FOR BIODIVERSITY CONSERVATION AND SUSTAINABLE MANAGEMENT OF ECOTOURISM IN THE SINAP									
TOTAL OF COMPONENT 1: POLICIES AND REGULATORY FRAMEWORK FOR BIODIVERSITY CONSERVATION AND SUSTAINABLE MANAGEMENT OF ECOTOURISM IN THE SINAP	441,600.00	180,000.00	161,600.00	100,000.00	310,698.06	130,901.94	0.00	441,600.00	
COMPONENT 2: PLANNING AND INVESTMENT TO INCREASE THE QUALITY OF ECOTOURISM PRODUCTS AND PRESERVE BIODIVERSITY IN PAs									
TOTAL OF COMPONENT 2: PLANNING AND INVESTMENT TO INCREASE THE QUALITY OF ECOTOURISM PRODUCTS AND PRESERVE BIODIVERSITY IN PAs	2,263,200.00	503,000.00	1,120,200.00	640,000.00	443,509.32	987,982.69	847,187.93	2,278,679.94	
COMPONENT 3: STRENGTHENING OF INCOME GENERATION POTENTIAL FOR LOCAL STAKEHOLDERS THROUGH ECOTOURISM IN THE SELECTED PAs									
TOTAL OF COMPONENT 3: STRENGTHENING OF INCOME GENERATION POTENTIAL FOR LOCAL STAKEHOLDERS THROUGH ECOTOURISM IN THE SELECTED PAs	887,200.00	40,000.00	432,300.00	414,900.00	109,296.48	509,315.37	246,500.00	865,111.85	
COMPONENT 4: FINANCE COSTS OF THE PROJECT COORDINATING UNIT (PCU)									
TOTAL OF COMPONENT 4: FINANCE COSTS OF THE PROJECT COORDINATING UNIT (PCU)	408,000.00	59,000.00	157,000.00	192,000.00	159,108.21	150,800.00	104,700.00	414,608.21	
TOTAL PROJECT COST	4,000,000.00	782,000.00	1,871,100.00	1,346,900.00	1,022,612.07	1,779,000.00	1,198,387.93	4,000,000.00	

Source: AWP-PEP 2016-2017. ECOTUR-AP 2017

3.23 Table No. 3 shows a breakdown of the amounts approved from 2014 to 2016 and the amounts executed and approved for 2016-2017, evidencing compliance with the GEF/IDB fund execution schedule reformulated in 2014. The total funds executed amount to 4 million USD. This projection contemplates the execution of funds considering the Project extension until September 2017.

- 3.24 According to Table No. 4, which is based on ECOTUR-AP information, of the total funds, 100% of the GEF/IDB funds in human resources and 103.66% of the counterpart funds of the same kind have been executed to date. For Component 1, 130.63% of the GEF/IDB contribution and 57.80% of the counterpart contribution have been executed. As for Component 2, 91.70% of the GEF/IDB and 50.15% of the counterpart funds have been disbursed. Component 3 has 75.15% of GEF/IDB funds and 170.94% of counterpart funds executed. Budget adjustments were made to meet the payroll payment obligations outstanding for the extension period until March, 2018, which will be entirely financed with local funds contributed by the Ministry of Environment.
- 3.25 Apart from the funds earmarked for the Final Audit, some payments to consultants and other expenses will need to be covered until March 2018, based on the Report on payments to be made as of November 30, 2017.

Table No. 4 Summary of budget execution and source. ECOTUR-AP

ACTIVITIES	IDB Original Amount	IDB Budget Adjustments	IDB executed % (03-30-16)	Amount Pending Execution	IDB executed % (11-30-2017)	Amount Pending Execution	National Contribution 2014	National Contribution 2015	National Contribution 2016	National Contribution executed % ** (06-30-16)	National Contribution Pending Execution	National Contribution (planned 2017)	National Contribution executed % *** (11-30-17)	National Contribution Pending Execution (Decemer 2017)
1. Staff	B/ 238,000.00	B/ 35,330.00	45.00	B/ 141,900.00	108.00	B/ -23,043.35	B/ 0.00	B/ 33,800.00	B/ 43,550.00	Mean 58.33%	B/ 31,562.50	B/ 57,600.00	96.69	B/ 12,000.00
1.1 PEU Coordinator	B/ 98,000.00	B/ 17,830.00	48.71	B/ 59,400.00	119.00	B/ -19,260.00	N.A.	N.A.	B/ 0.00	N.A.	N.A.	N.A.	N.A.	N.A.
1.2 Financial Specialist	B/ 70,000.00	B/ 0.00	46.42	B/ 37,500.00	79.00	B/ -14,966.65	N.A.	N.A.	B/ 0.00	N.A.	N.A.	N.A.	N.A.	N.A.
1.3 Procurement Specialist	B/ 70,000.00	B/ 17,500.00	48.57	B/ 45,000.00	127.00	B/ -18,750.00	N.A.	N.A.	B/ 0.00	N.A.	N.A.	N.A.	N.A.	N.A.
1.4 Administrative Assistant	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	B/ 0.00	B/ 13,000.00	B/ 15,600.00	59.09	B/ 11,700.00	B/ 15,600.00	100.00	B/ 0.00
1.5 Accounting Assistant 1	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	B/ 0.00	B/ 12,400.00	B/ 17,300.00	58.47	B/ 11,875.00	B/ 18,000.00	129.89	B/ 6,300.00
1.6 Courier - Driver	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	B/ 0.00	B/ 8,400.00	B/ 10,650.00	58.07	B/ 7,987.50	B/ 9,000.00	106.86	B/ -1,800.00
1.7 Accounting Assistant							N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	50.00	B/ 7,500.00
Logistics	B/ 90,000.00	B/ -46,052.37	97.26	B/ 1,200.00	100.00	B/ 0.00	B/ 0.00	B/ 218,259.00	B/ 250,060.80	59.95	B/ 187,545.80	B/ 142,391.70	110.58	B/ -64,629.21
Subtotal	B/ 328,000.00	B/ -10,722.37	N.A.	B/ 143,100.00	104.00	B/ -23,043.35	B/ 0.00	B/ 252,059.00	B/ 293,610.80	N.A.	B/ 219,108.30	B/ 199,991.70	103.63	B/ -52,629.21
Component 1	B/ 441,600.00	B/ 0.00	77.76	B/ 98,176.46	130.63	B/ -135,260.93	B/ 12,435.05	B/ 126,481.25	B/ 237,790.50	52.66	B/ 178,342.88	B/ 184,265.59	57.80	B/ 236,737.05
Component 2	B/ 2,263,200.00	B/ 15,479.94	30.30	B/ 1,588,174.95	91.70	B/ 187,826.93	B/ 15,000.00	B/ 47,900.00	B/ 80,944.70	57.79	B/ 60,708.53	B/ 735,313.32	50.15	B/ 438,298.64
Component 3	B/ 887,200.00	B/ -22,088.15	27.35	B/ 628,486.53	75.15	B/ 220,486.90	B/ 0.00	B/ 3,040.00	B/ 49,660.00	29.32	B/ 37,245.00	B/ 167,792.39	170.94	B/ -156,416.09
Component 4	B/ 408.00	B/ 6,608.21	47.47	B/ 217,800.00	97.16	B/ 11,572.45	B/ 53,230.00	B/ 323,423.68	B/ 323,560.80	65.34	B/ 242,670.60	B/ 199,991.70	89.68	B/ 92,915.47
Subtotal	B/ 4,000,000.00	B/ 0.00	Mean 45.74%	B/ 2,532,637.94	92.88	B/ 284,625.35	B/ 80,665.05	B/ 500,844.93	B/ 691,956.00	Mean 51%	B/ 518,967.00	B/ 1,287,363.00	92.14	B/ 611,535.07
Contingencies	B/ 0.00	B/ 431.50	100.00	B/ 0.00	100.00	B/ 0.00	B/ 0.00	B/ 71,364.68	B/ 0.00	100.00	B/ 0.00	B/ 0.00	0.00	B/ 0.00
Evaluations	B/ 0.00	N.A.	N.A.	N.A.	N.A.	N.A.	B/ 0.00	B/ 0.00	N.A.	N.A.	B/ 0.00	B/ 0.00	0.00	B/ 0.00
Audits	B/ 80,000.00	B/ -23,100.92	0.00	B/ 56,899.08	75.31	B/ 19,749.70	B/ 0.00	B/ 0.00	B/ 26,000.00	0.00	B/ 26,000.00	B/ 0.00	0.00	B/ 0.00
Subtotal	B/ 80,000.00	B/ -22,669.42	N.A.	B/ 56,899.08	N.A.	B/ 19,749.70	B/ 0.00	B/ 71,364.68	B/ 26,000.00	N.A.	B/ 26,000.00	B/ 0.00	0.00	B/ 0.00
Total														

* The IDB amounts include staff, logistics, contingencies, evaluations and audits

* The local contribution amounts include PEU staff

** 100% executed for 2014 and 2015 + executed percentage for 2016

*** 100% executed for 2014, 2015 and 2016 + executed percentage for 2017

Source: provided by ECOTUR-AP. April, 2017

3.26 Based on the original Project Proposal, the disbursement schedule proposed by the GEF/IDB fund should contemplate the following allocation:

Table No. 5 Official allocation of disbursements of the ECOTUR-AP project.

Table 3-Anticipated Disbursement Timetable

Source	Year 1	Year 2	Year 3	Year 4
GEF	35%	30%	25%	10%

Source: IDB. Non-Reimbursable Grant Proposal

3.27 It was necessary to make some adjustments to the original expense distribution proposal, mainly due to the delay suffered by the Project, which required that some activities be adjusted in time.

3.28 As regards the counterpart funds, MiAMBIENTE contributes USD 1,779,000 from its annual budget for ecotourism development to the Directorate for Protected Areas, of which USD 691,956 are allocated to ECOTUR-AP and the balance to payments related to the development of Green Tourism (park managers, training, staff supporting project activities).

3.29 In addition, ATP has also committed significant support from the beginning of the Project, for a total cash amount of B/402,964.22 which has been executed through direct and indirect investments in the amount of B/131,315.88, contributing to the objectives of this Project. In 2016, Agreement No. 051-2016 was signed between ATP and MiAMBIENTE to transfer B/271,648.34 to ECOTUR-AP in order to complete a number of Project activities. Table No. 6 summarizes the status of this contribution.

Table No. 6 Summary of ATP contributions for Project implementation as of 2017.
ATP Contributions to the implementation of the Green Tourism Action Plan

BIDS	TOTAL PROJECT AMOUNT	FUNDS ADMIN.	
Coiba - Improvement of tourist facilities (visitor center, kitchen, restrooms and camping area)	The project was cancelled because it was decided to do the works using IDB funds		
Infrastructure for Cayo Zapatilla 1 and 2. Interpretation and signage plan for PN Bastimentos	399,467.00	In progress	Project executed by ATP
CONTRACTS	PROJECT TOTAL AMOUNT	FUNDS. ADMIN.	Current status
Participatory preliminary design, design-formulation of construction plans and Specifications	64,075.88	ECOTUR	It could not be carried out because the proposals received exceeded the allocated amount. These funds remained unused.
Creation, training and systematization of an organizational structure that administers the development of sustainable tourist products related to the communities living in the vicinity of Bahia de los Delfines in the Archipelago of Bocas del Toro (Bocatorito, Buena Esperanza, Popa 1 and 2)	45,000.00	ECOTUR	Executed
ANAM - Creation of a National Ecotourism Vision - STI	44,000.00	ECOTUR	Executed by ECOTUR. It was included in the contract but, since it was contemplated in the IDB funds, it was not executed; no adenda was filed to request the allocation of the funds to another activity
ANAM - Creation of rules and procedures for the Law on sustainable tourism standards - STI	118,800.00	ECOTUR	Executed

Source: ATP, 2017.

- 3.30 Since this Agreement expired on August 18, 2017, the non-executed funds (108,075.88) cannot be used and must return to ATP. The refund is in the process of being approved by the ATP Minister.
- 3.31 The financial resources available up to date must be executed until March 28, 2018, according to the time extension approved by IDB. They will continue being administered by BG Trust based on the note dated December 4, 2017.
- 3.32 BG Trust reports a rigorous management of the funds, abiding by the provisions of the contract signed. Based on the report given by BG Trust during the interview, the execution of funds has been good in general. However, it makes reference to certain pressures to issue "urgent" checks in some cases, and to the non-approval of some requests to cover expenses proposed by or for the benefit of MiAMBIENTE which are not part of this contract, during the first years. A professional relationship has been maintained and the procedures set have been followed at all times.
- 3.33 In addition, a review has been made of the Project audits conducted for 2015 and 2016, and the closing audit is expected for the third week of December.

4 Achievements and lessons learned

SUMMARY OF RESULTS AND LESSONS LEARNED

- 4.1 The Project has successfully achieved the expected results, in spite of the challenges faced during the first 20 months and their consequences. The technical team, the Coordinator and the direct support received from the Superior Office (Minister, Vice-minister, Office of the Secretary General) and the other staff of MiAMBIENTE have contributed to place the Project as an institutional priority. The issue of green tourism/ecotourism in PAs has also raised interest among other sectors, and thus triggered their support. The ECOTUR-AP Project has had the infrastructure and logistic conditions necessary to facilitate conditions and the completion of its tasks. However, some challenges and constrains have negatively impacted on the duration of the Project and the achievement of its goals.
- 4.2 Staff turnover at different levels impacted on the possibility to monitor and strengthen the work team. This Project faced significant adjustments throughout the 3 years. It had 4 different Project Coordinators, 3 Ministers of MiAMBIENTE, 4 DAPVS Directors, several changes of Regional Directors and PA Managers, as well as staff turnover within ECOTUR-AP. As already known,

these changes bring about adjustments to the program and the investment term to ensure that all the people are involved and clearly understand the processes. For the next project, it is expected that the experience gained by both MiAMBIENTE and ECOTUR-AP will help overcome these challenges.

- 4.3 Since most of the Project activities are related to rural areas, the Steering Committee assessed the possibility to include a local representative in the Committee during the Mid-Term Evaluation. While this was not done during this final stage, this Consultant supports this idea and recommends implementing it in the next project, especially in order to be consistent with the local approach of the Project and its linkage with the PA neighboring communities.
- 4.4 Having a cross-sectoral group working as an advisory committee or body is advisable in order to bring projects of this kind to the national rather than the ministerial sphere. The Steering Committee played a key role during the first stage and could have undoubtedly been more efficient with more effective communication during the last months. It is imperative to learn to work in a cross-sectoral manner and take the best out of everybody.
- 4.5 While at times the relationship between MiAMBIENTE and ATP seemed to strengthen through the Project, in the last stage these institutions have grown apart and an effort from both is necessary to overcome differences and, most importantly, significantly improve the communication channels between the technical staff. It is urgent to do this in order to boost the process of implementation of the Standard for sustainable tourism, as well as make the marketing and advertising investments. Not to mention the fact that in a project like this that links the responsible use of a country's heritage and tourism development there should be a joint and indivisible effort.
- 4.6 Resolution 0602-2017 passed on December 11, 2017 by the Minister of MiAMBIENTE and announced last Friday, December 15, revokes past agreements on entrance fee payment for the 121 PAs in Panama except for PN Coiba. It also allows camping for free and the free use of lodging facilities by disabled people and 2 companions in the PAs where those facilities exist, except for PN Coiba. This resolution has raised negative reactions especially from the private sector, which deems it not to be a strategic move considering the effort made by this Project, and also deems it detrimental to the future of green tourism in PAs, especially because it promotes nationals' visits for recreational purposes, and it will be difficult to put a limit to them. In addition, this will negatively impact the generation of income by the PAs, also affecting the resources available to DAPVS.
- 4.7 The application of indicators with the adjustment of the PMEMAP tool to the reality of the PAs in Panama was a highly valuable work, especially to reflect the reality in the selected PAs and their performance. The results obtained are alarming. In 4 PAs the results are rated as little acceptable and in 5 regular -

which points at an urgent need to work on different issues for the conservation and proper management of PAs. Implementing ecotourism actions in these conditions jeopardizes the proper execution of activities, and it could also further weaken other responsibilities related to the effective management of the preservation of the different values and ecosystem. In any case, the aim of ecotourism in PAs is to strengthen the activities dictated by the Management Plan, rather than weakening them. In addition, it should be noted that most of the selected PAs do not have updated or current Management Plans - which situation is unfortunate and unwelcome and is expected to be overcome in the next project.

- 4.8 The lack of sound data and a baseline weakens the Project in some areas. Some of the statistical data used (like PA visitation and revenues) is known to be not wholly accurate and in some PAs no control or collection is carried out. Therefore, the results of the Matrix as well as the outputs of some consulting assignments (like the one on Financial Sustainability) should be used with prudence. This limitation should turn into a challenge for DAPVS in terms of consolidating the mechanisms to have more reliable sources of information. Implementing an online booking service could possibly bring significant improvements.
- 4.9 The limited availability of professionals specialized in specific project areas entailed a significant challenge for the Coordinator and evidenced the need to strengthen these issues in the national offer. To overcome this situation, it was necessary to hire foreign specialists and companies, which were supported by national teams in order for them to derive learnings. Nevertheless, the continuous staff turnover prevented building local capacity or qualified teams to strengthen the PAs.

Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.

- 4.10 Among the main achievements of this Project is the development of the "Action Plan for the Development of Green Tourism in Protected Areas in the Republic of Panama 2016-2026". The consultative process carried out and the integration of the visions and guidelines of ATP and MiAMBIENTE and other representative sectors should be highlighted. The official presentation of the Action Plan by the authorities involved was widely disseminated and the message that Panama will seek to strengthen green tourism activities was successfully launched and had an impact even at the international level. Thanks to the involvement of the authorities, starting from the President of the Republic, this issue has become relevant in the country. The greatest challenge is how to maintain updated and under implementation the

components that integrate it. The leadership of MiAMBIENTE and ATP is critical, especially once this Project has concluded.

- 4.11 The Project evidences a significant improvement in terms of the possibility to identify criteria for good practices and indicators that show the Project's direct contributions to conservation and valuation of biodiversity, as an essential part of the principles stipulated by GEF. It does not contemplate the issue of climate change, nor adaptation or mitigation actions in the PAs in the proposals for development and infrastructure. Said issues, apart from being mandatory in any GEF Project, are potential areas which may justify financial sustainability from the modern perspective of the tangible and intangible assets economy. The next project should incorporate this subject and its different components ensuring that it becomes a cross-cutting guideline for any project or consulting assignment which may be proposed.
- 4.12 Considerable efforts are being made to create the most suitable regulatory framework platform to manage tourism in a sustainable way and involving neighboring communities. Among another achievements, the Resolutions related to co-management and concessions are published, regulations are proposed, tools are disseminated, and the interested organizations are strengthened and supported. However, it is urgent to secure other training tools, especially for community sectors, so that they have the instruments for administration and finance, and management and monitoring of the services expected to be incorporated. It is important to contemplate the time required to involve, train and empower the local stakeholders to generate business opportunities that are effective, efficient, with a win-win mindset, and sustainable in this type of process. In this particular issue, it is mandatory to comply with the Certification Standard to render services - a sufficiently important reason to advocate for its implementation considering the time and resources that such implementation will require.
- 4.13 A great achievement for the country is having the sustainable tourism certification standard in place for the private sector willing to implement good practices and a more responsible way of doing tourism. The limitation lies in the capacity that DAPVS will have to implement, manage and monitor it as part of the services it will offer in the PAs. It is urgent to train staff in the use and implementation of the standard and, of course, to have the resources necessary to make any adjustment.
- 4.14 On the other hand, the implementation of the standard in the private sector is the responsibility of ATP, which must make the arrangements necessary for its implementation. In spite of the good intentions and interest of ATP, there is no defined structure yet, nor the approval of the Minister to have the funds necessary to implement the management unit that will coordinate and continue the efforts with MiAMBIENTE to consolidate the Action Plan for Green Tourism. Nowadays, there is a group of entrepreneurs already involved

in the process in the form of a pilot project. ATP has been monitoring them. It would be a high cost for sustainability not to have this instrument under implementation in the private sector in the very short term. This could also have a negative impact on the image of green tourism.

- 4.15 The Project has also succeeded in strengthening the tools for the financial sustainability of the PAs, specifically as regards visitation fees, better control and information about visitors, generation of revenues, trends and behavior, in at least 5 PAs. In any case, it should be borne in mind that considerable efforts are required to achieve their implementation, including a change of attitude in staff, creation and adjustment of mechanisms that do not yet exist, and dissemination and adoption by the local and interested stakeholders in particular. Launching mechanisms whose operation and management has not been tested and secured could severely impact the competitive capacity and image of the PAs and the SINAP. Most importantly, it could pose a risk to the PAs biodiversity as a result of undesired impacts.
- 4.16 The investments made directly and through counterpart contributions are far from being profitable or at least financially sustainable, not only because a large proportion is aimed at capacity building and governance, but also because of the volume of visitation and because the possibility to generate and collect revenues is still low in spite of the positive growth rates. This limitation is typical of this very type of projects and of the early phase of development of green tourism in the country. However, it is expected that DAPVS will be able to capitalize on this knowledge and resources and support a real sustainable development in the tourism sector in the PAs.
- 4.17 Empowering the regional offices and staff of DAPVS through training is an essential strategy to support these processes, as it is beneficial for both the staff of said institution and the private sector. However, at this stage it is important to bear in mind that efforts should be more targeted at the staff of the PAs located in rural areas who are the ones that will value and implement the outputs obtained. In spite of their good will, during the field visits it was easy to notice the highly centralized way of working of DAPVS and considerable technical and logistic gaps. On top of this, there is frequent staff turnover at all levels (there have been 3 Directors in DAPVS over the Project term). While the Project favored the recruitment of 8 new members trained in tourism to serve as PUP Managers, only 6 of them somehow managed to become part of the DAPVS payroll, as it had been agreed. It is expected that the other 2 will be incorporated soon. It is urgent to provide them with basic elements like a computer and transportation for them to be able to perform their duties. Also, it is important to secure their empowerment and their proper use of all the tools (existing outputs) available generated by the Project. Annex No. 6 summarizes the outputs and benefits generated by the ECOTUR-AP Project by PA. Said Annex is a highly valuable analysis to be

distributed to each PA in order to learn about the resources that have been provided to them by this Project.

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

- 4.18 As a strategy to advance resource management and the achievement of the expected outputs, ECOTUR-AP hired different consulting services, but they did not follow a logical order based on their thematic content. For instance, several PUPs have been implemented without the technical guide for their implementation in the PAs being available. In other cases, due to time constraints or difficulties to find competitive candidates, some consulting assignments (including for infrastructure) were implemented simultaneously even if one was supposed to be an input to the other. This had a negative effect, particularly on the possibility to have better criteria for the tracking and monitoring of the work presented by consultants, as well as to assess compliance. This is an important lesson learned that must be carefully considered in future projects, especially when it comes to investing in infrastructure that cannot be removed afterwards.
- 4.19 Emphasis is made on the failure to consider issues in connection with the implementation of sustainability criteria and good practices, adaptation to climate change and cost-effectiveness. The issue of the maintenance of investments is only addressed through a concessions-based approach, and if concessions are not possible, no other alternative is considered. This is a very important issue for the Project, as it involves GEF financing and/or an IDB loan, where it is urgent to secure the investment by finding the best way to generate profitability and secure the maintenance of investment. In many cases it is demonstrated that the implementation of good practices enables saving costs over time, which is also an advantage in terms of the profitability of a PA.
- 4.20 The proposed tools for managing visitor flows (some of which are already developed), involve procedures like LAC and ROCAP, among others. While these methodologies are highly respectable, based on lessons learned in different PAs worldwide regarding the success of said tools, it is important to have properly trained staff and to allocate resources to monitor the tools, implement corrective actions and comply with the expected tasks - or otherwise they are useless. In view of this, it is recommended that the real situation be assessed and convenient steps be taken according to the reality and response capabilities of the PA managers. Expectations are that at least the PAs with staff allocated to the PUP will implement the tools and ensure their continuity over time by generating a baseline and the minimum desirable criteria for a proper management of visitation. This issue gains further

relevance considering the situation described in paragraph 3.4 regarding the non-payment of entrance fees in the PAs.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

- 4.21 The outputs include training in relation to the PUP for representatives of the tourism sector and local communities. However, as a lesson learned it is advisable to check efforts against costs in relation to the number of participants trained, especially in rural areas. Also, as pointed out in the Mid-term Evaluation, it would have been interesting to include institutional representatives of the public sector along with representatives of the aforesaid sectors in the training sessions, as this is beneficial and effective in terms of integration and in order to understand the different views. In some experiences it is even less costly to bring together participants from different regions due to the small number that gets involved.
- 4.22 The effort to implement 5 Business Plans is very valid and possibly urgent in order to propose a co-management mechanism based on real data and viable projections to both stakeholders and the PAs. However, it is important to keep in mind the limitations of groups that do not have any experience as entrepreneurs or micro-entrepreneurs - let alone their lack of experience associated with PAs, where the way of operating and managing them involves many other commitments. The limitations in rural areas are real, and sufficient time should be allowed for these processes to take shape, without generating false expectations and potential non-successes. Operating and investments costs must be very well reviewed in light of the experience with non-implemented infrastructure because the actual costs proved much higher than estimated. All of this should be done considering the location of the PAs and the conditions required by them.
- 4.23 The efforts undertaken to identify the Value Chain as part of the future Project outputs should ensure a broad and active participation of the different sectors, especially those located in the buffer zone of the PAs, as well as receptive TOs. To go from a merely technical stage to the implementation stage, all the parties involved should participate right from the beginning. During the field visit, we could observe that only a few PAs have a consolidated group of entrepreneurs determined to bet on the PAs as focal points that can be projected as destinations. Such is the case of the community of Boquete and P.N. Volcan Baru, which have great vision and seek a solid cohesion. The neighbors of P.N. Campana are at an earlier stage in this process, but display great potential.

4.24 The Marketing and Promotional Strategy has generated a number of resources proposed by the Project, many of which are dynamic and attractive, but due to the tight time frames for their implementation it has not been possible to conduct prior evaluations according to selected sectors to measure their effectiveness and make improvements. It is essential to generate ownership in the private sector so that the process continues uninterrupted over time, and to align efforts and investments with the marketing actions undertaken by ATP. The Project has not been so effective in this latter aspect, and somehow ATP does not feel sufficiently involved to take ownership of these outputs and support them and ensure their continuation over time as necessary. This would enable maximizing costs, upscaling actions to the national level, and somehow guaranteeing their potential continuity. Therefore, it is proposed to continue the efforts towards working jointly and overcoming some differences in favor of green tourism for the country.

PROJECT COORDINATION UNIT

4.25 After several months of crisis, distress and uncertainty, the Project gained relevance for MiAMBIENTE, and at the first stage Minister Mirei Endara and her technical team recognized its importance and the country's commitment to take advantage of this opportunity, all of which resulted in a faster completion of the tasks planned. Afterwards, the current Minister, Emilio Sempris, continued in the same direction and strengthened the Project. The effort, determination and vision of the Steering Committee members should be highlighted; in the worst circumstances, they made their best effort, recognizing the importance of the Project and betting on it so that it could go live and achieve its current level of compliance. The stability of the current Coordination Unit combined with their professional expertise has contributed technical strength and response capability to the tasks scheduled.

4.26 In its first stage, the Project faced significant challenges affecting its administrative organization, which deviated the attention from the activities scheduled, delaying their commencement. It was only at the beginning of 2015 that the first procurement processes could be completed, marking the real technical startup of the Project. This situation is reflected in the budget execution and the achievement of the first outputs. Over 2015, the Coordinator and the Steering Committee were subject to significant pressures in terms of the activities they were to carry out, including consolidating a work team, achieving consensus among different institutions and managing the relation among them, identifying stakeholders and users, completing administrative processes, starting to execute the outputs scheduled, all of which with a view to making up for the 20 months lost.

- 4.27 The efforts to create the ECOTUR-AP structure as a decentralized entity of MiAMBIENTE and the direct link with the authorities of MiAMBIENTE through Indra Candanedo, as advisor and head of the Unit of Strategic Goals, have been a wise move and have enabled the Project to be executed faster and with autonomy. In addition, the strategic actions implemented to strengthen inter-institutional alliances with other key sectors undoubtedly favored the delivery of the outputs which are now being evaluated. Thanks to the stability gained with the appointment of Vanessa Villalibre as Coordinator in February of 2016, the Project arrived at its final stage with sounder structure, procedures and controls, apart from successfully completed outputs.
- 4.28 The administrative structure of ECOTUR-AP has consolidated thanks to the implementation of the recommendations of the Mid-Term Evaluation, and the necessary technical and administrative positions have been implemented. Extensions are being negotiated following the relevant procedures. Thanks to the achievements of this Project, a new project has been arranged with IDB funds, based on the procedures required by the system. A loan for 67 million Dollars has been approved, and support in the amount of 800 thousand Dollars will be provided by IDB.
- 4.29 The proposed adjustments to the Risks Matrix in force as of April 2015 have been made. Annex 3 includes the updated Matrix. As for the Results Framework, it is advisable to identify more competitive indicators which assess not only financial contributions, but also the impacts on components in order to increase sustainability, including values which are not tangible but nonetheless important for the protection and responsible management of the country's heritage.
- 4.30 Most of the staff of DAPVS still regard the ECOTUR-AP Project as a special project and do not seem to realize that this will be a new area of activities which will be included in the organizational chart and in the agenda of DAPVS. The proposals put forth by the authorities need to be urgently disseminated if we are to preserve the lessons learned, experience, and outputs through the transition process.
- 4.31 The dynamic of joint work between ATP and MiAMBIENTE in the context of the ECOTUR-AP Project did strengthen the Project in every respect but was not so effective. It is advisable that empathy be achieved at the Ministers level and that instructions be given to continue enriching said dynamic and enable joint and coordinated investments, marketing and advertising actions, among other things. With these alliances, concrete achievements could be made beyond the Project's life cycle. It is necessary to involve people with technical expertise to strengthen green tourism in the country beyond the political cycle.

IMPACTS ACHIEVED IN THE EXECUTION

- 4.32 Having a comprehensive plan involving multiple institutions and strongly positioned like the "Action Plan for the development of Green Tourism in Protected Areas in the Republic of Panama 2016-2026" should be seen as a significant strength for the country. It is urgent to secure its continuation and presence as a guideline for large-scale actions to strengthen green tourism at the country level.
- 4.33 The structure of ECOTUR-AP is the greatest strength in terms of meeting the objectives and goals set, as is recognized by many stakeholders in the regions, who make reference to the responsibility, timeliness and dedication of the technical team in this particular project. Many recognize a neutral and professional attitude, which is beneficial for all parties.
- 4.34 The incorporation of the PUP Managers in each of the selected PAs has been a wise move; they have shown to be capable of implementing the different components of the PUPs. One of the most effective moves has been to regain enthusiasm and confidence in the neighboring stakeholders and undertake joint actions aimed at enriching ecotourism in the region, not to mention the other activities and tasks carried out on the ground and the synergy created with the staff of the PAs and the respect for them.
- 4.35 The arrangements to have DAPVS incorporate the PUP positions financed by the Project demanded hard work, but 6 positions are now part of the MiAMBIENTE payroll. We are confident that the other 2 positions will soon be incorporated together with the technical staff (3 people) that are now part of the assessment team. If, in addition, the organization chart proposed for DAPVS which incorporates the Ecotourism Section in the Department of Protected Areas and which is currently discussed at MiAMBIENTE gets approved, the commitments assumed in this Project would get consolidated and a long-term future for everything achieved here will be possible. This step is crucial for MiAMBIENTE to have for the first time a specialized team to deal with the tasks related to ecotourism in PAs - otherwise this is not viable.
- 4.36 A presence has been generated in multiple PAs, and the importance of green tourism and the urgency of good management in the PAs and buffer zones has been demonstrated. The synergies with different public and private sectors have been very positive, but it is necessary to keep going in this direction and keep strengthening them. Annex No. 5 summarizes the different contacts and alliances made during the Project term.
- 4.37 DAPVS has the standards and tools necessary to technically implement the ecotourism activity in any other PA in the system. It also has the instruments necessary to monitor visitation and impacts and improve services with an impact on revenues. Expectations are that with the internal training sessions provided throughout the Project, a large group of staff members will know

how to use those tools and ensure compliance with said standards. To this end, it is suggested that workshops be held in order to share results with technical teams. Their involvement and shared responsibility is also essential for the success of this Project. The information prepared by the Coordinator of ECOTUR-AP and its technical team (summarized in Annex 6 as Summary of Project contributions by PA) is the input that will ensure that the regional offices and the PAs may visualize all the things that have been provided to them and the opportunities to continue strengthening ecotourism in their region.

- 4.38 The “Management Effectiveness Tracking Tool” (METT) has been developed as an aid to monitor progress and measure PA management effectiveness. By being able to compare the results of 2016 and 2017, we may get a clearer picture of not only the impact and achievements of the Project, but also the management effectiveness or the strengthening needs of the PAs. This is an important achievement if the aim is to continue monitoring the impact that tourism can have on the responsible management of the country's heritage.
- 4.39 The experience with this Project and its results - especially in its final phase - gave rise to the development of another IDB project with an emphasis on betting on the country's natural and cultural heritage. PN Coiba, Portobelo, PN Volcan Baru and BPPP San Lorenzo have been selected to participate in this project. Other areas like PN Soberania, PN Camino de Cruces, PN Altos de Campana and PN Chagres are expected to be benefited too.
- 4.40 The advertising material generated for the PAs in this last component is expected to have a positive impact on potential visitors and generate a positive attitude in relation to their behavior in the PAs and the preservation of the resources that are part of the country's heritage.

SUMMARY OF THE SUSTAINABILITY OF PROTECTED AREAS FOR ECOTOURISM

- 4.41 Based on a financial analysis to measure the sustainability of ecotourism in PAs, it is clear that ecotourism is not profitable enough to ensure the financial sustainability of a PA. It is possible that by improving the supply and demand of ecotourism and ensuring its proper implementation, this activity may significantly contribute to the budget required by DAPVS. However, it is not advisable or realistic to assume that 100% of the budget will come from ecotourism - a diversification of income sources should be sought.
- 4.42 It should be noted that this activity brings a large number of non-tangible benefits which do not usually have an impact in terms of financial sustainability, but which need to be identified in order to more accurately assess the contributions of tourism.

- 4.43 The internal structure that needs to be established in DAPVS to support the effective implementation of the activities proposed as a means to generate income (e.g. concessions and other services) is not in place yet. It is necessary to promptly address this situation in order to generate win-win mechanisms with third parties.
- 4.44 DAPVS has limited staff - in terms of both numbers and technical training - to implement the services required by ecotourism, which jeopardizes management, service quality and profitability.
- 4.45 It is necessary to have a more accurate estimation of the costs involved in the implementation of the Standard for Sustainable Tourism and define the ATP structure necessary to implement it. The good practices that said Standard enables to implement also contribute to financial sustainability within and outside the PAs. Such is the case with the savings of energy, water, oil, consumables, among others, and the efficient implementation of good practices for waste management, own crops, utilization of water and energy sources, etc., all of which aim at diminishing the negative impacts and maximizing the positive ones.
- 4.46 It is important to consolidate technical criteria to propose investments and to be very strict in terms of the commitment to incorporate sustainability criteria. Some of the Project activities are inconsistent and deserve attention in order to avoid putting at risk the investments and sustainable management of ecotourism in the PAs (e.g. wells in PN Ciba, site plan in PN Portobelo).
- 4.47 The continuous staff turnover in the PAs impacts on the continuity of the achievements made and on their effect in the long term, with implications in terms of opportunity costs-benefits and competitiveness, which in turn affects the completion and monitoring of the tasks scheduled.
- 4.48 The private sector and the neighboring communities are still not familiar with the concept of sustainability or green tourism, which has a rather negative impact on the proposal for circuits and chainings. In addition, there is a decrease in contributions to implement good practices and minimize impacts with a vision based on landscape, ecosystem connectivity and sustainable destination.
- 4.49 The absence of monitoring - and in many cases the lack of controls and clear rules - generates expectations and results in the delivery of services that are contrary to the basic principles for proper ecotourism management. A good example are the speedboats at PN Coiba, which leave from Santa Catalina to PN Coiba without there being any control or regulations in place. They pose a risk to visitors' safety and experience, and there is no visitation control at the Park.
- 4.50 Based on the financial sustainability assessment conducted under this Project, ecotourism is clearly only one among many other sources of income. Its implementation in the PAs requires great rigorousness, and diversified sources need to be sought to generate income and contribute to the preservation of the PAs. But, most importantly, in this Consultant's opinion, this activity must be sustainable by itself; in the end it is an economic activity and it will only be efficient if it is profitable by itself -

a condition that would allow it to be competitive in the local and national market. While there are examples of sustainable tourism generating enough revenues to maintain all the activities associated with a PA, this is mostly the case of private reserves where management and operation is easier, even if they are as rigorous or more rigorous than state-owned PAs. This is the case of the Monteverde Cloud Forest Reserve with 45 years' experience and success under the management of Centro Científico Tropical in Costa Rica.

5 PROJECT EXPERIENCES

RECOMMENDATIONS

- 5.1 The document entitled "Action Plan for the development of Green Tourism in Protected Areas in the Republic of Panama 2016-2026" should serve as a master plan to guide any action and all new projects. In addition, it is the inter-institutional reference framework to strengthen and bet on green tourism with a country vision.
- 5.2 Positioning PAs as important products within Panama's supply of tourism destinations is still a difficult task, in spite of the increase in investments. This situation poses significant challenges and, while this Project has heavily contributed to tackling them, this is just a first phase which requires continuation and strengthening.
- 5.3 The theoretical framework and the tools provided by the Project contribute to the competitiveness of the PAs as tourism destinations. However, it is necessary to make a significant shift of vision and prepare all stakeholders for it to be effective and to bet on the sustainability model. This process will take longer than the Project term as it implies integrating the private sector and the communities as real stakeholders and beneficiaries and demonstrating that the technical tools can be implemented. This proposal is fully consistent with some of the analyses and comments made by the Steering Committee and was revisited as one of the issues discussed during the Results Dissemination Workshop.
- 5.4 Being this a Project financed with GEF funds, it is mandatory and necessary to comply more strictly and tangibly with the different criteria that enable clearly assessing its contribution to biodiversity and managing impacts, and materialize actions aimed at the sustainability of PAs.
- 5.5 It is urgent to strengthen the other areas and issues related to the integrated and effective management of the PAs in order to improve the ratings obtained in the PMEMAP tool. It is neither convenient nor advisable to move forward with ecotourism issues while the actions aimed at biodiversity conservation are still not consolidated in the PAs.
- 5.6 It is recommended that the destination approach be incorporated at all levels and in the regional and domestic tourism supply in order to avoid the isolation of the PAs. The outputs related to the Value Chain and the Marketing and Promotional

Strategy must invariably consider this approach. Also, the next step in this process must be to promote actions with a cluster vision.

- 5.7 The work to strengthen sustainable tourism in the PAs in Panama has barely started and requires much effort, investment, monitoring and a global vision. Therefore, apart from the funds contributed by GEF and administered by IDB, it is important to explore and welcome all financing opportunities provided that they respond to a clear and integrated vision and adopt sustainability criteria as a guiding principle.
- 5.8 It is recommended that MiAMBIENTE adopt some determination on the issue of the presence and visit of tourist cruises and other groups in the public use areas of the PAs where ecotourism is proposed to be developed. Having high numbers of visitors concentrated in a short period of time and in a small space is not consistent with and jeopardizes the quality of the experience of ecotourists, especially of some particular groups like birdwatchers. The PUPs lay down clear visitation management guidelines that are supported by sound criteria, but they are not enough if there is no political will and ministerial support.
- 5.9 When assessing the opportunities to attract new investment resources, priority should be given to the investments that improve life quality, infrastructure, and the technical knowledge of the staff working on the field. There can be no sustainable tourism without considering the people who must make it happen. They are the first who should be provided with safety conditions, life quality and technical knowledge if we are to ensure the effectiveness and sustainability of the efforts made.

MISSING ISSUES AND QUALITY

- 5.10 Although all the efforts and outputs of the Project aim at strengthening the sustainability of the PAs with a focus on ecotourism, it is recommended that a Manual on Good Practices be developed to serve as a reference for DAPVS. The Manual should define a clear sustainability policy, the areas where good practices should be implemented to minimize negative impacts and maximize positive ones and clearly lay down the principles to be met by any service and new development to be implemented. It should work as an integrating manual for both headquarters, regional offices and the PAs themselves.
- 5.11 The issue of Climate Change is strategic and critical in any site plan, new investment, restoration works and services sought to be implemented in the PAs. It is suggested that any new development or proposed investment be adjusted based on the impact that it may generate or receive as a result of climate change. It is urgent to incorporate minimum and basic criteria on this issue (adaptation, mitigation, resiliency, etc.) in the knowledge of the technical staff involved and in future actions, both within and outside the PAs.
- 5.12 The Project did not contemplate the issue of gender as a distinctive action to support equality in terms of participation and benefits. Likewise, the issue of people

with disabilities is addressed but only superficially and the infrastructure and labeling do not prioritize the particular needs of these groups.

- 5.13 The quality criterion was not either considered and was not proposed as a technical criterion that could be measured through indicators. However, in the sector of tourism, quality is considered as the main criterion to measure visitors' satisfaction or service delivery. Therefore, we have learned that when it comes to the tourism industry, even sustainability is an added value to quality and not an isolated factor that jeopardizes or affects quality.
- 5.14 It is recommended that all of the aforesaid themes be incorporated in future projects in order to be more consistent with the sustainability principles if the country seeks to promote green tourism.
- 5.15 As for the quality of this Project, the integrated and well organized handling of all the information by the Coordination Unit and the technical staff should be noted. The systematization of financial information through the PENTAGON system, as required by IDB, and SAP/ISTMO, as required by the Government, facilitated the analyses and results. The technical quality of most consulting assignments is good; it could be better if the technical staff of DAPVS that evaluate results, like those in charge of preparing TORs, had stronger and sounder technical expertise in the issues dealt with.
- 5.16 The fieldwork conducted by the ECOTUR-AP Project staff has undoubtedly been intense, and their human and professional quality should be recognized. Thanks to their dedication and commitment the proposed outputs could be generated.
- 5.17 The Project in general managed to generate sound tools and diverse knowledge that served as a basis for MiAMBIENTE and ATP, and many other stakeholders, to turn ecotourism into a sustainable activity that supports biodiversity conservation.
- 5.18 Ratings obtained by the Project as a whole, according to the GEF criteria.

TERMINAL EVALUATION: ECOTUR-AP		
Project performance rating		
Criteria	Rating	Comments
Monitoring and Evaluation Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	S	
M&E design at project start	MS	
Execution of the M&E Plan	S	
IA and EA execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		

Overall quality of project implementation and execution	S	
Implementing Agency execution		
Implementing Agency execution	HS	
Executing Agency execution		
Executing Agency execution	S	
Results: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project outcomes	S	
Relevance: relevant (R) or not relevant (NR)	R	
Effectiveness	S	
Efficiency	S	
Sustainability: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and Unlikely (U).		
Overall likelihood of risks for sustainability:	ML	
Financial resources	ML	
Socio-economic	ML	
Institutional framework and governance	MU	
Environmental	ML	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental status improvement	M	
Environmental stress reduction	M	
Progress towards stress/status change	M	
Overall project results	S	

DOCUMENTS REVIEWED

Apart from the documents mentioned in the methodology, the following documents have been reviewed:

- IDB. Non-Reimbursable Grant Proposal: Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in the National System of Protected Areas (SINAP) (Pn-X1003). Panama. (s.f.).
- IDB. The Project Operational Rules. Panama.
- ECOTUR-AP Project Progress as of November, 2017. Panama 2017.
- ECOTUR-AP Project Results Framework Panama 2015, 2016 and 2017.
- ECOTUR-AP The current Project Risks Matrix Panama 2015 and 2017.
- ECOTUR-AP PEP-AWP 2016-2017. Panama, 2017.
- ECOTUR-AP GEF evaluation report on the selected PAs of the ECOTUR-AP Project. Panama, 2018.
- Government of Panama. Cooperation Agreement 013/13 between ANAM and ATP, endorsed by the National Audit Office and signed on July 13, 2013. Panama.
- Government of Panama. Non-Reimbursable GEF Grant Agreement No. ATN/FN.12798-PN between the Republic of Panama and the Inter-American Development Bank. Panama. September, 2012.
- Government of Panama. Subsidiary Agreement between ANAM and the Ministry of Economy and Finance (MEF) for the implementation of the Project entitled "Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in Protected Areas (ECOTUR-AP)", through grant no. ATN/FM-12798-PN. Panama. February, 2013.
- MiAMBIENTE Service contract for the administration of funds for the Project entitled "Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in Protected Areas (ECOTUR-AP)" between ANAM and BG-Trust. Panama. December, 2013.
- MiAMBIENTE Project Execution Plan. Panama.
- All consulting assignment documents, various resolutions, and financial reports, among others.

6 Annexes

Annex 1. Terminal Evaluation work plan filed with ECOTUR-AP. March, 2016

WORK PLAN

Mainstreaming Biodiversity Conservation through Low-Impact Ecotourism in Protected Areas (ECOTUR-AP)

Country: Panama.

Financing Agency: GEF/IDB

Term: Procurement: 3 months Terminal Evaluation

Person in charge: Ana L. Baez

SPECIFIC OBJECTIVES AND METHODOLOGY

To review and evaluate the achievements made during project implementation vis-à-vis project objectives, the Results Framework, and the Project Execution Plan, with a view to proposing recommendations that may help improve the performance of the project.

Specific objectives

- a) To evaluate the degree of fulfillment of the objectives of the Project and of the objectives included in the final Results Framework, including the Project's contribution to ensuring global environmental benefits and local and national benefits.
- b) To identify good practices and lessons learned and to describe successful results.
- c) To point out the role played by the main institutions and national organizations associated with the Project, with a special focus on those entities that are members of the Project's Steering Committee.
- d) To check that all the expected outputs and outcomes have been achieved and the Project's objective has been attained.
- e) To point out the positive impacts and negative implications of the Project.
- f) To evaluate the long-term sustainability of the PAs that have been selected for the development of ecotourism activities.
- g) To propose measures that may help improve the execution of future projects.

M E T H O D O L O G Y

Based on the terms of reference, the methodology for the Terminal Evaluation is as follows:

- a. **Review of documents related to disbursements, execution of components, communication with beneficiaries, outputs, etc. at:**
 - i. IDB Panama office
 - ii. ECOTUR-AP Executing Unit office in Panama
 - iii. Office of the SINAP, Ministry of Environment
 - iv. Others as necessary

Among the main documents are:

- a. Non-Reimbursable GEF Grant Agreement No. ATN/FM-12798-PN
- b. The Project Operational Rules.
- c. Project Implementation Report (PIR) with its relevant Tracking Tools filed with the GEF Secretariat in 2016 and 2017.
- d. Project Execution Plan updated as of March 2016 and approved by the Steering Committee
- e. Project Results Framework
- f. The minutes of the meetings held by the Steering Committee in 2016 and 2017
- g. The memorandums of the Management Missions conducted by the Inter-American Development Bank.
- h. The Annual Work Plans of the Project for 2016, and 2017
- i. Procurement Plans 2016 and 2017
- j. The current Project Risks Matrix
- k. The Half-yearly Execution Reports
- l. The final reports of the Consultancy Assignments conducted in 2016 and 2017
- m. The Action Plan for Green Tourism in the Protected Areas of the Republic of Panama (2016-2026)
- n. Documents generated through other technical cooperation initiatives or related studies, which have been used in developing the Project

Design and execution of Interviews and Queries

In order to obtain relevant information from people directly or indirectly linked to the Project, opinions and perceptions will be obtained from different sources, including:

- a. Inter-American Development Bank staff in charge of the technical and fiduciary supervision of the Project.

- b. Representatives of the government institutions which participate or have participated in the Project, including MiAMBIENTE, ATP, CAMTUR, STRI, Fundacion Natura
- c. Staff of the Project's Executing Unit
- d. Staff of BG Trust in its capacity as the funds administrator
- e. Natural or legal entities hired to carry out any of the Project activities: Fundacion Yaguara, Karla Aparicio, STS, Mario García, FAS Panamá, GEMAS, Hitesh Metha, Adrián Benedetti, RSM, IDEL, DENHAM and El Achotal, Albatros Media and Zera Media.
- f. Key stakeholders for the execution of the Project activities and strategic partners: Chamber of Commerce of Chiriquí, Guide Groups in Chiriquí, ARTURIS Coiba and Patronato de Portobelo y San Lorenzo, Bocas del Toro Hotel, Tropic Tours.
- g. Other cooperation entities and programs related to the Project

The interviews will be conducted applying the technical criteria of GEF preferably, which are based on the consultant's objectivity and ethics. The assessment will cover *relevance, effectiveness, efficiency, sustainability, and impact criteria* at the least.

The following GEF rating criteria have been used in this evaluation.

TERMINAL EVALUATION: ECOTUR-AP		
Project performance rating		
Criteria	Rating	Comments
Monitoring and Evaluation Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate using a 6-point scale)	
M&E design at project start	(rate using a 6-point scale)	
Execution of the M&E Plan	(rate using a 6-point scale)	
IA and EA execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project implementation and execution	(rate using a 6-point scale)	
Implementing Agency execution	(rate using a 6-point scale)	

Executing Agency execution	(rate using a 6-point scale)	
Results: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of project outcomes	(rate using a 6-point scale)	
Relevance: relevant (R) or not relevant (NR)	(rate using a 2-point scale)	
Effectiveness	(rate using a 6-point scale)	
Efficiency	(rate using a 6-point scale)	
Sustainability: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and Unlikely (U).		
Overall likelihood of risks for sustainability:	(rate using a 4-point scale)	
Financial resources	(rate using a 4-point scale)	
Socio-economic	(rate using a 4-point scale)	
Institutional framework and governance	(rate using a 4-point scale)	
Environmental	(rate using a 4-point scale)	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental status improvement	(rate using a 3-point scale)	
Environmental stress reduction	(rate using a 3-point scale)	
Progress towards stress/status change	(rate using a 3-point scale)	
Overall project results	(rate using a 6-point scale)	

As for the project financing, issues like those referred to in the following table will be assessed based on audit reports, if available, planned and actual expenses, etc.

Co-financing (type/source)	Own Project funds (million USD)		Government (million USD)		Partner agency (million USD)		Total (million USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/concessions								
In-kind support								
Other								
Totals								

Depending on the different stakeholders and beneficiaries, the relevant queries will be made using a general guide, like the one provided below:

Evaluation criteria	Questions	Indicators	Sources
Relevance: How consistent is the project with the main objectives of the GEF focal area and with the environmental and development priorities at the local, regional, and national level?			
Effectiveness: Are the actual project outcomes commensurate with the intended project objectives?			
Efficiency: Was the project efficiently implemented in accordance with national and international rules and standards?			
Sustainability: Are there financial, institutional, socioeconomic, or environmental risks that may jeopardize sustainability of project outcomes in the long term?			
Sustainability: Are there financial, institutional, socioeconomic, or environmental risks that may jeopardize			

sustainability of project outcomes in the long term?			
Impact: Is there evidence that the project has contributed to, or enables progress toward, reduced environmental stress or improved ecological status?			

Other tools and guides can be designed to conduct direct and in-depth interviews with participants indicated in the Technical Visit Agenda, including:

- i. PEU coordinator
- ii. project components coordinator
- iii. PEU administrative and financial manager
- iv. Project Director and Steering Committee
- v. a sample of consultants that have worked for the Project
- vi. a sample of stakeholders and beneficiaries

Fieldwork visit to interview national and local stakeholders, group working sessions, and visit to selected wildlife areas.

A preliminary work agenda subject to changes when the agendas get consolidated is proposed. Two field visits to Panama are scheduled. The first visit is from October 23 to November 11, 2017.

In each of them key stakeholders have been identified in the private and public sector and in the communities.

ITINERARY OF THE TECHNICAL VISIT.

The following itinerary is proposed for making queries, interviews and technical visits. Support of the ECOTUR-AP PEU has been available to this end.

**Proposed agenda for the first technical visit
October 23 to November 10 (19 days)**

16 to 18, submission of material

October 23 (Monday)

- Arrival of the consultant
- Meeting with the DAPVS team
- ECOTUR-AP office: meeting with PEU staff
- Departure to Santiago and spend the night in Santiago

October 24 to 28 (Tuesday to Saturday)

- Tour to PN Coiba (Tuesday 24 meeting with stakeholders and staff of the Regional Office). Wednesday 25 early departure to Coiba (round trip)
- Tour to PN Volcan Baru (meeting with stakeholders and staff of the Regional Office) Thursday
- Tour to PN Omar Torrijos (Regional Office of Cocle: Park Manager) Friday
- Tour to PNM Isla Basitmentos (Saturday, October 20 round trip)

October 30 to November 2 (Monday to Thursday)

- Tour to PN Camino de Cruces (October 30 in the morning)
- Tour to PN Soberania (October 30 in the afternoon)
- Tour to PN Altos de Campana (October 31)
- Tour to BPPP San Lorenzo (November 1 in the morning)
- Tour to PN Portobelo (November 1 in the afternoon)
- Tour to PN Chagres (November 2 in the morning)

November 7:

- BG Trust meeting - Project funds administrator: 8.30 a.m.
- Ministry of Economy and Finance meeting 10 a.m.
- Skype with IDB: 11.30 a.m.
- Meeting with the Tourism Authority of Panama at 1.30 p.m.
- Meeting with Instituto Nacional de la Cultura, 3 p.m.

November 8:

- Meeting with the Chamber of Tourism of Panama: 10 a.m.
- Meeting with Fundacion Natura: 11.30 a.m.
- Meeting with Smithsonian: 1.30 p.m.
- Meeting with Patronato Portobelo-San Lorenzo 3 p.m.

November 9: 2 to 4 p.m.

- Meeting with the Project's Steering Committee (Smithsonian, Fundacion Natura, Tourism Authority of Panama, Chamber of Tourism of Panama and Ministry of Environment)

Proposed agenda for the second technical visit

December 13 to 17 (6 days)

December 13 to 17 (Monday to Friday)

- Meeting with PEU staff
- Meetings to be confirmed in Panama
- Meetings with DAPVS to be confirmed based on the identification of first meetings
- Presentation of the final report results to MiAMBIENTE and IDB
- Departure from Panama December 16

December 21 delivery of final report

BASIC QUESTIONNAIRES FOR IN-DEPTH INTERVIEWS

The following are some of the basic questions to be used with potential interviewees.

Project Executing Unit (PEU), ECOTUR-AP

1. Describe in general terms how the project has unfolded -properly focused objectives and results, management and compliance level.
2. What are the main achievements? What are the main problems faced?
3. What is the present and past status of the project as regards delays and conflicts and how could have these circumstances affected the results and sustainability of the project?
4. Have any adjustments to the project been properly stated and approved by the Steering Committee?
5. How many technical assistance assignments have been financed?
6. Which outputs have achieved their targets? What could be the main success factors?
7. Did the project complete the activities planned and deliver the expected results as regards the achievement of development and environmental objectives as established in the proposed schedule, proving as cost-effective as initially planned?
8. Are regular audits carried out? Are there clear and effective controls that enable an expeditious management of the budget, and timely flows and payments?
9. Did the project exceed the level of costs of similar projects performed in similar contexts?
10. Are there financial risks which may compromise the sustainability of project results? What are the chances that financial and economic resources not be available once the assistance finishes?
11. Are there social or political risks which may compromise the sustainability of project results?

SHOW DOCUMENTS PRODUCED IN ALL CONSULTANCIES AND CONSULTANCY EVALUATION SHEETS.

SHOW INITIAL DETAILED BUDGET AND OPERATING MANUAL WITH TORs FOR BASIC CONSULTANCIES.

Beneficiaries

1. What is your general opinion about the project management and implementation process?
2. What concrete benefits would you say you have obtained from this process?
3. What actions or contributions towards change have you observed?
4. What products or services derived from the implementation of the project could you mention?
5. What is your opinion about the relation and involvement of the sector you represent with the different project processes -planning, management, communication, evaluation, etc.?

6. Could you identify actual or anticipated changes, whether positive or not, which benefit the environment as a result of the activities of this project and which are helping consolidate sustainability?
7. Are there financial risks which may compromise the sustainability of project results? What are the chances that financial and economic resources not be available once the assistance finishes?
8. Are there social or political risks which may compromise the sustainability of project results?
9. What specific aspects of the process you believe should be better?
10. What is your opinion of ECOTUR-AP as the executing unit of this project?

PREPARATION OF THE FINAL REPORT.

Based on the guidelines contained in the TORs, a **draft final document** will be prepared including, among other information:

- a. Integrated comparison of the activities planned and executed, developments and achievements, and degree of fulfillment of Project objectives and targets, based on the current Results Matrix.
- b. State of compliance with contractual conditions.
- c. Determining potential effects and impacts in the middle and long term, based on the progress and completion of the activities scheduled and executed, the quality of the actions carried out and methodologies associated to their execution, and on combined actions added to or generated for the different components.
- d. Detecting deviations from the design and proposed adjustments required in the technical, financial, economic and institutional areas for the execution of the Project.
- e. Defining weakness and strengths of the processes related to the execution of the Program.
- f. Analyzing the sustainability of investments and the effectiveness in the development, as well as positive added values. Analyzing the efficacy in the use of resources in general. Analyzing the level of involvement and ownership of the different stakeholders, as well as the commitments assumed by local partners and parties.
- g. Evaluating the sustainability of the PAs that have been selected for the development of ecotourism activities.
- h. Deriving key lessons learned for the execution of pending activities of the Project.
- i. Identifying recommendations and adjustments to improve the effectiveness in the execution of the Project, the relationship among the results obtained and the resources used-invested.
- j. Evaluating the potential alliances and joint investments that could have been made

with other institutions, organizations and/or projects to generate value-added outputs, with a special emphasis on the entities that are part of the Project's Steering Committee.

The results of the final evaluation of this output will be put forward for review by the Steering Committee, IDB representatives and other authorities identified in order to get their feedback and inputs for the final version.

The **Project's Terminal Evaluation Final Report** will be handed in on January 10, 2018, at the latest, after the review mission or workshop that will incorporate any recommendations made.

SCHEDULE OF ACTIVITIES

ACTIVITIES	WEEK 1 October 16-21	WEEK 2, 3 and 4 Oct. 23- Nov. 10	WEEK 5, 6, 7 and 8 Nov. 12- Dec.9	WEEK 9 Dec 11-16	WEEK 10 Dec 18-21
Preparation of Work Plan					
Technical visit					
Preparation of draft final report					
Submission of draft final report and feedback			November 24		
Technical visit for pending interviews and Draft Report Dissemination Workshop				December 15 proposed for Workshop	
Incorporation of inputs and final submission of the Evaluation					December 21

Glossary

This glossary of terms is based on material sourced from UNDP, GEF, and UNEG, as well as OECD.

Term	Definition
Risk analysis	An analysis or an assessment of factors (called assumptions in the logframe) that can affect or are likely to affect the successful achievement of an intervention's objectives. A detailed examination of the potential unwanted and negative consequences to life, health, property, or the environment posed by development interventions; a systematic process to provide information regarding such undesirable consequences; the process of quantification of the probabilities and expected impacts for identified risks.
Co-financing	Includes Grants, Loans/Concessional (compared to market rate), Credits, Equity investments, In-kind support, other contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Refer to Council documents on co-financing for definitions, such as GEF/C.20/6.
Conclusions	Point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.
Quality assurance/review	Quality assurance encompasses any activity that is concerned with assessing and improving the merit or the worth of an intervention or its compliance with given standards. Note: examples of quality assurance activities include assessment, results-based management, reviews during application, evaluations, etc. Quality assurance may also refer to evaluating the quality of a portfolio and its development efficacy. For the purposes of this Guide, it especially refers to the assessment of the quality of Midterm Reviews carried out for UNDP/GEF projects.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional developmental impact. Related term: efficacy.
Efficiency	A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.
Implementation approach	Includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.
Replication approach	In the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects.

Evaluation	Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Projects can be evaluated during the time of implementation, at the end of implementation (Terminal Evaluation), or after a period of time after the project has ended (ex-post evaluation). Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers, country offices, key technical advisors, etc. Additionally, project evaluation provides a basis for the evaluation of outcomes and programs, as well as for strategic and programmatic evaluations and assessment of development results (ADR), and for distilling lessons from experience for learning and sharing knowledge. In UNDP, project evaluations are mandatory when required by a partnership protocol, such as with the Global Environment Facility.
Joint evaluation	An evaluation in which different donor agencies and/or partners participate.
Country ownership	Relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable.
Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Financial planning	Includes actual project cost by activity, financial management (including disbursement issues), and co-financing.
Stakeholder participation	Stakeholders are agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.
Leveraged resources	Additional resources, beyond those committed to the project itself at the time of approval, which are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
Cost effectiveness	Assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept.
Results	The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short- to medium-term outcomes, and longer term impact including global environmental benefits, replication effects, and other local effects.
Sustainability	Measures the extent to which benefits are likely to continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Projects need to be environmentally as well as financially and socially sustainable
Monitoring	The periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected.
Terms of reference	Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements. Two other expressions sometimes used with the same meaning are "scope of work" and "evaluation mandate".
Triangulation	The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. Note: by combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies.

Annex 2. List and evidence of people interviewed during the technical visit.



**REUNION TÉCNICA
CONSULTORIA: EVALUACIÓN FINAL DEL PROYECTO ECOTUR-AP**

23 de octubre de 2017

1:00 PM A 2:00 PM

Ecotur-AP

No.	NOMBRE	INSTITUCIÓN	EMAIL	TELÉFONO/CEL	FIRMA
1	Paola Celed Botacio	ECOTUR-AP	pcemude@ambiente.gob.pa	50009118	<i>[Signature]</i>
2	Evans Canto	Ecotur Ap	ecanta@ecotur@ambiente.gob.pa	500-0855	<i>[Signature]</i>
3	Ivonne Dinkley	Ecotur-AP	idinkley@ambiente.gob.pa	500-0855 ext 1119	<i>[Signature]</i>
4	Yarellys Gomez	Ecotur Ap	ygomez@ambiente.gob.pa	500-0855	<i>[Signature]</i>
5	Ana L Baez	Consultora	baez@nora.com	88373240	<i>[Signature]</i>
6	Vanessa Uvalde	Coordinadora	uvalde@ambiente.gob.pa		<i>[Signature]</i>
7	Maurina Gallardo	ECOTUR-AP	mgallardo@ecotur.gob.pa	6683 0355	<i>[Signature]</i>
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REUNIÓN TÉCNICA CON UNIDAD DE AREAS PROTEGIDAS Mi Ambiente
 CONSULTORÍA: EVALUACIÓN FINAL DEL PROYECTO ECOTUR-AP

23 de octubre de 2017

DAPVS

No.	NOMBRE	INSTITUCIÓN	EMAIL	TELÉFONO/CEL	FIRMA
1	José Armando Palma	Mi Ambiente / DAPVS	jpalma@miambiente.gob.pa	6755-3028	[Signature]
2	Ivonne Dan Kelly	Ecotur-AP	idankelly@miambiente.gob.pa	6982-1618	[Signature]
3	Ana L. Báez	Consultora	tanrae@racsa.ec.cr	88373240	[Signature]
4	Arlette Celeda	Mi Ambiente / DAPVS	arceda@miambiente.gob.pa	Ext 6042 5000855	[Signature]
5	Enriqueta Ghari	Mi Ambiente	idhari@miambiente.gob.pa	500-0855	[Signature]
6	Carmen de Tenorio	Mi Ambiente	catenorio@miambiente.gob.pa	500-0855	[Signature]
7	María Vergara	Mi AMBIENTE	divergara@miambiente.gob.pa	500-0855	[Signature]
8	Eddy Nexon Arriaga	DAPVS-MI AMBIENTE	earriaga@miambiente.gob.pa	5000855 (66167)	[Signature]
9	Vivian Vilacal	DAPVS "	vilacal@miambiente.gob.pa	500-0855 (667)	[Signature]
10	Leticia S de Polo	DAPVS	lpolo@miambiente.gob.pa	500-0855	[Signature]
11	Jorge Nuto	DAPVS	jnuto@miambiente.gob.pa	500-0855 (6167)	[Signature]
12	Laura E. Fernández	DAPVS	lfernandez@miambiente.gob.pa	✓	[Signature]



Incorporación de la Biodiversidad mediante el Ecoturismo de bajo impacto en el Sistema Nacional de Áreas Protegidas (SINAP) – ECOTUR-AP

Nombre de actividad: Ruta Camino de Civiles

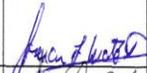
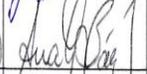
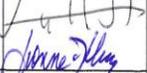
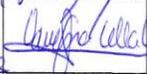
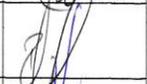
Fecha: 30-10-17

No.	NOMBRE	ENTIDAD	EMAIL	TELÉFONO/CEL	FIRMA
1	Ena Valdes	Mi Ambiente	evaldes@miambiente.gob.pr	6240-116	Ena Valdes
2	Ivonne Dunkley	Ecotur-AP	idunkley@miambiente.gob.pr	6982-1618	Ivonne Dunkley
3	Anah Baez	Consultor BID	tubaez@nccoa.co.cr	88373240	Anah Baez
4	Norma Ponce	MPE	norma.ponce@mda.gov.pr	66368606	Norma Ponce
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REUNIÓN COMITÉ DIRECTIVO – ECOTUR-AP

9 de noviembre de 2017

No.	NOMBRE	ENTIDAD	EMAIL	TELÉFONO/CEL	FIRMA
1	JUAN L. MATÉ	SMITHSONIAN	MATEJ@SI.EDU	212-8253	
2	Ana L. Báez	Consultora BID	tbay@prosa.com	88373740	
3	Idonkey	ECOTUR-AP	idonkey@miambiente.gov.pr	6982-1618	
4	Vanessa Ullalibe	Miambiente - ecotur	ullalibe@miambiente.gov.pr	66750987	
5	Laura Fernández	Miambiente - DAPUS	fernandez@miambiente.gov.pr	570-0855/6163	LF
6	ANTONIO ALFARO	CAUTUR	presidencia@cautur.com	66759293	
7	Rosario Sandoval	ATP	rsandoval@atp.gov.pr	0760-7513	
8	José Amable Palma	MIAMBIENTE	jpalma@miambiente.gov.pr	0735-3027	
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Comité Directivo
 Proyecto ECOTUR-AP
 Presentación de resultados auditoría final
 14 de diciembre de 2017

No.	NOMBRE	ENTIDAD	EMAIL	TELÉFONO/CEL	FIRMA
1	ANTONIO ALFARO	CANTUR	alfaroc@cantur.panam.net	66759293	
2	Annie Young	CANTUR	info@apts.org	66176566	
3	Josue Dunkley	Ecotur-AP	jdunkley@minpi.net.pa	6992-1618	
4	Juan Baez	Consultora-BID	Juan Baez	506-88373240	
5	Vanessa Villalibe	ECOTUR-AP	villalibe@miambiente.gob.pa	66750987	
6	Josue Gonis	Mi Ambiente (BVS)	josuegonis@miambiente.gob.pa	6679-7826	
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Nombre de actividad: *Presentación Evaluación Final - Proyecto Ecotur-AP/ANA Báez*
 Fecha: *15-12-17*

No.	NOMBRE	ENTIDAD	EMAIL	TELÉFONO/CEL	FIRMA
1	<i>Ivonne Jankley</i>	<i>Ecotur-AP</i>	<i>idvankley@ambiente.gob.pa</i>	<i>6182-1618</i>	<i>Ivonne Jankley</i>
2	<i>José Paulo</i>	<i>DAPUS</i>	<i>jpaulo@ambiente.gob.pa</i>	<i>62699046</i>	<i>José Paulo</i>
3	<i>Juan Báez</i>	<i>Consultora-BID</i>	<i>jbáez@racsa-co.cr</i>	<i>506-88373240</i>	<i>Juan Báez</i>
4	<i>José A. PALMA</i>	<i>DAPUS</i>	<i>jpalma@ambiente.gob.pa</i>	<i>6735-3028</i>	<i>José A. Palma</i>
5	<i>Buena Villalibe</i>	<i>Miambrek-ecotur</i>	<i>villalibe@miambrek.gob.pa</i>	<i>66750987</i>	<i>Buena Villalibe</i>
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Annex 3. Adjusted Risk Matrix of the ECOTUR-AP Project. 2017

Project: Mainstreaming biodiversity conservation through low-impact ecotourism in Protected Areas

(Project No. ATN/FM-12798-PN)

Risk Mitigation Matrix

Severity Level	
Rating	Risk
9	High
4	Medium
3	Medium
2	Low
1	Low

	Risks	Risk Rating	Status as of June, 2017
1	Improper coordination between the public institutions involved in ecotourism in the PAs (ATP- MIAMBIENTE- SINAPROC and AMP and ARAP for MPA)	4	Joint efforts are being made with Costas y Mares in the selected PAs to link AMP and ARAP to marine areas like PNC and PNMIB. An example of this is the design of a Visitor Center for Bahía de los Delfines. At PNMIB, an Inter-Institutional Commission presided over by MIAMBIENTE has been set up to improve coordination. ATP and AMP participate in said Commission. At PNC, a Steering Committee, where ARAP and AMP participate, coordinates actions.
2	Insufficient budget for operating and maintaining the outputs generated by the Project.	3	Both ATP and MIAMBIENTE invest in improving infrastructure in the PAs prioritized by each institution. The PN-L1146 Project will start to be executed in 2018 with an investment of 65 million Balboas, of which about 50% will be allocated to PAs. The approach used to maintain the investments is co-management and concessions (Executive Orders of March 2015 and 2016, respectively).
3	Long-term sustainability of ecotourism management mechanisms in the PAs	4	Adoption of PMEMAP as the tool to monitor the PAs, and hiring of PUP Managers in 8 PAs. Capacity-building for the Ecotourism Unit in the promotion and monitoring of co-management and concession agreements.
4	Insufficient budget allocation for project execution	6	Efforts are being made to generate synergies with ATP, as well as with INAC, AMP, ACP, MOP and other entities, in relation to the improvement of accessibility (roads, docks), and other efforts aimed at ensuring the sustainability of the actions started by ECOTUR-AP.
5	Lack of capacity of specialized suppliers	6	There are no entities in the country that may develop outputs like the PUPs. Most of the entities in charge of doing this have been foreign - which entails a number of limitations. While efforts have been made to include Panamanian experts in the work teams, it is still necessary to build national capacities for planning and managing PAs.
6	Lack of capacity at MIAMBIENTE and ATP to evaluate and analyze TORs and Outputs	4	1. As part of an effort to achieve Effective Communication, MIAMBIENTE staff has been involved in every process in order for them to get clear and updated information. 2. Some Committee members have been invited to join the team in charge of evaluating technical proposals.
7	The private sector of ecotourism is not interested in participating in the co-management of PA services.	4	1. Approach to Chambers of Commerce and the private sector to learn about their vision on green tourism. 2. Approach to TOs in connection with the sustainability standards program and the Concession Rules.
8	Improper management of PA visits, which could negatively affect PA biodiversity.	6	In the process of monitoring the charge capacity limits and of implementing actions to mitigate excessive visitation. A consulting assignment involving an analysis of risks associated with visitor flows in 4 PAs (PNP, BPPPSL, PNC, and PNV) is in progress.
9	The MIAMBIENTE ministerial restructuring process may result in delays and conflicts at the administrative and executing levels of the ECOTUR PA project.	2	Joint efforts are being made with Dirección Nacional de Areas Protegidas and the Superior Office, as well as with the Directorates which are technically involved in each activity: DASIAM, BRPP, Fomento, Economía Ambiental.
10	Lack of knowledge of the Project in the private tourism sector and lack of credibility of the public sector	4	1. In March 2016, the Action Plan was launched. 2. Dissemination and promotion efforts are being made with ATP. Materials have been produced and actions have been made to disseminate the Green Tourism Action Plan to disseminate the strategies for the next ten years to transform Panama's vision as an ecotourism destination.
11	While the Project is a priority for the institutionalization of tourism, the promotion of Panama as a green destination in the medium and long term is very weak or inexistent	3	Approval of the Fondo de Promoción Turística (Tourist Promotion Fund) with a yearly contribution of about USD 20 million provided by a public-private alliance. The Fund will be managed by an administration trust and its aim is to finance the promotion of the country as a tourist destination. Steve Terazi, Fernando Duque, Mirei Endara, Herman Bern Barbero and Jorge Tovar were appointed as the main members of the board in charge of managing the fund, which points at the relevance of green tourism in this context. The Government makes a yearly investment of Balboas 20 million in the national campaign to promote domestic tourism which has green tourism as a strategic line.
	Risk Rating	4	

Annex 4: Summary of contracts, ECOTUR-AP.

	Individual Consultant PEU Staff	Individual Consultant	Consulting Firm	Works	Lease	Audit	Total
2014	6	-	2	-	-	-	8
2015	8	3	11	3	1	-	26
2016	6	9	8	4	2	1	30
2017	3	11	5	2	-	2	23

In 2015, 3 of the contracts included in the above table were terminated, and 1 was terminated in 2016.

The total number of contracts executed throughout the Project is 87.

Annex 5: List of contacts with whom works have been done to strengthen the Project

ECOTUR-AP

List of organizations (NGOs, CBOs, etc.) with which the Ministry is working through ECOTUR-AP

Business plans are being implemented through the firm Soluciones Turísticas Sostenibles (STS):

Organization	Project Title	Location	Contact
Embera Drua Community – Tranchichi	Cayuquismo at Parque Nacional Chagres with a co-management model	PN Chagres	Mateo Mecha
Tourism Committee of Quebrada Ancha	Business proposal for tourist services. It has been agreed to take advantage of the natural scenic beauties of Lake Alajuela and Chagres River and of the culture of the peasant peoples in order to attract both domestic and international visitors including students and tourists, to generate revenues from tourist services. It is also contemplated to provide meal services and artisanal fisheries (they wish to include this activity) and trekking in the three existing trails.	PN Chagres	Jorge Muñoz
Committee for Servicing Boqueron River Visitors:	According to the business plan identified by CATIE in the preparation of the PUP for the Park (floating bridge), this is not what they currently want to do. They are proposing to build a museum whose main theme is a historical account of Camino Real.	PN Chagres	Edith Saira
Finca Agroturística Hermanos Rodriguz (agricultural and tourist farm)	Business plan for the Caja de Agua lookout: Cafeteria, sale of souvenirs, plants, agricultural products, horticulture, smoothies and juices, handicrafts, and surveillance.	PN Altos de Campana	José del Carmen, José C. and Oscar J. Rodríguez
Avifauna	Trail and picnic area with gazebo and natural swimming pool. Refresquería (shop selling tea, coffee, soft drinks) - restaurant.	PN Soberanía	Karen

Through a firm called GEMAS, capacity-building is being provided to several NGOs for the development of co-management agreements with MiAMBIENTE, apart from two processes already started by the Directorate for Protected Areas:

Endorsed co-management agreements		
Co-manager	Protected Area	Province
Asociacion de la Mujer Rural Amigas del Manglar (AMURAM)	Refugio de Vida Silvestre Ciénaga El Mangle	Herrera
Unión Campesina del Lago Alajuela (UCLA)	Parque Nacional Chagres	Panama.
Asociacion de Productores Agroforestales y Turisticos El Salto (APAFYT El Salto)	Area Natural y Recreativa El Salto de Las Palmas	Veraguas
Comite Comunitario de Desarrollo Sostenible de Santa Marta (CCDSSM)	Parque Nacional General de Division Omar Torrijos Herrera	Coclé
Co-management agreements in process		
Co-manager	Protected Area	Province
Defensores Unidos del Manglar de Sajalices (DEUMSA)	Multiple Use Area Mangroves of Chame Bay	Eastern Panama
Asociacion Agro-Ecoturistica del Espave Ebenezer	Multiple Use Area Mangroves of Chame Bay	Eastern Panama
Asociacion Rural de Turismo Sostenible de la Zona de Amortiguamiento del Parque Nacional Coiba (ARTURIS COIBA)	Parque Nacional Coiba	Veraguas
Asociacion Agro Pecuaria, Eco Turistica, Artesanal y Otros de Montijo	Area Protegida Humedal Golfo de Montijo	Veraguas
Asociacion de Productores Organicos de Santa Fe	Parque Nacional Santa Fe	Veraguas
Asociacion Ecoturistica Amigos de San Lorenzo (LOS RAPACES)	Bosque Protector and Paisaje Protegido San Lorenzo.	Colon
JIAR of Quebrada Honda, Arreti, San Vicente, Punuloso and others.	Reserva Hidrologica Filo del Tallo-Canglon	Darien

As part of the training in the **tourist sustainability certification program**, Mayelly Cabrera has cooperated with the works done with the following community groups and tour operators:

Name	Category	Province
Isla Cañas Tours	Community group	Tonosi-Los Santos
Hacienda Agroturistica El Eden	Tour operator	Pese-Herrera
Hostal Familiar La Casita de los Kimmell	Lodging	Las Tablas-Los Santos
Azuero Panamá Tour	Tour operator	Chitre-Herrera
Scuba Coiba	Specialized tour operator	Santa Catalina – Veraguas
Hermanos Pineda Restaurant	Food	Santa Fe-Veraguas

Heliconia Tanager Tourism Hotel	Lodging	Mariato-Veraguas
Dive Base Coiba	Specialized tour operator	Sur de Veraguas
Arturis Coiba	Community group	Sur de Veraguas
Crater Valley	Lodging	El Valle-Coclé
Los Mandarinos Hotel	Lodging	El Valle-Coclé
Cala Mia Resort	Lodging	Golfo de Chiriquí
Tree Trek	Specialized tour operator	Boquete-Chiriquí
Hotel Los Molinos	Lodging	Boquete-Chiriquí
Plinio Montenegro	Independent guide	Boquete-Chiriquí
Hotel Bocas del Toro	Lodging	Isla Colón-Bocas del Toro
Restaurante Buena Vista	Tour operator	Isla Colón-Bocas del Toro
Kimaura González	Independent guide	City of Panama
Tropic Tours	Tour operator	City of Panama
Servicios Lorena	Transportation	Puerto Mutis - Veraguas

The ECOTUR-AP specialist, Evans Canto, is providing technical support to several CBOs for them to participate in calls related to seed capital as part of the PN-L1146 operation for the preservation of the natural heritage. There follows a list of the organizations identified as having its legal capacity pending, including the work methodology:

	Name of the Organization	Protected Area	Legal capacity
1	Cooperativa de Transporte Turistico Isla Grande	PN Portobelo	Yes
2	Cooperativa de Transporte Turistico de Puerto Lindo	PN Portobelo	Yes
3	Cooperativa de Transporte Acuatico Santiago De La Gloria	PN Portobelo	Yes
4	Community group Cacique	PN Portobelo	No
5	Community-based organization Unión de Piña	BPPP San Lorenzo	No
6	Community-based organization of Escobal	BPPP San Lorenzo	No
7	Grupo Los Rapaces	BPPP San Lorenzo	Yes
8	Cooperativa Mar de Santa Catalina R.L.	PN Coiba	Yes
9	Asociacion de Productoras Artesanales María Auxiliadora de Playa Arrimadero	PN Coiba	Yes
10	ARTURIS Coiba	PN Coiba	Yes
11	Asociacion de Mujeres de Morrillo	PN Coiba	No
12	Asociacion Conservacionista de Playa Malena	PN Coiba	Yes
13	Asociacion Agropesca y Ecoturismo de Quebro	PN Coiba	Yes
14	Asociacion de productores agro ecologista de La Amistad (ADPAELA)	PNVB-PILA	Yes

15	Asociacion agro ecoturistica La Amistad (ASAELA)	PNVB-PILA	Yes
16	Asociacion de productores agro ambientalistas de Santa Clara (APAASAC)	PNVB-PILA	Yes
17	Fundacion para el Desarrollo Integral, Comunitario y Conservacion en Panama (FUNDICCEP)	PNVB-PILA	Yes
18	Bioguías Panamá, CBO	PNVB	Yes
19	Amigos del Parque Internacional La Amistad (AMIPIILA)	PNVB-PILA	Yes

Work agenda with CBOs for the securing of a legal capacity

Asociacion de Mujeres de Morrillo: November 17-24 and December 1, 2017

Community-based organization Unión de Piña: November 9-23 and 30, 2017

Community-based organization of Escobal: November 13-20 and 27, 2017

Community Group of Cacique: dates to be confirmed

Other actions related to community groups:

- An induction program is being held with the transport operators that take visitors to the summit of Volcan Baru related to the need to legalize their operations through Green Tourism Permits
- Technical support to the BIOGUIAS organization - the first CBO to be certified by MiAMBIENTE (Parque Nacional Volcan Baru, Province of Chiriqui)
- Support in the formulation of the work plan of the organization **Asociacion Agro ecoturística de Trinidad y El Chileno** to get organized as a CBO (Parque Nacional Altos de Campana, Western Panama)

Work has been also done with the guides certified in PAs, many of whom start or join together as an NGO or CBO

	Name	Surname	Protected Area	Province
1	Rutilio	Milton	PNMIB	Bocas del Toro
2	Bernardino	Garay	PNMIB	Bocas del Toro
3	Justiliano	Villagra	PNMIB	Bocas del Toro
4	Plinio	Montenegro	PNVB	Chiriqui
5	Armando	Rosas	PNVB	Chiriqui
6	Sergio	Araúz	PNVB	Chiriqui
7	Elmer	Montenegro	PNVB	Chiriqui
8	Guillermo	Jiménez	National level	
9	Kimaura	González	PNCH	Panama
10	Alexis	Flores	PNCH	Panama
11	Michelle	Pérez	PNCH	Panama
12	Kenneth	Weeks	PNCH	Panama
13	Mariela	Morales	PNCH	Panama

14	Erasmus	De León	PNCH/PN Darien	Panama
15	Jorge	López	National level	
16	Cesar	Gonzalez	PNVB	Chiriqui
17	Jorge	Muñoz	PNCH	Panama
18	Indira	de Smith	PNCH	Panama
19	Jorge	Mayorga	PNMIB	Bocas del Toro
20	Isrrael	Guerra	PNVB	Chiriqui
21	Leny	Ortiz	PNVB	Chiriqui
22	Laura	Ramirez	PNMIB	Bocas del Toro
23	Brecni	Guerra	PNVB	Chiriqui
24	Max	Williams	PNMIB	Bocas del Toro
25	Roger	Milton	PNMIB	Bocas del Toro
26	Abdiel	Batista	National level	
27	Christian	Gernes	National level	
28	James	Morales	National level	
29	Venicio	Wilson	National level	
30	Bianca	Perez	PNS and PNCC	Panama
31	Arnold	Gonzalez	PNVB	Chiriqui
32	Diego	Abrego	PNC, RFY	Veraguas
33	Elizabeth	Diaz	PNS and PNCC	Panama
34	Gonzalo	Horna	PNS and PNCC	Panama
35	Garceth	Cunampio	PNS	Panama
36	Rolando	Cossu	PNVB	Chiriqui
37	Tomás	Martínez	PNVB	Chiriqui
38	Miguel	Ibarra	PNS and PNCC	Panama
39	Yarielka	Barsallo	PNS and PNCC	Panama
40	Neira	Caceres	PNVB	Chiriqui
41	Enrique	Ruiz	PNS and PNCC	Panama
42	Gilberto	Espino	PNS and PNCC	Panama
43	Genover	Santamaria	PNVB	Chiriqui
44	Jacinto	Rodriguez	PNC, RFY	Veraguas
45	Eduardo	Sanchez	PNS and PNCC	Panama

Source: ECOTUR-AP Nov. 2017

ANNEX 6. Summary of outputs of the ECOTUR-AP Project for each of the selected PAs. Prepared by ECOTUR-AP 2017.

PROJECT REPORT BY PROTECTED AREA

PARQUE NACIONAL Y RESERVA BIOLÓGICA ALTOS DE CAMPANA	
Location	Panama Oeste province, in the Western part of the Panama Canal, which is part of its basin.
# of Projects Developed	Directly in the Protected Area: 12 Cross-cutting activities: 24
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.	
<u>CROSS-CUTTING:</u>	
<ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for Service and Administrative Concessions in PAs. Through this, Executive Orders No. 33 and 34 are approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. The issuance of Executive Order No. 34 of March 30, 2017, regulating section 51 of the single text of the General Environmental Law No. 41 of 1998, related to the procedure for granting green tourism service concessions in protected areas and including other provisions, encouraged the submission of an application for a green tourism concession for the operation of a canopy site at PNRB Altos de Campana. Concession in process as of November, 2017. 2. Guidelines, methodology and regulations for the PUPs for PAs, drawing-up and dissemination of a Manual. When the PA PUP was prepared, there was no manual for the preparation of PUPs for PAs (Resolution 002-DAPVS-2016 of March 11, 2016, published in the Official Gazette # 27,991 of March 17, 2016). Based on a comparison between this manual and the PUP of PNRB Altos de Campana itself, the following aspects need to be developed: <ol style="list-style-type: none"> a. <i>PUP vision</i> b. <i>Laying down Objectives and Targets for the PUP</i> c. <i>Characteristics of the objectives</i> d. <i>Types of objectives</i> e. <i>Targets</i> f. <i>Financial Sustainability Plan</i> g. <i>Administration and Finance Program</i> h. <i>Security and Risk Management Protocol</i> i. <i>Development and monitoring of infrastructure and facilities</i> j. <i>Site plan implementation</i> k. <i>Business Plan monitoring</i> <p>The manual was revised and some issues were modified for the sake of clarity, but modifications have not been approved yet. Once the</p> 	

PARQUE NACIONAL Y RESERVA BIOLÓGICA ALTOS DE CAMPANA

modifications get approved, the PUP for PNRB Altos de Campana will be adjusted accordingly.

- 3. **Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE.** A review has been made and it has been proposed to make it effective through a Law or an Executive Order. However, when the ANAM evolved into the Ministry of Environment under Law No. 8 of 2015, it also became part of the Central Government and is, therefore, subject to the relevant regulations: owners' request (process application note) together with a certificate of the public registry evidencing ownership of the lands. From then on, the process for requesting a valuation from the National Audit Office and MEF starts, and, based on the average valuation a price is negotiated with the owner in case it is lower than the average price defined by the competent institutions. At a second stage, the purchase transaction is completed and a public deed is executed by MEF transferring the use and administration of the land to MiAMBIENTE for it to develop these projects. This applies to any land located in a PA for which a title exists and whose owner offers it for sale. In PNRB Altos de Campana there are many plots to which this regulation could apply. One of these areas is the one contemplated by the PUP for a trail that links the control point of the Ministry and the entrance to the Park and the lookout.
- 4. **Formulation of a Tourist Sustainability Standard.**
No company or community group related to PN Altos de Campana participated in the formulation of the standard, but some stakeholders did show interest in the activities promoted by the Public Use Manager:

Group or Association	Participants
Camping 507	Mr. Jimi Molina Oliver Watcher
Tribu Guarumo	Ariel Blanco Mr. Clarivel Sanchez
Metropolitan Park	Mr. Yaravi Vega
Comite de Chica	Omar Zamora
Panama Reserve	Jose Ascarate

In addition, as a capacity building initiative, the Public Use Manager is granted a partial scholarship to obtain the Certificate of approval of the course named "Sustainability practices for tourist leaders", second edition (Management of Tourist Destinations), granted by the Organization of American States (OAS).

- 5. **Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs.**

PARQUE NACIONAL Y RESERVA BIOLÓGICA ALTOS DE CAMPANA

A restructuring proposal for the improvement of the processes and management of the Directorate for Protected Areas and SINAP was made with a view to improving PA management. An analysis was conducted and a re-engineering proposal was presented. In spite of not being formally approved, some relevant actions related to green tourism started to be implemented, for example an automated information system related to concessions and co-management agreements, co-management extension, legal sanitation of the PA, assessment of tourist charge capacity, and strengthening of the tourist service concession system in PAs.

- 6. Formulation of the Action Plan for the development of ecotourism and creation of a National Vision on Green Tourism.** PN Altos de Campana is recognized as an emerging destination within the green tourism strategy; it needs to further develop certain activities and to consolidate as a Highland destination of choice for visitors. Some efforts have been made to improve ecotourism quality (contemplated in strategy 5 of the Action Plan on "Ecotourism Quality") by improving the Caja de Agua Lookout and the Podocarpus Trail. In addition, efforts are being made to strengthen the governance model by including community competencies, first through community-based organizations and then through co-management agreements, especially in the Northern sector of the PA. As a case in point, efforts are being made with Hermanos Rodriguez to involve them in the implementation of the business plan related to the Caja de Agua Lookout (cafeteria, gift shop, sale of plants, agricultural goods, horticulture, smoothies and juices, handicrafts, and surveillance).

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

DIRECTLY IN THE AREA

- 1. Restoration of the Podocarpus and Panama Trails.** Restoration of 97.8 meters of walking surface and 100.2 meters of handrail, and placing of 7 information and interpretation signs along the Podocarpus and Panama Trails. Resting tables (for picnic) have been placed along the Podocarpus Trail.
- 2. Restoration of the Caja de Agua Lookout.** Handrails, a deck and a ramp have been built from wood obtained from recycled plastic to ensure that the floor boards, baseboards and storm sewers with grass have their bolts, nuts and screws properly fastened. An interpretation table has been placed. The wood obtained from recycled plastic is perceived as an ecological substitute for hard wood from endangered forests and as a non-toxic alternative to pressure-treated timber, which contains copper and other chemicals. Plastic wood is also an important market for plastics disposed of by consumers and helps deviate large amounts of material from dump sites and incinerators.
- 3. Building of restrooms for visitors at the control and information point.** Two restrooms have been built and equipped with doors, toilets, wash basins

PARQUE NACIONAL Y RESERVA BIOLÓGICA ALTOS DE CAMPANA

with the relevant hardware, waste waters treatment system, bars and windows.

- 4. Formulation of the Public Use Plan** approved by Resolution DAPVS-005-2016 and published in the Official Gazette # 28075-A of July 15, 2016. It includes an assessment of charge capacity and LAC for tourist sites, a Site Plan for the Caja de Agua Lookout, and a conceptual business proposal for the Caja de Agua Lookout with an initial investment of B/. 11,000.00 at the least.

CROSS-CUTTING:

- 1. Technical consulting session on the Interpretation of Natural Heritage through Non-Personal Interpretative Media.** Eight community stakeholders and 3 staff members of MiAMBIENTE related to the PA attended this session.
- 2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Four people from the Protected Area participated in the review phase, and 15 people in baseline data collection, including officials (7) and key stakeholders (8).
- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Specifically, as regards the PA and its management team, training in these issues has been provided to 4 officials including the PUP Manager, the PA Manager, an official of the Department for Environmental Culture Promotion and one of the Directorate for Protected Areas and Wildlife. Twenty community stakeholders received information and have been trained in issues like: i. the dissemination of the Public Use Plan, ii. volunteering, iii. how to conduct camps in the Protected Area, iv. how to formulate a Business Plan, including how to handle the financial and operational aspect, the FODA analysis, among other aspects, v. the importance of formulating Public Use Plans, and vi. dissemination of co-management regulations.
- 4. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas and the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** Five people from PNAC and DAPVS participated in the training phase, which included 2 training sessions.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

- 1. Advice for the implementation of 5 Business Plans in 3 PAs / Parque Nacional Chagres, Parque Nacional Soberania, Parque Nacional y**

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Reserva Biológica Altos de Campana. These plans seek to promote local entrepreneurship and the creation of 3 CBOs - one in Campana and the other two in Chagres. There follows a detail of the participants interested in the ecotourism activities related to the Caja de Agua Lookout and the restored trails:

Luis Carlos Rodriguez	Asociacion de Productores Agroturisticos Trinidad - Los Chilenos, Comunidad Trinidad de Capira
Jaime Basilio Hernández	Asociacion de Productores Agroturisticos Trinidad - El Chileno, Comunidad de Los Chilenos de Capira
Dalia Gómez de Feliciano	Asociacion de Productores Agroturisticos Trinidad - Los Chilenos, Comunidad de Los Chilenos de Capira
Jose del Carmen Rodriguez Ovalle	Finca Agroturistica Los Hermanos Rodriguez, Comunidad El Limon de Campana
Rosaura Ojo	Finca Agroturistica Los Hermanos Rodriguez, Comunidad El Limon de Campana
Oscar J. Rodriguez	Finca Agroturistica El Rosal, Comunidad El Limon de Campana

2. Execution of a study estimating the economic and social benefits from Ecotourism in the PAs contemplated in the ECOTUR-AP Project. Data on travel costs point at an average cost per person of B/.35 per trip, which mainly accounts for fuel, food and the PA entrance fee, since most of the visitors interviewed did not spend the night at PNRB Altos de Campana and/or in the buffer/neighborhood communities - they just spent the date or a few hours. Most visitors are nationals (71%) and 29% are foreigners. The entrance fee is B/.5 for foreigners, B/.3 for nationals, B/.2 for students and B/. 1.5 for seniors. In 2016, PNRB Altos de Campana earned B/. 9,352.50 from visitor fees (admission and camping). However, the PA generated B/. 132,638 for the domestic economy as it had a positive impact on the businesses of the neighboring communities and other businesses at the national level, which is regarded as an economy of scale. It should be noted that most of the local and community businesses have been recently set up. These businesses generate a total of B/. 408,480 per year, of which B/. 319,680 come from accommodation. The clientele for plants, handicrafts and bakeries are mostly nationals, while for lodges there is a 50% of nationals and a 50% of foreigners. This is consistent with the data provided in the previous section on the profile of visitors to PNRB Altos de Campana. Considering the revenues from tourist activities related to the PA, if we add the revenues from tourist visits, i.e. B/.

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132,638 per year, to the revenues from businesses, i.e. B/. 408,480 per year, PNRB Altos de Campana is estimated to have an aggregate economic value of B/. 541,118 per year.

- 3. Setup of CBOs.** There are several local initiatives for the formation of community-based organizations. As a case in point, UCOBI in Campana, has 3 members who are small entrepreneurs. This CBO is in the business of eco- and agricultural-tourism, which includes visits to agricultural and tourist farms and trekking. They are interested in co-managing the Caja de Agua Lookout.

Meeting: Setup of the Limon de Campana CBO, September 20, 2016.

Setup of the Trinidad y el Chileno CBO, October 20, 2017.

- 4. Setup of the Northern Sector-ASATECHI CBO,** which has 15 members and is in the business of rural tourism, ecotourism, and organic agriculture, and performs monitoring and surveillance activities at the Park supporting its management team. A request for legal capacity has been filed with the Ministry of Environment - in process as of December 2017. This CBO intends to enter into a Co-Management Agreement for the trail that leads to Cerro Trinidad and for the use of two facilities of the Ministry of Environment in the area of Cruce and El Chileno.

5. Videos on Tourist Attractions in the Green Tourism Destinations.

The videos feature the following green tourism destinations: ARCHIPIELAGOS, CENTRAL CARIBBEAN COAST, HIGHLANDS and CANAL AREAS, which include HIGHLANDS (PN Volcan Baru, PILA La Amistad, PN Altos de Campana and PNGD Omar Torrijos Herrera). The short films on attractions are promotional and the long ones are meant for restaurants, hotels, and train stations. The following attractions have been contemplated for the PNRBAC area:

- Caja de Agua Lookout.
- The Cajones de Chame in the Park's incidence area.

6. Green Tourism Spot

This spot portrayed the community of Chica, Cerro La Cruz, the Podocarpus

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Trail, and canopy at Campana.

7. Communication and Sensitization Campaign on Tourist Attractions in the selected PAs:

- a. Promotional material: As part of the campaign, print material has been prepared, including brochures, selfie boards, and banners on green tourism, and supplies have been acquired, including 20 chairs, 1 sunshade, 1 table.
- b. Fam Trip: Two fam trips have been made: one with entrepreneurs who own cottages and with operators from the Campana area, and another one with external wholesale operators. In both cases, the activity was conducted in coordination with the PUP Manager.
- c. Workshops for the Promotion and Dissemination of the PUP.
Two workshops for the promotion and dissemination of the PUP have been held with students and teachers of the tourism degree at Centro Regional Universitario de Panama Oeste, and another one has been held with Tourist Operators.
One workshop for the dissemination of the PUPs and one communication strategy have been developed - both targeted at the locals of Limon.
As a result of this, more than 25 people have received information on the contents of the PUP and the ecotourist attractions of the PA.
- d. Night camping with groups. On the second quarter, a night camp was organized for 20 people. In the camping area, people said that they had to repeat the activity in summer.
- e. Promotional fairs. A promotional fair was held in the first quarter of 2017. Three hundred people attended the fair and local products were sold until finishing stocks. The local products included: pineapple cocktail, shellfish ceviche.
- f. Volunteering. One environmental volunteering activity was conducted with 20 people participating as environmental volunteers.
- g. Voluntary work on waste management in PAs: 5 local groups participated (Aventureros, Cultura Verde, Voluntario Ambiental, Chame Explora), and 40 garbage bags were collected.
- h. Sertv Canal 11, shooting of a documentary on PAs in Central America at Parque Nacional y Reserva Biologica Altos de Campana. It was an opportunity to disseminate the undertakings of the communities of Chica de Chames, Limon de Campana and Trinicad Chileno de Capira, apart from showing the visitor facilities of the PA.
- i. Anniversary of Parque Nacional y Reserva Biologica Altos de

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Campana. The objective was to introduce the officials of the Ministry of Environment, Western Region, and present the draft PUPs for the Park, while enjoying its landscapes and nice weather, and finally conclude with the activities related to the month of natural resources.

Green Tourism Exhibition: Westland Mall, Arraijan

Promotion: private companies; Gamboa Tours, Asociacion de Guias de Turismo de Panamá, Tropics Tours, Chame Explorer, Hostal Loma Alta, Hostal Luna Llena, January 18, 2017.

First Explora Campana Fair, held at Parque Nacional y Reserva Biologica Altos de Campana on Sunday, February 19, 2017.

CROSS-CUTTING:

8. Design of the circuit, catalog and tourist map for the 4 Green Tourism destinations and dissemination activities.

In Campana, Parque Nacional General de Division Omar Torrijos Herrera was included in the ecotourist circuit. This activity resulted in information on itineraries, and a program featuring tourist attractions with a view to promoting and marketing PAs as green tourism destinations.

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9. Documentary on the Jaguar and the Harpy Eagle.

The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.

10. Video on Tourism Sustainability Standards. It is focused on the local market, including Campana, and aims at involving companies and communities.

11. Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA. This project did not include community groups related to the PA because they were not organized at that time - progress was made in this aspect after the project concluded.

12. Expoturismo Fair. Staff of Parque Nacional y Reserva Biológica Altos de Campana participated representing the Park in the thematic stand of the Ministry of Environment.

13. Video on Safety Issues in PAs. There is a video about this National Park.

14. Publication of articles on green tourism in the press and on digital media. The publications reached 300 printouts, of which readers are estimated to have read 250 thousand. In relation to PNRB Altos de Campana, an article entitled Green Tourism to Relieve Stress (Turismo Verde para Liberar el Estrés) was posted, reaching 22,054 hits on Facebook and 3,952 on Twitter. The article Clean Trails, a Shared Practice (Senderos Limpios, prácticas de Todos) had 26,825 hits on Facebook and 3,768 hits on Twitter.

15. Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces. There have been 1,320 reproductions at Cinemark in Multicentro, Albrook Mall, Metro Mall in Santiago and David.

16. Hiring of a Community Manager to increase visits to PAs. Instagram visits increased reaching 100 views per picture.

17. Updating of the Signage Manual of SINAP based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.

18. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions. The following entities participated in this workshop: Festival de las Flores del limón de Campana, Comité Pro Campana, Comité de Turismo de Capira, Limoneños Unidos del Limón de Campana and Productores del Chileno-Trinidad.

PARQUE NACIONAL CAMINO DE CRUCES					
Location:	Province of Panama				
# of Projects Developed	<i>Directly in the Protected Area:</i> 8 <i>Cross-cutting activities:</i> 24				
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP. <u>CROSS-CUTTING:</u>					
<p>1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. Thanks to this effort, Executive Order No. 33 and Executive Order No. 34 were approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. There is an organization interested in obtaining a green tourism concession related to PNCC, but no application has been filed with DAPVS yet. The following ecotourism service concession is planned to be granted at PNCC in the short term:</p> <table border="1"> <tr> <td>Dillon area</td> <td>Meeting room, cafeteria, kids' attractions, environmental center, visitor center, trails, cycling road.</td> </tr> </table>		Dillon area	Meeting room, cafeteria, kids' attractions, environmental center, visitor center, trails, cycling road.		
Dillon area	Meeting room, cafeteria, kids' attractions, environmental center, visitor center, trails, cycling road.				
<p>2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. The PUP for PNCC is currently being formulated contemplating the full development of the scopes set forth in the manual. The TORs of the PUP for PNCC used the manual as an input.</p>					
<p>3. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. A restructuring proposal for the improvement of the processes and management of the Directorate for Protected Areas and SINAP was made with a view to improving PA management. An analysis was conducted and a re-engineering proposal was presented. In spite of not being formally approved, some relevant actions related to green tourism started to be implemented, for example an automated information system related to concessions and co-management agreements, co-management extension, legal sanitation of the PA, assessment of tourist charge capacity, strengthening of the tourist service concession system in PAs.</p>					
<p>4. Formulation of a Tourist Sustainability Standard. The following stakeholders related to the PA participated:</p> <table border="1"> <tr> <td>Kimaura Gonzalez</td> <td>Independent guide</td> </tr> <tr> <td>Tropic Tours</td> <td>Tour operator</td> </tr> </table>		Kimaura Gonzalez	Independent guide	Tropic Tours	Tour operator
Kimaura Gonzalez	Independent guide				
Tropic Tours	Tour operator				

PARQUE NACIONAL CAMINO DE CRUCES

5. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. The PUP for PNCC is at its final review stage at DAPVS. As regards the Action Plan, some activities have been conducted to market green tourism in the PA, including fairs, debates and the promotion of the camping site, as detailed further below. As regards PN Camino de Cruces, the green tourism strategy locates it within the Canal Zone destination, and the Ministry has been supporting its development through different actions like the formulation of a PUP. In addition, in January 2017, the Republic of Panama included the "Colonial Transisthmian Route of Panama" in the Tentative World Heritage List of Panama. Camino de Cruces contributes to expressing the Outstanding Universal Value of Panama's Colonial Transisthmian Route as a link in the broader scheme of Spanish maritime and territorial domain. It is a colonial heritage and forms part of the facilities of the 20th century. A large section of the original layout of CC (between PNCC and PN Soberania) is paved with stones, as an evidence of the original road, and there are differences with the current one (in elevation due to erosion and settlements), gullies, archaeological artifacts (vases dating from the Afro-Antillean occupation, etc.), infrastructure such as the Pienso Bridge, and roads built in the Canal Zone during the US occupation.

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

DIRECTLY IN THE AREA

1. Restoration of the El Guardaparque Trail Circuit. Restoration of 3.1 km of trail, fitting of handrails, stairs and a lookout, 1 long bridge, 1 short bridge, rest sites (6 resting benches, 6 picnic sets - 2 benches and 1 table per set - 4 guiding, information and interpretation signs, 1 handrail, 16 information and guiding signs, and 1 general map of the trail). A Maintenance Program has been formulated for the trail circuit.

Elevations of the facilities in the trail

2. Formulation of the Public Use Plan. In progress as of December 2017. Final review stage.

CROSS-CUTTING:

1. Technical consulting session on the Interpretation of Natural Heritage through Non-Personal Interpretative Media. Two officials of the area linked to PNCC attended.

2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program. PNCC staff participated in the review of PMEMAP.

- 3. Design and implementation of a program to train tour guides specialized in PAs.** PNCC was selected as a training site for guides specialized in PAs in 2017, and 2 members of the Park staff participated in the training.

Field Practice of Trekking Activities - Second phase of training of Guides Specialized in PAs

- 4. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Specifically, as regards the PA and its management team, training in these issues has been provided to 2 officials including the PUP Manager and the PA Manager. Three stakeholders (guides) operating in the PA participated.

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5. Training to the SINAP staff in the new methodology and tool required to Evaluate Protected Areas.

Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program. Three staff members of PNCC participated in this training.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

1. Videos on Tourist Attractions in the Green Tourism Destinations. One of the videos features the Canal areas as a destination (PN Soberania, PN Camino de Cruces, PN Chagres). As regards Parque Camino de Cruces, the following attractions have been portrayed:

- i. El Guardaparque Trail Circuit
- ii. The Dillon area
- iii. El Mirador trail

2. Green Tourism Spot

The green tourism spot features the El Guardaparque Trail Circuit.

3. 3000 photographs of this destination to promote the green tourism destination including Parque Camino de Cruces, Parque Nacional Soberania, and Parque Nacional Chagres.

4. Video on Safety Issues in PAs. A safety video has been specifically made for Parque Nacional Camino de Cruces.

5. Execution of a study that estimates the economic and social benefits from Ecotourism in the PAs contemplated in the ECOTUR-AP Project. Multiple economic activities are carried out in the vicinity of PN Soberania and PN Camino de Cruces - which generates strong pressure on their natural resources. However, there are not many businesses related to tourism, and much less to sustainable and eco-tourism related activities. Data available on travel costs point at an average cost per person of B/.21.5 per trip, which mainly accounts for fuel, food and the PA entrance fee, since most of the visitors interviewed just spent the date or a few hours at PNCC. In 2016, 1,599 visitors to PNCC were recorded (without including data for December 2016 due to not being available), and B/. 2,973.50 were raised. However, the PA could have generated up to B/. 34,378 through the economy of scale. The aggregate economic value from visitation of PNCC and PNS amounts to around B/. 180,000.

6. Communication and Sensitization Campaign on Tourist Attractions in the

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selected PAs:

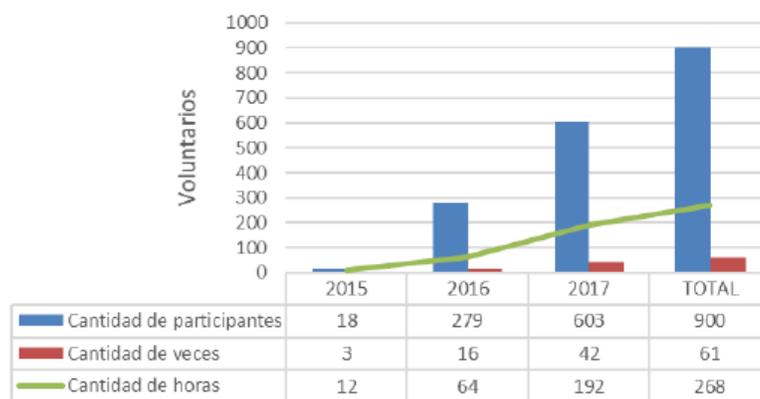
- a. **Promotional material:** As part of the campaign, print material has been prepared, including brochures, selfie boards, and banners on green tourism, and supplies have been acquired, including 1 sunshade, 20 chairs, 1 table, 1 banner, 50 brochures
- b. **Fam Trip:** One fam trip has been made in coordination with the PUP Manger, with 20 people participating (guides and companies). During this activity, information was provided on the ecotourism activities available in the PA.
- c. **Night camping.**
On the second quarter, a night camp was organized for 15 people in the area of the El Camaron Trail.
- d. **Promotional fairs.** A promotional fair was held in the first quarter of 2017. Eight hundred people attended and local products were sold until depleting stocks. The products sold included: nachos, handmade coconut oil, Chica pineapple cocktail, plants from garden centers from Chica. There were stands of different organizations like Yaguara, the Municipality, Fundacion Ancon, Dopta un Bosque, Cutarras Runners, the Panama Metro.

e. Tours

Tipo de gira	2015	2016	2017	Totales por tipo de gira
Académicas	1	15	28	43
Institucionales/empresariales	2	13	10	25
Talleres/capacitaciones	0	0	5	5
Eventos otros (convivios, ferias, grupos de turistas, familias)	0	5	36	41
Totales por año	3	32	79	114

f. Volunteers

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g. Rain and Environment in Camino de Cruces

Targeted at elementary and high school students, with the objective to teach them about meteorological phenomena and their importance for the preservation of the PA and everyday life.

h. Internship programs

A group of students from Dr. Octavio Mendez Pereira school was recruited. They participated in the daily tasks performed at the park related to the maintenance of infrastructure, visitor services, maintenance of trails, support during park events, among other activities. This group of 6 students did a 200-hour internship.

Interns of the Tourism Specialization of Dr. Octavio Mendez Pereira School during maintenance works at the park.

CROSS-CUTTING:

- 1. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.** Parque Nacional Camino de Cruces is part of the Canal Areas Circuit. The park staff provided information on infrastructure and trails to the company responsible for designing the circuits.
- 2. Documentary on the Jaguar and the Harpy Eagle.**
The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.
- 3. Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA.** This consulting task did not

PARQUE NACIONAL CAMINO DE CRUCES

contemplate community groups related to the PA.

- 4. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Specifically, as regards the PA and its management team, training in these issues has been provided to 2 officials including the PUP Manager and the PA Manager. Three stakeholders (guides) operating in the PA participated.
- 5. Expoturismo Fair.** Staff of PNCC participated representing the park in the thematic stand of the Ministry of Environment.
- 6. Publication of articles on green tourism in the press and on digital media.** The publications reached 300 printouts, of which readers are estimated to have read 250 thousand. As regards Parque Camino de Cruces, an article entitled New Trails (Nuevos Senderos) was posted, reaching 11,995 hits on Facebook and 5,039 on Twitter. In addition, the social networks were also used to promote the different activities carried out at the park.

Publications on PNCC on the social networks.

- 7. Airing of spots advertising the PAs at movie theaters** in the capital city and in the provinces. There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.
- 8. Hiring of a Community Manager** to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.
- 9. Updating of the Signage Manual of SINAP** based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.
- 10. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions.** A co-management agreement for the El Guardaparque Trail is planned to be executed with Earth Train. This

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foundation provides training to young leaders and conducts environmental preservation activities through reforestation programs. It encourages students to systematically understand the world that surrounds them and to differentiate the things that really matter. Earth Train focuses its efforts on an education process that includes case studies related to the environment, community service and preservation works, where all students actively participate.

Affordable ecotourism at PNCC

Parque Nacional Chagres		
Location:	Between the provinces of Panama and Colon	
# of Projects Developed	<i>Directly in the Protected Area:</i>	11
	<i>Cross-cutting activities:</i>	24
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.		
<u><i>CROSS-CUTTING:</i></u>		
<ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. Thanks to this effort, Executive Order No. 33 and Executive Order No. 34 were approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. There is currently no concession request in relation to PNCh; the efforts are mainly focused on promoting co-management in the community. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. The PUP for PNCh started to be formulated before having a Manual. This PUP was prepared based on the proposal made by Jon Khol, an experienced consultant who has written a book on the formulation of PUPs. The TORs of this activity included issues developed in the PUP - still not published in GO. 3. Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE. There have been First Purchase Option requests in connection with PN Chagres, but all of them have been declined due to insufficient funds to consummate a purchase. 4. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it is still pending approval. 5. Formulation of a Tourist Sustainability Standard. No company related to PN Chagres participated in the formulation phase. 6. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. The green tourism strategy considers PN Chagres as a consolidated destination mainly due to its ethno-tourist activities and includes it in the Canal Zone destination. 		
Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity		

Parque Nacional Chagres

DIRECTLY IN THE AREA

- 1. Formulation of the Public Use Plan.** The PUP is currently under review before it can be published on the Official Gazette.
- 2. Diagnosis on Solid Waste Management and Design of a Recycling Program in the Southern Area of Parque Nacional Chagres, Panama District.** The formulation of the participatory action plan was completed during this phase, and some activities started to be implemented in the second phase.
- 3. Implementation of a Participatory Plan for Efficient Solid Waste Management in the Southern area of Parque Nacional Chagres, Alajuela area.**
 - 3 days of collection of bulky waste and sanitation
 - Removal of the Nuevo Mexico dump site
 - A communication link established between the community/PNCh and AAUD to report incidents
 - Waste collection is scheduled to be performed on a regular basis every Monday based on agreements made with AAUD
 - Placing of 16 signs aimed at preventing the expansion and use of dump sites
 - Participation of the Nuevo Caminito and lake communities in the use of appropriate bags, properly sealed and timely handed over to the garbage truck
 - Guidelines for the regulations on waste management were presented to the tour operators that attended the workshop-meeting held on May 8
 - Training sessions on issues related to solid waste management and recycling targeted at the community members
 - 12 people trained in making recycled paper
 - 13 people trained in making costume jewelry
 - Kids workshop on manual arts using bottles (12 kids)
 - 36 teachers trained in issues related to waste as a resource
 - Making of 1,000 reusable bags to be distributed in the communities related to the project

Parque Nacional Chagres

*Activity for the elimination of a Dump Site
improvised at PN Chagres*

*Cleaning initiative with
the local community*

4. Ecotourism as a tool for conservation and scientific and participatory monitoring of the Harpy Eagle.

Achievements:

- A total of 16 field visits have been made to the nesting area of the harpy eagle at Parque Nacional Chagres
- An updated map of the location of nests at PN Chagres has been made
- Use of technology to monitor Otto's active nest (camera trap and drone)
- Design of an ecotourism program based on the output "Harpy Eagle" with guidelines on good practices for the observation of the harpy eagle
- Presentation of an Environmental Education Plan
- Capacity building for the 5 interns
- Capacity building for 12 community members of PN Chagres and PN Darien
- In Panama, there are 22,808.37 sq. km. of habitat available to species, so it has been determined that the five (5) most important PAs for harpy eagles are the following: Parque Nacional Darien (32 couples), Bosque Protector Alto Darien (20 couples), Parque Nacional Chagres (11 couples), Area Silvestre Corregimiento de Nargana (8 couples) and Bosque Protector Palo Seco (8 couples).

Banner to be used in Environmental Training activities

5. Ecotourism as a tool for conservation and scientific and participatory monitoring of the Jaguar.

- Sessions and meetings with the 3 selected communities. The active involvement of the local people should be noted. They show commitment and interest in a process that is difficult given the interaction between the jaguar and the local communities. This is the reason why it is important to involve local stakeholders in a timely manner.
- Placing of camera traps to monitor jaguars in cooperation with the community members (training)
- Tourist Product proposal for Quebrada Ancha named "Observacion de Vida Silvestre: Quebrada Ancha, Conviviendo con el Jaguar" (Wildlife Observation: Living with The Jaguar in Quebrada Ancha).
- Presentation of an Environmental Education Plan and good practices for the observation of jaguars.

CROSS-CUTTING:

Parque Nacional Chagres

1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.

Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program. Four people from the Protected Area participated in the review phase, and 15 people participated in the baseline data collection, including officials (8) and key stakeholders (6).

2. Design and implementation of a program to train tour guides specialized in PAs.

PNCh was selected as a training site for guides specialized in PAs in 2016, and 1 members of the Park staff participated in the training in 2017.

3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.

A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Nine local stakeholders from communities living at PN Chagres received training in the formulation of business plans.

Local stakeholders from PN Chagres trained in Business Plans

Embera Drua Community	Mateo Mecha
Tusipono Community	Neldo Tocamo
Quebrada Ancha Community	Jorge Muñoz
Quebrada Ancha Community	Agustin Nuñez
Quebrada Ancha Community	Annette Martinez
Quebrada Ancha Community	Locadio Martinez
Boqueron Community	Edith Saira
Boqueron Community	Luznilda Urrutia
Boqueron Community	Maria Jose Sanchez

4. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.

Only the PA Manager participated in the training phase (there have been 2 training sessions)

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

1. Videos on Tourist Attractions in the Green Tourism Destinations.

In the area of PN Chagres, the Natural Lookout, the Visitor Center and the aboriginal communities are portrayed.

2. Green Tourism Spot

The green tourism spot portrays the Natural Lookout, the aboriginal

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community and El Chorro.

3. **Promotional fairs.** One promotional fair has been carried out. Attendance amounted to 80 people.
4. **Video on the Jaguar and the Harpy Eagle.** The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.
5. **3,000 photographs** of this destination to promote green tourism
6. **Advice for the implementation of Business Plans.** The OPCOBRICHA CBO, created to serve visitors to the Boqueron River, conducts biodiversity conservation and protection activities in the area of the Chagres River through monitoring, improvements in the trail, and ecotourism.
7. **Creation of two (2) CBOs:** Embera Dura (kayaking services), and Quebrada Ancha Community (trekking and other tourist services).
8. **Video on Safety Issues in PAs in Chagres.** A video has been made for this specific area.
9. **Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
 - a. **Promotional fairs:** one fair was carried out in April 2017. Attendance amounted to 100 people.
 - b. **Promotional material:** 1 sunshade, 20 chairs, 1 table, 1 banner, 50 brochures, power plant.
 - c. **Fam Trip:** a fam trip with the operators of the Quebrada Ancha, Embera Drua and Boqueron communities has been made.

CROSS-CUTTING:

1. **Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.** Parque Nacional Chagres is part of the Canal Areas destination. The Park staff cooperated with the consulting firm in charge of designing the circuits providing information about the Park.
2. **Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA.** Three groups from PN Chagres have been identified to be interested in executing a co-management agreement with the Ministry. (The Embera Drua, Boqueron, and Quebrada Ancha communities)
3. **Expoturismo fair, with the participation of the Public Use Manager.**
4. **Publication of articles on green tourism in the press and on digital media.** The publications reached 300 printouts, of which readers are estimated to

Parque Nacional Chagres

have read 250 thousand.

5. **Airing of spots advertising the PAs at movie theaters** in the capital city and in the provinces. There have been 1,320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.
6. **Hiring of a Community Manager** to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.
7. **Updating of the Signage Manual of SINAP** based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.
8. **Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions.** Four dissemination efforts related to the procedure to request and grant green tourism concessions in Panama have been held. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Parque Nacional Coiba		
Location:	Province of Veraguas.	
# of Projects Developed	<i>Directly in the Protected Area:</i>	18
	<i>Cross-cutting activities:</i>	22
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.		
<u>DIRECTLY IN THE AREA</u>		
<p>1. National Strategy to contribute to the financial sustainability of PAs through Ecotourism - implementation of 2 pilot cases: PNM Isla Bastimentos and PN Coiba. This consulting assignment produced an analysis of the economic gaps affecting PN Coiba and a financial sustainability proposal based on the regulations applicable to the PA, as well as the financial opportunities that are currently being generated. The proposal includes a scenario for the implementation of an online payment system and improved collection of statistical data and entrance fee payment data.</p>		
<u>CROSS-CUTTING:</u>		
<p>1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. As a result of this, Executive Order No. 33 and Executive Order No. 34 got approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. No concession has been granted in this PA so far.</p>		
<p>2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. The PUP for PN Coiba contemplating the full development of the scopes set forth in the manual is about to be put forth to the Steering Committee for approval.</p>		
<p>3. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs.</p> <p style="padding-left: 40px;">a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet.</p>		
<p>4. Technical assistance to the companies/community organizations/guides that participate in the Pilot Program for the Certification of Green Tourism in Panama. Four companies and 2 community groups somehow related to PN Coiba participated in the pilot phase. Of said participants, 2 companies are ready for certification.</p>		
<p>5. Formulation of a Tourist Sustainability Standard. During the formulation phase, 2 workshops were held in Veraguas. Sixty-two people in total attended the workshops, some of whom are related to PN Coiba</p>		

Parque Nacional Coiba

6. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. Although the PUP for this PA is still pending approval, improvements have been made in the experience quality, especially in connection with the access to the Los Monos and Gambute trails. These efforts are consistent with this proposed strategy, though to a lesser extent. Improvements include the restoration of a structure for the utilization of thermal wells.

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

DIRECTLY IN THE AREA

1. Technical assistance for the construction of facilities and infrastructure. The Guidelines for Ecotourism Facilities at PAs have been formulated.

2. Formulation of technical specifications applicable to the improvement or restoration of trails.

Specifications for the following trails have been identified:

- Mirador Cocos
- Cerro Gambute
- Sta. Cruz
- Los Monos
- El Juncal
- Camino La Central – La Galera
- Central Trail - Los Pozos
- Los Pozos
- Playa Blanca - Barco Quebrado

New trails proposed:

- Playa Machete / Rosario circuit
- Gambute Station - Los Monos trail

3. Formulation of four preliminary projects including cost estimations and elements to be built. This activity has been completed and site plans for Gambute, Central Penal, Machete Beach, and El Maria beach have been prepared.

Parque Nacional Coiba



Work meeting for the identification of sites held at Coiba. Participants: Architect Hitesh Mehta, Didiel Nunez-Park Manager, Architect Oscar Diaz, Architect Elkana Simmons, Architect Patric Dillon and staff of Coiba and MiAMBIENTE.

4. Improvement of the of the Los Pozos Termales site. As part of the development of improvements in the thermal wells trail, it was contemplated to create a structure for the utilization of thermal waters. Although the construction of the structure has been completed, it is necessary to adapt its design to better utilize water:

- The new pool has been fitted with a floor, walls, stairs, benches, thermal well feeder boxes, a stainless still grid, sidewalks, handrails and embossed plaster finish
- Three (3) new huts finished (foundations, plastered columns, smooth concrete floor, structure and Tejalit-type roof)
- The restoration of the existing pool is finished (surrounding sidewalk, upper fastening beam, stair, embossed plaster)
- Filling and drain system with PVC tubes, stainless still grids on overflows and gate-type control valves in drains, control box and length-end overflow boxes

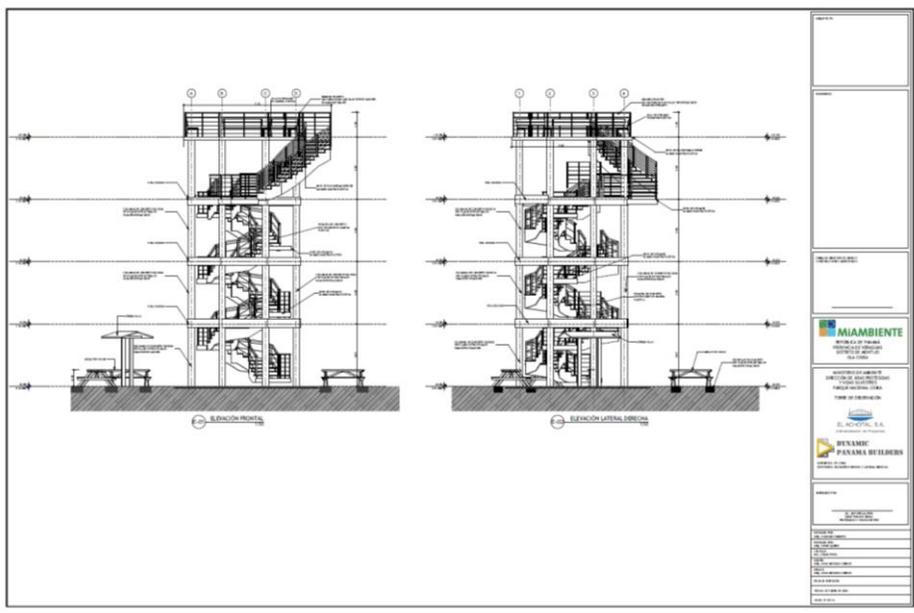
Parque Nacional Coiba



Infrastructure completed

- 5. Restoration of the Los Pozos Termales, Los Monos and Cerro Gambute trails.** A total of 2.57 km of trail have been restored combining the three trails. The Los Monos Trail (1 km) has information and guiding signage (20 signs in total), though no interpretation signs, 12.2 m of railroad ties without handrail, 8 m of bridge without handrail, 163.6 m of wood handrail on runoff, 7 m of bridge with handrail on both sides, 82.1 m of stairs on the walking surface. The trail that leads to the thermal wells (1 km) has 3 improved bridges with handrails, apart from 3 huts to stay over, and 2 information signs. As regards the Gambute Trail (570 m), it has 52.5 m of stairs on the walking surface, 32.3 m of handrail on runoff, and one information and guiding sign. In the Los Monos trail, steps have been made on the ground and handrails and interpretation signs (20) have been placed.
- 6. Topographic studies to formulate initial guidelines for the design and construction of lodging facilities, a visitor center and floating piers.** A consultant has been hired and the topographic studies and designs for the works to be built have been completed for Gambute and Machete.
- 7. Bathymetry and topographic studies.** Studies have been completed for the areas of Gambute and El Maria.
- 8. Preparation of blueprints for the Coiba Observation Tower and design of the relevant interpretation signs.**

Parque Nacional Coiba



9. Formulation of the Public Use Plan. On January 3, 2018, the Steering Committee of Parque Nacional Coiba adopted the Public Use Plan of this PA.



Consejo Directivo del Parque Nacional Coiba adoptó Plan de Uso Público del área protegida



Santiago, 03 de enero de 2018. El Consejo Directivo del Parque Nacional Coiba adoptó el Plan de Uso Público de esa área protegida. Este instrumento de planificación tiene por objetivo ordenar las actividades científicas, ecoturística, y de desarrollo sostenible según la Ley 44 de 2004 que creó el Parque Nacional Coiba.

El Consejo Directivo acordó incorporar las recomendaciones, sugerencias y comentarios recibidos después de la reunión del 20 de diciembre del 2017, celebrada en Las Palmas, distrito de Río de Jesús en Veraguas, con los aportes de Secretaría Nacional de Ciencia y Tecnología e Innovación (SENACYT), Smithsonian Tropical Research Institute (STRI), MARVIVA, Sociedad Civil, ONGs, Cámara de Turismo de Santa Catalina, el Centro Regional Universitario de Veraguas (CRUV), moradores del corregimiento de Pixvae, MOVAVE.

El ministro de Ambiente, Emilio Sempris, indicó que con esta aprobación, luego de 3 años de trabajo, el Consejo Directivo cumplía con el compromiso histórico de ordenar las actividades públicas en el Parque Nacional Coiba y a la vez atendíamos responsablemente los compromisos internacionales ante la UNESCO.

Por su parte, el representante del Municipio de Soná, Honorable Elvis Chong manifestó que este acuerdo era necesario para asegurar la gestión sostenible del Parque Nacional Coiba y que los beneficios de nuestro patrimonio natural lleguen a las 23 comunidades de la zona de amortiguamiento.

En esta reunión del Consejo Directivo se elaboró una hoja de ruta para atender los compromisos ante la UNESCO. En ese sentido, el Consejo Directivo acogió con beneplácito los avances en el programa de remoción de semovientes y la propuesta de reunión de la Comisión para el Manejo Sostenible de la Pesca en la Zona Especial de Protección Marina, el 25 de enero próximo para la debida adopción del Plan Pesquero de la Zona Especial de Protección Marina.

Contacto de Prensa
Oficina de Relaciones Públicas
Ministerio de Ambiente
Teléfono (507) 500.0855, ext. 6086

10. Formulation of Management Plans for Increased Visitor Flows. Outputs 3 and 4 under review as of November, 2017.

11. Gathering of Technical Specifications for the construction of piers in the areas of Gambute, Machee and Central Penal on Coiba Island and in the communities of Arrimadero and Santa Catalina. To facilitate visitors' access

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to Coiba Island by sea, support has been asked from the Maritime Authority of Panama to gather technical specifications and determine costs associated with the construction of access piers for the island. Specifications for three piers on the island and two in the communities of its buffer zone have been gathered. In the village of Santa Catalina, the gathering of specifications was conducted in the place requested by the people who live there, which is presently used to get visitors aboard the boats, but which lacks a pier and therefore poses a risk. In Arrimadero, measurements were taken in a location parallel to the current pier because the existing one is located in such a way that leaves the people living there without access to it when the tide is low. In Gambute there is a pier in poor condition so it is not currently used. It is expected to build a new one in a more accessible place for the boats. In Machete there is no pier, and since it is the place where the administrative units of the Park are intended to be moved, it is necessary to build one. In the Central Penal area, there is a pier whose structure is in good condition, but whose construction has not been finished due to a dispute. There are intentions to see if once the dispute is resolved, these facilities can be reused to complete the construction of the pier.



An engineer from AMP and the Manager of PN Coiba during the Technical Specifications gathering in Gambute

CROSS-CUTTING:

- 1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.** MiAMBIENTE staff attended this session in representation of the PA management team including the Public Use Manager and the PA Manager, as well as the Manager of the Directorate for Protected Areas and Wildlife of the Regional Office of Veraguas. As regards of CBOs and other local stakeholders, 3 members of ARTURIS Coiba and 7 guides operating in PN Coiba were present.
- 2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Four people from the Protected Area participated in the review phase, 14 people

Parque Nacional Coiba

participated in the baseline data collection, including officials (7) and key stakeholders (7).

- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Four MiAMBIENTE staff members from the Veraguas Office and 4 local stakeholders from Arturis Coiba participated.
- 4. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** During the training phase, 3 staff members of the national park participated.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA YARELLIS

- 1. Two outputs have been included in a platform on IOS and ANDROID that promotes the history and biodiversity of 2 PAs (PNVC and PNC).**
- 2. Videos on Tourist Attractions in the Green Tourism Destinations.** They feature the Gambute site and the Centro Penal.
- 3. Green Tourism Spot.** It lasts 30 seconds and shows Gambute, Centro Penal, Granito de Oro.
- 4. 3,000 photographs** of this destination for promotional purposes.
- 5. Creation of one (1) CBO: Comunidad El Morrillo,** which is in the food service business. As of November, 2017, this CBO was in the final phase of preparation of the documents necessary to file a request for legal personality with MiAMBIENTE.
- 6. Video on Safety Issues in PAs.**

CROSS-CUTTING:

- 1. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.** Parque Nacional Coiba is part of the Archipelagoes Destination.
- 2. Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA.** Grupo Arturis Coiba is in the process of executing a Co-Management agreement to administer thee trails on the Coiba Island.
- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Four MiAMBIENTE staff members from the Veraguas Office and 4 local

Parque Nacional Coiba

stakeholders from Arturis Coiba participated.

4. Communication and Sensitization Campaign on Tourist Attractions in the selected PAs:

- a. Promotional material.

5. Expoturismo Fair with participation of representatives of this Park.

6. Publication of articles on green tourism in the press and on digital media.

The publications reached 300 printouts, of which readers are estimated to have read 250 thousand.

The article entitled Tesoro de Coiba (Coiba Treasure) had 13,644 hits on Facebook and 8,912 on Twitter.

7. Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces. There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.

8. Hiring of a Community Manager to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.

9. Updating of the Signage Manual of SINAP based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.

10. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions. Four dissemination efforts related to the procedure to request and grant green tourism concessions in Panama have been held. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Parque Nacional Marino Isla Bastimentos

Location:	Bocas del Toro province.		
# of Projects Developed:	<i>Directly in the Protected Area:</i>		10
	<i>Cross-cutting activities:</i>		24
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.			
<u>DIRECTLY IN THE AREA</u>			
1. National Strategy to contribute to the financial sustainability of PAs through Ecotourism - implementation of 2 pilot cases: PNM Isla Bastimentos and PN Coiba. This consulting assignment produced an analysis of the economic gaps affecting PNMIB and a financial sustainability proposal			

Parque Nacional Marino Isla Bastimentos

based on the governance regulations applicable to the PA, as well as the financial opportunities that are currently being generated. The proposal also includes a scenario for the implementation of an online payment system and improved collection of statistical data and entrance fee payment data.

2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. When the PA PUP was prepared, there was no manual for the preparation of PUPs for PAs (Resolution 002-DAPVS-2016 of March 11, 2016, published in the Official Gazette # 27,991 of March 17, 2016). Based on a comparison between this manual and the PUP of PNMB itself, the following needs to be developed:

- *PUP vision*
- *Laying down Objectives and Targets for the PUP*
- *Characteristics of the objectives*
- *Types of objectives*
- *Targets*
- *Financial Sustainability Plan*
- *Administration and Finance Program*
- *Security and Risk Management Protocol*
- *Development and monitoring of infrastructure and facilities*
- *Site plan implementation*
- *Business Plan monitoring*

CROSS-CUTTING:

- 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs.** This effort resulted in the issuance of Executive Order No. 34 of March 30, 2017 regulating section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. No application for concessions in this PA has been filed to date.
- 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination.** PNM Bastimentos has a PUP which was prepared prior to the release of the Manual on the formulation of PUPs.
- 3. Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE.** Only applicable to lands with a deed of title whose sale to third parties is being contemplated.
- 7. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs.**
 - a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet.

Parque Nacional Marino Isla Bastimentos

8. **Technical assistance to the companies/community organizations/guides that participate in the Pilot Program for the Certification of Green Tourism in Panama.** During the pilot phase, only 1 company participated and still lacks the indicators required to get certified.
9. **Formulation of a Tourist Sustainability Standard.** During the formulation phase, 2 workshops were held in Isla Colon Bocas del Toro. Thirty people in total attended the workshops, some of whom are related to PNM Isla Bastimentos.
4. **Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism.** PNM Isla Bastimentos is considered a consolidated destination in Panama. It already has 7 certified guides, a PUP and charge capacity for three sites. Alliances with local communities are being promoted through co-management.

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

DIRECTLY IN THE AREA

1. **Review and updating of the Public Use Plan.** Prepared and approved by Resolution DAPVS-003-2016 of March 14, 2016, published on the Official Gazette # 28011-A of April 15, 2016. It contains an assessment of charge capacity and LCA for visitor sites; site plans for Bahia Honda-Cueva de los Murcielagos, Bahia Honda-Playa Larga, Bahia de Delfines Visitor Center, Administration and Monitoring Offices in Small Water Cay; proposed circuits; PUP and Action Plan for 5 years with investments in the amount of B/. 1,920,196.63
2. **Monitoring of the implementation of the actions contained in the PUP.** Monitoring efforts have been directed at building the technical capacities of the communities in the vicinity of Bahia Delfines through training in Administration and Accounting for CBOs, Development of Tourist Products, Guidance for the watching of cetaceans and sea turtles, Environmental Regulations and PUP. As a result of this, 65 local stakeholders from nearby communities have received training on different issues.

CROSS-CUTTING:

1. **Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.** Only the PA Public Use Manager participated. No other staff member of MiAMBIENTE or local stakeholders participated due to logistic constraints.
2. **Design and implementation of a program to train tour guides specialized in PAs.**
In 2016, Bastimentos was selected as the training site for 30 guides. As part of that training initiative, 9 guides were trained as specialists in PAs.
3. **Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the**

Parque Nacional Marino Isla Bastimentos

SINAP Management Effectiveness and Monitoring Program. Two people from the Protected Area participated in the review phase, and 15 people participated in the baseline data collection including officials (6) and key stakeholders (9).

- 4. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Two members of the Bocas del Toro Regional Office of MiAMBIENTE participated. No local stakeholders participated due to logistic constraints.
- 5. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** The staff of PNM Isla Bastimentos only participated in the first training stage held at Hotel Roma.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

- 1. Videos showing Tourist Attractions in the Green Tourism Destinations** portraying incidence areas like Isla Pajaro, the bat cove in Bastimentos, Cayo Zapatilla.
- 2. Thirty-second spot** promoting Cayo Zapatilla.
- 3. Promotional fairs.**
- 4. Placing of Interpretation Panels** at Parque Nacional Marino Isla Bastimentos.
- 5. Workshops for the Promotion and Dissemination of the PUP.**
- 6. Promotional material.**
- 7. Videos on safety issues at PAs,** specifically for this national park.

CROSS-CUTTING:

- 1. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.** Parque Nacional Marino Isla Bastimentos is part of the Archipelagoes Destination.
- 2. Video on Safety Issues in PAs.**
- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Two members of the Bocas del Toro Regional Office of MiAMBIENTE participated. No local stakeholders participated due to logistic constraints.
- 4. Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
 - a. Promotional material, 1 sunshade, 20 chairs, 1 table, 1 banner, 50 brochures

Parque Nacional Marino Isla Bastimentos

b. Voluntary work on waste management in PAs: 91 people from Isla Popa 1 and Isla Popa 2 participated, and 40 garbage bags were collected.

5. Expoturismo Fair.

6. Publication of articles on green tourism in the press and on digital media.

The publications reached 300 printouts, of which readers are estimated to have read 250 thousand.

7. Workshop for the promotion of ecotourism attractions and presentation of PUP results attended by 20 people including speedboat service providers, hotel entrepreneurs, etc.

8. Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces. There have been 1,320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.

9. Hiring of a Community Manager to increase visits to PAs. As a result of this, Instagram visits increased reaching 100 views per picture.

10. Updating of the Signage Manual of SINAP based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs.

11. Dissemination of Regulations based on Co-Management Agreement.

Parque Nacional Portobelo		
Location:	Province of Colon	
# of Projects Developed:	<i>Directly in the Protected Area:</i>	6
	<i>Cross-cutting activities:</i>	24
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.		
<u><i>CROSS-CUTTING:</i></u>		
<ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. Through this, Executive Order No. 33 and Executive Order No. 34 are approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. No application has been filed for this area so far. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. 3. Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE. Only applicable to lands with a deed of title whose sale to third parties is being contemplated. 4. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. <ol style="list-style-type: none"> a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet. 5. Formulation of a Tourist Sustainability Standard. Neither companies, nor community groups from PN Portobelo participated in the formulation phase. 6. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. Only promotion fairs to support the marketing of green tourism have been conducted so far. A detailed description is provided further below. While Portobelo is a consolidated destination according to this Plan, it is still necessary to manage the activity because the seasonal flow of visitors may particularly affect historical, as well as natural resources. 		
Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity		
<u><i>DIRECTLY IN THE AREA</i></u>		
<ol style="list-style-type: none"> 1. Formulation of the Public Use Plan. Approved by Resolution DAPVS-002-2017 of March 28, 2017, and published in the Official Gazette # 28254-A of April 7, 2017. It contains an assessment of charge capacity and LCA for visitor 		

Parque Nacional Portobelo

sites; site plans for Portobelo, La Guaira, Puerto Lindo and Camino Real and a detail of business opportunities in each Site Plan; proposed circuits; PUP and Action Plan for 5 years with investments in the amount of B/. 14,333,167.35 (including about B/. 10 million in investments in heritage monuments). This PUP has been validated with the community.

Validation sessions with the Community.



2. Architectural designs. Designs have been made for Puerto Lindo, La Guaira and Camino Real.

3. Ecotourism as a tool for conservation and scientific and participatory monitoring of the Jaguar.

- Sessions and meetings with the 3 selected communities. The active involvement of the local people should be noted. They show commitment and interest in a process that is difficult given the interaction between the jaguar and the local communities. This is the reason why it is important to involve local stakeholders in a timely manner.
- Placing of camera traps to monitor the specie in cooperation with the community members (training)
- Tourist Product proposal for Quebrada Ancha named "Observacion de Vida Silvestre: Quebrada Ancha, Conviviendo con el Jaguar" (Wildlife Observation: Living with The Jaguar in Quebrada Ancha).
- Presentation of an Environmental Education Plan and good practices for the observation of the jaguar.

CROSS-CUTTING:

1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media. Three members of MiAMBIENTE participated (the Head of DAPVS and the Head of the

Parque Nacional Portobelo

Department for the Promotion of Environmental Culture of the Regional Office of MiAMBIENTE in Colon, and the Manager of PN Portobelo). One local stakeholder from Portobelo also participated.

2. **Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Two people from the Protected Area participated in the review phase, and 12 people participated in the baseline data collection including officials (7) and key stakeholders (5).
3. **Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Two members of the Regional Office of MiAMBIENTE in Colon participated (the Head of DAPVS and the Manager of PN Portobelo).
4. **Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** Two people related to PN Portobelo participated in the training.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA YARELLIS

1. **Videos on Tourist Attractions in the Green Tourism Destinations** portraying Bateria Santiago and the fort of San Jeronimo.
2. **Thirty-second spot on green tourism** featuring the Congo tradition, the Customs office and the Bay of Portobelo.
3. **3,000 photographs** promoting this Park.
4. **Promotional fairs.** One promotional fair where 122 people participated and walked along the Love Tunnel.
5. Reforestation activity where 24 trees were planted.

CROSS-CUTTING:

1. **Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.**
2. **Video on Safety Issues in PAs.**
3. **Documentary on the Jaguar and the Harpy Eagle.**

The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.

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- 4. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Two members of the Regional Office of MiAMBIENTE in Colon participated (the Head of DAPVS and the Manager of PN Portobelo).
- 5. Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
- 6. Expoturismo Fair.**
- 7. Publication of articles on green tourism in the press and on digital media.** The publications reached 300 printouts, of which readers are estimated to have read 250 thousand.
- 8. Airing of spots advertising the PAs at movie theaters** in the capital city and in the provinces. There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.
- 9. Hiring of a Community Manager** to increase visits to PAs. As a result of this, visits to Instagram increased reaching 100 views per picture.
- 10. Updating of the Signage Manual of SINAP** based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.
- 11. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions.** Four dissemination activities related to the procedure to request and grant green tourism concessions in Panama have been held. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Bosque Protector and Paisaje Protegido San Lorenzo.		
Location:	Province of Colon	
# of Projects Developed:	<i>Directly in the Protected Area:</i>	10
	<i>Cross-cutting activities:</i>	23
<p>Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.</p> <p><u>CROSS-CUTTING:</u></p> <ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. Through this, Executive Order No. 33 and Executive Order No. 34 are approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. 3. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. <ol style="list-style-type: none"> a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet. 4. Technical assistance to the companies/community organizations/guides that participate in the Pilot Program for the Certification of Green Tourism in Panama. One organization called CEASPA is currently participating in this Pilot Program. 5. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. Among the efforts made based on the strategies defined, visitors' experience quality has been enhanced through the construction of a canopy observation tower in the El Pavon trail, which includes information and interpretation signs. 		
<p>Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity</p> <p><u>DIRECTLY IN THE AREA</u></p> <ol style="list-style-type: none"> 1. Formulation of technical specifications applicable to the improvement or restoration of trails. Technical specifications for the following trails have been formulated: <ul style="list-style-type: none"> • Pavon Trail • Playa Tortuguilla Trail • Embarcadero del Rio Chagres Trail • New trails proposed: 		

Bosque Protector and Paisaje Protegido San Lorenzo.

- Punta Bruja
- Las Tres Torres
- Aguacate
- Bateria Mackenzy
- Circuito Militar
- Playa del Fuerte
- Piña

2. Construction of Observation Tower in the El Pavon trail. A 12 m-tall Observation Tower has been built using plastic wood for the upper platform and steps, and 5 interpretation signs have been placed.



3. Formulation of technical specifications applicable to the improvement of infrastructure. Technical specifications have been prepared for the facilities to be built at BPPP San Lorenzo.

4. Architectural designs. Formulation of the designs for the Administrative Office, Achiote Multiple-Service Unit, Tortuguilla.

5. Formulation of the Public Use Plan. Approved by Resolution DAPVS-001-2017 of Thursday, March 16, 2017, and published in the Official Gazette # 28254-A of April 7, 2017. It contains an assessment of charge capacity and LCA for visitor sites; site plans for Playa Tortuguilla, Administrative Office

Bosque Protector and Paisaje Protegido San Lorenzo.

and Achiote, and a detail of business opportunities in each Site Plan; proposed circuits; PUP and Action Plan for 5 years with investments in the amount of B/. 9,868,077.70 (including investments in the amount of 8.8 million approximately for improvements to the Castillo de San Lorenzo El Real del Chagres, and Public Use Sub-plans for the heritage monument)

- 6. Formulation of Management Plans for Increased Visitor Flows.** Outputs 3 and 4 of this consulting assignment are being analyzed to identify the LAC and environmental impacts of the new works.

CROSS-CUTTING:

- 1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.** The BPPPSL Manager and the Head of the DAPVS of the Colon Regional Office participated. No local stakeholders participated.
- 2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Two people from the Protected Area participated in the review phase, and 30 people participated in the baseline data collection including officials (9) and key stakeholders (21).
- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. The PA Manager, the Head of the Department for the Promotion of Environmental Culture and the Head of DAPVS of the Colon Regional Office of Mi-AMBIENTE participated.
- 4. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** Training was provided to 2 people related to the San Lorenzo PA.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA YARELLIS

- 1. Videos on Tourist Attractions in Green Tourism Destinations** portraying the San Lorenzo Fort.
- 2. Thirty-second spot** on green tourism featuring the San Lorenzo Fort.
- 3. 3,000 photographs** of green tourism destinations promoting this destination.
- 4. Thirty-second videos on safety issues for Portobelo.**
- 5. Documentary on the Jaguar and the Harpy Eagle.**

The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts

Bosque Protector and Paisaje Protegido San Lorenzo.

through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.

6. Thirty-second green destination video.

7. Formation of two (2) CBOs: i. Comunidad de Unión de Piña (Ecotourism: Trekking, bird watching in the Piña area) and ii. Comunidad Escobal (Ecotourism: Trekking, bird watching in the Escobal area and related to the Protecting Forest). Document consolidation in progress in order to file a legal personality request with MiAMBIENTE (Nov. 2017)

CROSS-CUTTING:

1. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.

2. Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA. This consulting assignment provided support to a CBO of the Achiote community located in the vicinity of BPPPSL named LOS RAPACES (Ecotourism: Bird watching, trekking in the El Trogon, El Pavon and El Aguacate trails). This CBO has already been granted a legal personality. They participated in capacity building in accounting management, administration and formulation of projects, provided as part of this consulting assignment. They received support in the preparation of the documents necessary for the execution of a co-management agreement with MiAMBIENTE. Six members of the Los Rapaces group (3 women and 3 men) participated in the planning meetings.

3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards. A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Three members of the MiAMBIENTE Regional Office of Colon and 5 local stakeholders including 3 from Los Rapaces and 2 from a volunteer organization of the Escobal Community participated in the courses.

4. Documentary on the Jaguar and the Harpy Eagle.

5. Video on Safety Issues in PAs.

6. Expoturismo Fair, with the participation of staff of this Park.

7. Publication of articles on green tourism in the press and on digital media.

Three hundred printouts have been made, of which readers are estimated to have read 250 thousand.

The publication is called Caribe Panamenio (Panamanian Caribbean) and promotes San Lorenzo and Portobelo - 18,903 hits on Facebook and 3,165 on Twitter.

8. Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces. There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.

Bosque Protector and Paisaje Protegido San Lorenzo.

- 9. Hiring of a Community Manager** to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.
- 10. Updating of the Signage Manual of SINAP** based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs.
- 11. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions.** Four dissemination efforts related to the procedure to request and grant green tourism concessions in Panama have been held. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Parque Nacional Soberania		
Location:	Province of Panama	
# of Projects Developed:	<i>Directly in the Protected Area:</i>	8
	<i>Cross-cutting activities:</i>	24
<p>Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.</p> <p><u>CROSS-CUTTING:</u></p> <ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. As a result of this, Executive Order No. 33 and Executive Order No. 34 were approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. 3. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. <ol style="list-style-type: none"> a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet. 4. Formulation of a Tourist Sustainability Standard. Sixty-three people in Panama participated in the formulation of this standard. 5. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. Only promotion fairs to support the marketing of green tourism have been conducted so far. A detailed description is provided further below. PN Soberania is considered an expanding destination, with an outstandingly positioned product, which is bird watching, and a PUP, charge capacity, and a construction plan. However, it still needs to consolidate. 		
<p>Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity</p> <p><u>DIRECTLY IN THE AREA</u></p> <ol style="list-style-type: none"> 1. Updating of the Public Use Plan. Approved by Resolution DAPVS-005-2017 of Monday, May 15, 2017, and published in the Official Gazette # 28285-A of Wednesday, May 24, 2017. It contains an assessment of charge capacity and LCA for visitor sites; site plan for the administrative area of the PA and a detail of business opportunities; PUP and an Action Plan for 5 years with investments in the amount of B/. 1,085,800.00 		

Parque Nacional Soberania

- 2. Support in the form of building materials for two pedestrian bridges in the El Charco Site.** 75% of progress to date. The bridges are being built by volunteers of Senan and other institutions.

CROSS-CUTTING:

- 1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.** The Public Use Manager, the PNS Manager, 2 members of the central office of DAPVS and one of the Metropolitan Regional Office participated. As for the local stakeholders, 2 people from the Santa Rosa y Guayabalito CBO and 2 guides operating in the PA participated.
- 2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Two people from the Protected Area participated in the review phase, and 12 people participated in the baseline data collection including officials (11) and key stakeholders (1).
- 3. Design and implementation of a program to train tour guides specialized in PAs.** In 2017, PN Soberania was elected as a site to train guides.
- 4. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE have been trained. Two members of the Park Management team, 2 local stakeholders, and 3 members of DAPVS central office participated.
- 5. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** Two people related to PN Soberania participated in the training.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

- 1. Videos on Tourist Attractions in Green Tourism Destinations** portraying the Oleoducto Trail.
- 2. Thirty-second green tourism spot** featuring incidence sites located in the vicinity of the Park and the Oleoducto Trail.
- 3. Promotional fairs.** An ecotourism fair was held. WhatsApp and social networks including Punto Bohemio, Ando Panama, Smithsonian Institute, and the Ministry's social network were used. The fair included the Ella Puru community, Naturaleza y Ciencia, Natura, Conciencia Renovadora, Adopta un Bosque, Investigacion Ambiental, ANCON, Claro, Mango Tours, Cutarra

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Runners Grupo Scout, Excursionistas del Istmo, ciclismo de montaña MTB, Grupo Breza.



Feria Explora Soberania. Activity organized by the PUP to promote the PA. This activity supported by ECOTUR-AP convened different institutions and environmental NGOs.

VALUE CHAINS:

- Products sold by:
 - Comunidad Wounan
 - Comunidad del Limón
 - Viverolandia
 - Chica producers.

IMPACT ON THE SOCIAL NETWORKS

On Facebook @ando Panama: 36,248 people reached with this event, on Twitter 6,069 people, on Instagram 1,028 people. TOTAL 36,248 people reached.

The fair was advertised on The Visitor.

On Facebook: @Punto Bohemio, one newsletter published, 11,000 people reached.

Six hundred and thirty-six people attended the fair.

- 4. Promotional material.** Promotional material, 1 sunshade, 20 chairs, 1 table, 1 banner, 50 brochures, 1 selfie board.
- 5. Kids workshops.** Tour around the Espiritu del Bosque trail, live classroom project with 25 kids.

Parque Nacional Soberania



Kids from the Isaac Rabin School could appreciate the beauty of the Tropical Forest. Espiritu del Bosque Trail. PNS.

- 6. Execution of a study that estimates the economic and social benefits from Ecotourism in the PAs contemplated in the ECOTUR-AP Project.** It has been established that the contribution of green tourism to the GDP of the global economy amounts to 600 thousand million USD a year.
- 7. Advice for the implementation of Business Plans.** The financial guidelines for the implementation of a concession have been formulated for El Charco site at PN Soberania. As part of this initiative, 3 people from the Ella Puru community located at the Park have been trained.

Community	Name
Ella Puru	Elvira Cabrera
Ella Puru	Yuri Bacorizo
Ella Puru	Almodio Membache

CROSS-CUTTING:

- 1. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.** Parque Nacional Soberania is part of the Canal Areas destination.
- 2. Execution of a study that estimates the economic and social benefits from Ecotourism in the PAs contemplated in the ECOTUR-AP Project.**
- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Two members of the Park Management team, 2 local stakeholders, and 3 members of DAPVS central office participated.
- 4. Documentary on the Jaguar and the Harpy Eagle.** The documentaries made on both species are for educational purposes and aim at raising the issue of

Parque Nacional Soberania

their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.

5. **Video on Safety Issues in PAs.** Parque Nacional Soberania was part of the PAs where these videos were shot.
6. **Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
7. **Expoturismo Fair**, with the participation of staff of this Park.
8. **Development and implementation of a Viable Communication Strategy for the Dissemination of the ECOTUR-AP Project.**
9. **Publication of articles on green tourism in the press and on digital media.**
10. **Airing of spots advertising the PAs at movie theaters** in the capital city and in the provinces.
11. **Hiring of a Community Manager** to increase visits to the PAs.
12. **Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions.** Four dissemination activities related to the procedure to request and grant green tourism concessions in Panama have been carried out. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Parque Nacional Volcan Baru		
Location:	Chiriqui province.	
# of Projects Developed:	<i>Directly in the Protected Area:</i>	14
	<i>Cross-cutting activities:</i>	27
Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.		
<u><i>CROSS-CUTTING:</i></u>		
<ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. As a result of this, Executive Order No. 33 and Executive Order No. 34 were approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. When the PA PUP was prepared, there was no manual for the preparation of PUPs for PAs (Resolution 002-DAPVS-2016 of March 11, 2016, published in the Official Gazette # 27,991 of March 17, 2016). Based on a comparison between this manual and the PUP of PN Volcan Baru itself, the following needs to be developed: <ol style="list-style-type: none"> a. <i>PUP vision</i> b. <i>Laying down Objectives and Targets for the PUP</i> c. <i>Characteristics of the objectives</i> d. <i>Types of objectives</i> e. <i>Targets</i> f. <i>Financial Sustainability Plan</i> g. <i>Administration and Finance Program</i> h. <i>Security and Risk Management Protocol</i> i. <i>Development and monitoring of infrastructure and facilities</i> j. <i>Site plan implementation</i> k. <i>Business Plan monitoring</i> 3. Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE. Only applicable to lands with a deed of title whose sale to third parties is being contemplated. 4. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. <ol style="list-style-type: none"> a. Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet. 		

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- 5. Building the capacity to provide technical assistance to the companies/community organizations/guides that participate in the Pilot Program for the Certification of Green Tourism in Panama.** Four companies and one guide participated in the pilot certification program.



Work session with the pilot companies in Boquete, Chiriqui.

- 6. Formulation of a Tourist Sustainability Standard.** Thirty-three stakeholders from Chiriqui participated in the consultation workshops.
- 7. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism.** Of the strategies included in the Action Plan, activities to enhance ecotourism quality have been carried out through a project contemplating improvements and adaptations to the Los Quetzales Trail and through activities related to the marketing of green tourism, like the promotional fair and cleaning initiatives, which are described in greater detail further below.

Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity

DIRECTLY IN THE AREA

- 1. Formulation of technical specifications for the improvement of infrastructure.** Technical specifications for the sites identified in PNVB have been formulated.
- 2. Construction of a Control Point, collection booth and lookout in the Los Llanos area.** Control point, booth and lookout built in the Los Llanos area at PNVB. Fitting of a perimeter fence, a lookout, water filters, a chlorinator, wood doors, solar panels with their respective battery, a 1,000-gallon storage tank, wall and floor tiles, a water tap with the relevant hardware in the restroom, roof, flat-bed cart, 2 restrooms, LED lampposts fed with solar power, concrete monolith for Park sign.

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Control Point and Lookout

3. Restoration of the Los Quetzales Trail. Works done:

- Improvement of 341.67 m of trail walking surface including stairs, railroad ties
- improvement of 2 bridges and 2 ford crossings, 83.50 m of handrails, placing of 5 picnic/resting sets (table with benches on both sides), one resting bench
- Improvement of lookout hut
- Placing of information signs (3). Placing of logs with a 3mm-thick anti-slip mesh as walking surface.
- Placing of handrails and stairs of Mamecillo wood
- Placing of resting benches and picnic tables
- Replacement of pieces of the bridge over Quebrada del Silencio
- Interpretation signs and signs preventing trespassing
- Replacement of pieces of a bridge without name and railroad tie with anti-slip finish

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Works on bridges



4. Formulation of the Public Use Plan. Approved by Resolution DAPVS-006-2016 and published in the Official Gazette # 28075-A of July 15, 2016. It

contains an assessment of charge capacity and LAC for visitor sites, Site Plan for the Alto Respingo, Alto Chiquero and Summit of Volcan Baru visitor areas, with a conceptual business proposal for the 3 sites and a 5-year Action Plan in the amount of B/. 878,808.00

5. Diagnosis on solid waste management, design of a recycling program and implementation of activities to improve it.

In order to remove the garbage on the way to the volcano summit and on the summit itself and along the Los Quetzales trail, a Diagnosis and an Integrated Management Plan for Solid Waste and a Proposed Management Model for the efficient management of solid waste at Parque Nacional Volcan Baru have been formulated, and the Integrated Waste Management Plan has been implemented.

Parque Nacional Volcan Baru



Work sessions for the Formulation of the Solid Waste Management Plan

6. Formulation of Management Plans for Increased Visitor Flows. Outputs 3 and 4 (Environmental Impact Indicators) under review as of November, 2017.

7. Improvements in the Control Point in the Camiseta area.

Works done:

- waterproofing,
- smoothing, sealing and painting the roof,
- laying wall and floor tiles,
- painting,
- cleaning the main sign,
- sanding and varnishing the existing doors,
- fitting a ceiling,
- fitting one restroom with complete fixtures, shower tap,
- plaster where necessary,
- washbasin tap,
- relocation of tank,
- adaptation of the main breaker, sockets for events, new lamps.

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Improvements on the roof.

- 8. Consulting assignment for the identification of Ecotourism Trails in the areas of Camiseta and PILA.** An alternative route to climb the volcano starting in the Camiseta area has been identified, and the rural road known as El Pianista has been explored to identify dangerous areas and place the relevant signage. In both roads the existing tourist attractions have been identified together with alternative exit areas, risk points, among other things. As part of this assignment, a video showing the layout of both routes has been delivered.

CROSS-CUTTING:

- 1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media.** The session was attended by staff of the Chiriqui Regional Office of MiAMBIENTE, including the Public Use Managers of PNVB and PILA, the Managers of the PNVB and PILA PAs and the Head of the Chiriqui Regional Office DAPVS. As for the local stakeholders, 45 tour guides operating in both PAs and 6 representatives of a CBO of PNVB and PILA were present.



Boquete training participants



Tierras Altas training participants

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David training participants

2. **Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program.** Two people from the Protected Area participated in the review phase, 14 people participated in the baseline data collection including officials (5) and key stakeholders (9).
3. **Design and implementation of a program to train tour guides specialized in PAs.** In 2016, PNVB was selected as the training site to train 30 guides. As part of that training initiative, 11 guides were trained as specialists in PAs and there are currently 13 guides trained in the area of this national park.
4. **Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Five members of the DAPVS department of the Chiriqui Regional Office of MiAMBIENTE attended the training. Thirteen local stakeholders were also present.
5. **Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.** Three people related to the PA participated in the training.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

1. **Promotional fairs (2):** the first one held in Boquete combined with the one held in Pila reached 300 participants; the event was posted on El Siglo. The second one was held at Parque Cervantes in David, and 23 people visited it.
2. **Visit to El Retoño trail** with 30 students to introduce them to low-impact

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tourism.

3. **Videos on Tourist Attractions in the Green Tourism Destinations.**
4. **Creation of interactive modules on IOS and ANDROID digital platforms** to promote the history and biodiversity of 2 PAs (PNVB and PNC).
5. **Creation of one (1) CBO: Bioguias.** They received support in the preparation of the documents required to apply for a legal personality with MiAMBIENTE, and progress was made in the formulation of a work agenda for the execution of a co-management agreement. They are at the final stage of registration with the Public Registry (Nov. 2017)
6. **Promotional material.** one table, 20 chairs, 1 sunshade, 2 banners, 1 iPad, 1 selfie board.

CROSS-CUTTING:

1. **Execution of a study that estimates the economic and social benefits from Ecotourism in the PAs contemplated in the ECOTUR-AP Project.**
2. **Documentary on the Jaguar and the Harpy Eagle.** The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.
3. **Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained. Twenty people received training on tourist safety and biodiversity conservation.
4. **Video on Safety Issues in PAs.**
5. **Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.**
6. **Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
7. **Expoturismo Fair.**
8. **Publication of articles on green tourism in the press and on digital media.** Three hundred printouts were made and they are estimated to have been read by 250 thousand people. Articles on secret mountains were also posted on Twitter (4,080 hits) and on Facebook (22,357 hits).
9. **Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces.** There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.
10. **Hiring of a Community Manager** to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.
11. **Updating of the Signage Manual of SINAP** based on the new manual on

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visual identity of the Ministry of Environment, improving the visualization of signs in the PAs, including PNRB Altos de Campana.

12. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions. Four dissemination efforts initiatives to the procedure to request and grant green tourism concessions in Panama have been carried out. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.

Parque Nacional General de Division Omar Torrijos Herrera		
Location:	Cocle province	
# of Projects Developed:	<i>Directly in the Protected Area:</i>	2
	<i>Cross-cutting activities:</i>	22
<p>Component 1: Policies and regulatory framework for biodiversity conservation and sustainable management of ecotourism in the SINAP.</p> <p><u>CROSS-CUTTING:</u></p> <ol style="list-style-type: none"> 1. Review and updating of Resolutions AG-365-2005 and AG-366-2005, which lay down the procedures for the Concession of Services and Administrative Concessions in PAs. As a result of this, Executive Order No. 33 and Executive Order No. 34 were approved. Said Executive Orders establish the procedures to request and grant administrative and green tourism concessions and permits in protected areas. Executive Order No. 34 of March 30, 2017 regulates section 51 of the single text of General Environmental Law No. 41 of 1998, related to the procedure to grant green service concessions in PAs, and other provisions. 2. Guidelines, Methodology and Regulations for the PUPs for PAs, Drawing-up of a Manual and Dissemination. 3. Review and updating of Resolution AG-0375 of August 31, 2004, laying down the First Purchase Option Procedure applicable to lands that belong to MiAMBIENTE. 4. Analysis of the situation of DAPVS and presentation of a re-engineering proposal focused on the efficiency of the technical and administrative outputs. <ol style="list-style-type: none"> Although the analysis was made and the re-engineering proposal was submitted, it has not been implemented because it has not been approved yet. 5. Formulation of a Tourist Sustainability Standard. 6. Formulation of the Action Plan for the Development of Ecotourism and Creation of a National Vision on Green Tourism. 		
<p>Component 2: Planning and investments to increase quality ecotourism products in PAs conserving biodiversity</p> <p><u>CROSS-CUTTING:</u></p> <ol style="list-style-type: none"> 1. Technical consulting session on the Interpretation of the Natural Heritage through Non-Personal Interpretative Media. 2. Validation and dissemination of the indicators and the Basic Guide to evaluate Public Use management in the PAs of SINAP included in the SINAP Management Effectiveness and Monitoring Program. <p>Two people from the Protected Area participated in the review phase, and 14 people participated in the baseline data collection including officials (11) and key stakeholders (4).</p> 3. Different training courses geared towards officials, local stakeholders and 		

Parque Nacional General de Division Omar Torrijos Herrera

the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards. A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained.

- 4. Training to the SINAP staff in the new methodology and tools required for the evaluation of the protected areas, and in the formulation of model protocols and manuals to support the evidence obtained from the PA Management Effectiveness Monitoring Program.**

Two PA staff members participated.

Component 3: Strengthening of income generation potential for local stakeholders through ecotourism in selected PAs.

DIRECTLY IN THE AREA

- 1. Creation of the Santa Marta CBO: Comité Comunitario de Desarrollo Sostenible de Santa Marta (CCDSSM).**
- 2. Videos on Tourist Attractions in the Green Tourism Destinations.**

CROSS-CUTTING:

- 3. Different training courses geared towards officials, local stakeholders and the staff of MiAMBIENTE, on issues related to Green Tourism management and public use planning tools and related standards.** A total of 91 staff members of MiAMBIENTE and 14 officials of ATP have been trained.
- 4. Documentary on the Jaguar and the Harpy Eagle.** The documentaries made on both species are for educational purposes and aim at raising the issue of their extinction and showing the work being done with researchers to get the community to support conservation efforts through knowledge and education. While the documentaries address three protected areas, they apply to the whole national territory because both species are considered to be emblematic of Panama.
- 5. Strengthening the income generation potential of Local Community Groups through the consolidation of Co-Management Agreements on Biodiversity Conservation through Ecotourism in the PA.** Inclusion within the scope of activities of the Santa Marta CBO: Comité Comunitario de Desarrollo Sostenible de Santa Marta (CCDSSM). They participated in capacity building in accounting management, administration and formulation of projects, provided as part of this consulting assignment. They received support in the preparation of the documents necessary for the execution of a co-management agreement with MiAMBIENTE. It received a donation of materials necessary to work at plant nurseries worth B/. 1,000.00
- 6. Video on Safety Issues in PAs.**
- 7. Design of the Circuit, Catalog and Tourist Map for the 4 Green Tourism Destinations and Dissemination Activities.**
- 8. Communication and Sensitization Campaign on Tourist Attractions in the selected PAs.**
- 9. Expoambiente fair**

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10. Publication of articles on green tourism in the press and on digital media.

Three hundred printouts have been made, of which readers are estimated to have read 250 thousand.

11. Airing of spots advertising the PAs at movie theaters in the capital city and in the provinces. There have been 1320 reproductions at Cinemark in Multicentro, Albrook, Metro Mall in Santiago and David.

12. Hiring of a Community Manager to increase visits to the PAs. As a result of this, Instagram visits increased reaching 100 views per picture.

13. Updating of the Signage Manual of SINAP based on the new manual on visual identity of the Ministry of Environment, improving the visualization of signs in the PAs.

14. Dissemination of Standards related to Agreements on Co-Management and Green Tourism Service Concessions. Four dissemination initiatives related to the procedure to request and grant green tourism concessions in Panama have been carried out. Seven people from Panama, 19 from Boquete, 21 from Portobelo and 17 from Santiago de Veraguas participated in this initiative - i.e. 65 people informed on this issue.