# FINAL EVALUATION
# GEF-SINAP

# "CONSOLIDATION OF THE NATIONAL SYSTEM OF PROTECTED AREAS AT NATIONAL AND REGIONAL LEVEL"

**Project Number**

**IDB CO-T1387: GEFSEC ID: 5680**

**Non-Reimbursable Financing Contract Number: No ATN/FM-15980-CO**

**Sent on: 6-30-2023**

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## *ACRONYMS*

| | |
|---|---|
| AE | Implementation Agency |
| AFOLU | Agriculture, Forestry and Land Use |
| AI | Implementing Agency |
| AP | Protected Area |
| HCV | High conservation value |
| AHVC | Areas of High Conservation Value |
| IDB/ | Inter-American Development Bank |
| RAC | Regional Autonomous Corporation |
| CC | Climate Change |
| CTGA | Technical Cooperation Grant Agreement |
| SC | Steering Committee |
| CT | Technical Cooperation |
| CONPES | National Council for Economic and Social Policy (for its acronym is Spanish) |
| COP | Conference of the Parties |
| RCPA | Regional Committee on Protected Areas |
| CORMACARENA | Corporation for the Sustainable Development of the La Macarena Special Management Area (for its acronym in Spanish) |
| CORPAMAG | Autonomous Regional Corporation of Magdalena (for its acronym in Spanish) |
| CORPOAMAZONIA | Corporation for the Sustainable Development of the Southern Amazon (for its acronym in Spanish) |
| CORPOBOYACÁ | Regional Autonomous Corporation of Boyacá (for its acronym in Spanish) |
| CORPOURABÁ | Corporation for the Sustainable Development of Urabá (for its acronym in Spanish) |
| CORPORINOQUIA | Regional Autonomous Corporation of the Orinoquia (for its acronym in Spanish) |
| CT | Technical Cooperation |
| TAC | Technical Advisory Committee |
| CTD | Technical Cooperation Document |
| NIMD | National Integrated Management District |
| RIMD | Regional Integrated Management District |
| FE | Final Evaluation |
| MTR | Mid-Term Evaluation Report |
| CSLCD | Colombian Strategy for Low Carbon Development |
| GEF | Global Environment Facility (GEF) |
| FN | Fundación Natura |
| GHG | Greenhouse gas |
| GHG | Gases Greenhouse Effect (Green House Gases) |
| GIZ | German Agency for International Cooperation |
| GoCO | Government of Colombia |
| CF | Carbon Footprint |
| HeCo | Herencia Colombia |
| LMT | Landscape Management Tools |
| IAvH | Institute for Research in Biological Resources Alexander von Humboldt (for its acronym in Spanish) |
| IDEAM | Institute of Hydrology, Meteorology and Environmental Studies (for its acronym in Spanish) |
| INE/RND | Division of Environment, Rural Development and Disaster Risk Management |
| LL | Lesson Learned or Finding |
| LULUCF | Land Use, Land Use Change and Forestry |
| MADR | Agriculture and Rural Development (for its acronym in Spanish) |
| MADS | Ministry of Environment and Sustainable Development (formerly MAVDT) (for its acronym in Spanish) |

| | |
|---|---|
| MAVDT | Ministry of Environment, Housing and Territorial Development (for its acronym in Spanish) |
| MOU | Memorandum of Understanding |
| M&E | Monitoring and Evaluation |
| POP | Project Operations Manual |
| MoU | (Memorandum of Understanding) |
| N.a. | Not applicable |
| OE | Executing Agency |
| NGO | Non-Governmental Organization |
| CSOs | Civil Society Organizations |
| PP | Procurement Plan |
| PCP | Procurement and Contracting Plans |
| PDD | Project Design Document |
| NRFP | Non-Refundable Funding Proposal |
| IP | Indigenous Peoples |
| PIF | Project Identification Form |
| PIR | Project Implementation Format (Project Implementation Report) |
| MP | Management Plan |
| PMR | Project Monitoring Report |
| NDP | National Development Plan |
| NNPC | National Natural Parks of Colombia |
| NSPO | National Sustainable Oil Palm Program |
| OP | Operations Plan |
| AOP | Annual Operating Plan |
| REDD | Reduction of Emissions from Degradation and Deforestation |
| NPRR | National Protective Forest Reserves |
| NRCS | Natural Reserves of Civil Society |
| RUNAP | Unique National Registry of Protected Areas (for its acronym in Spanish) |
| SIDAP | Departmental System of Protected Areas (for its acronym in Spanish) |
| SINAP | National System of Protected Areas (for its acronym in Spanish) |
| SIRAP | Regional System of Protected Areas (for its acronym in Spanish) |
| M&E | Monitoring and Evaluation |
| SNNCM | National System of Standardization, Certification and Metrology (for its acronym in Spanish) |
| CTons | Carbon Tons |
| tCO2e | Tones of Carbon Equivalent |
| TdR | Terms of Reference |
| TNC | The Nature Conservancy |
| UAATAS | Environmental and Social Technical Assistance and Audit Units (for its acronym in Spanish) |
| UCP | Project Coordinating Unit |
| RAP | Rural Agricultural Planning Unit |
| EEA | Economic and Ecological Assessment |
| WWF | World Wildlife Fund |

## *EXECUTIVE SUMMARY*

The GEF-SINAP Project aimed to "consolidate the management and planning of the National System of Protected Areas (SINAP) at the national and regional levels through the development of instruments that improve the effectiveness of its management, increase the representativeness of ecosystems and strengthen the participation of regional stakeholders and interest groups in conservation initiatives along strategic biological corridors and conservation mosaics". Fundamental elements to advance in the consolidation of SINAP.

The project consisted mainly of three components: 1) Strengthening of the National System of Protected Areas (improved planning and coordination of SINAP); 2) Strengthening of regional subsystems of protected areas – SIRAP (effectiveness of the management of the Regional Systems of Protected Areas, SIRAP Northeastern Andes and Orinoquía); 3) Increase the ecosystem representativeness of SINAP (at least 550,000 hectares of new national, regional and local areas in strategic biological corridors incorporated into SINAP). A fourth cross-cutting element to the entire project is the one related to the monitoring and evaluation.

The implementing agency of the project is the IDB, it has the execution of WWF and a mosaic of actors of the national, regional and local order among which are the Ministry of Environment and Sustainable Development, National Natural Parks of Colombia, the Regional Autonomous Corporations of the Orinoquia and the Northeastern Andes, NGOs from both regions, the Alexander Von Humboldt Institute, Resnatur, articulating organizations of SINAP and WCS, among others. Likewise, the governance of the Project has an operational structure that starts from the Coordinating Unit of the Project as a focus responsible to dinamize the implementation of all activities. The Technical and Steering Committees are also part of this governance.

The GEF SINAP project is articulated with other initiatives of declaration, effective management and positioning of protected areas of other levels (e.g. Colombia Heritage, Alliance for the conservation of biodiversity, territory and culture, GEF projects with components of protected areas, among others), to position results, expand the area of incidence and multiply the use of tools in different partners of the local, regional and national order.

Within the framework of its implementation, the SINAP GEF was adapted to contribute to the consolidation of the National System of Protected Areas according to national environmental guidelines and to the needs of the Government for the fulfillment of national and global goals, proof of this is the inclusion of a project output for the construction of the public policy of the SINAP 2020-2030 and the alignment of agendas with MADS and PNN as contributions to the development of the route on biodiversity in the country in the post 2020.

The project was structured in three components, namely:

**Component 1**: Strengthening of SINAP.
**Component 2** Strengthening of SIRAP.
**Component 3**: Increase the ecosystem representativeness of SINAP.

Estimated project costs by component are shown in Table 1.

Table 1 Indicative project budget by component (in thousands of US$)

| CATEGORY | GEF | COUNTERPART | | Total |
|---|---|---|---|---|
| | | kind | as | |
| 1. Strengthening SINAP | 1,000 | 2,603 | 0 | 3,603 |
| 2. Strengthening of SIRAP | 2,000 | 4/104 | 2,395 | 8,499 |
| 3. Increase the ecosystem representativeness of SINAP | 880 | 5,545 | 633 | 7,058 |
| Monitoring, Evaluation and Communications | 77 | 0 | 50 | 127 |
| Project Management | 140 | 0 | 700 | 840 |
| Auditing | 60 | 0 | - | 60 |
| TOTAL COST | 4,157 | 12,251 | 3.778 | 20,187 |

***Source:*** *IDB (2018)*

The Final Evaluation (FE) aims to provide an independent and in-depth review of the achievements of the project implementation. The EF was conducted according to the guidelines, rules and procedures established by the IDB and the GEF, as set out in the GEF *Guide for GEF Agencies conducting Terminal Evaluations (GEF Evaluation Office Ethical Guidelines)*.

Below, the rating of the different dimensions analyzed is presented, as established in the terms of reference (the table of the evaluation keys is presented in Table ).

Table 2 Summary of project evaluation ratings

| EVALUATION OF RESULTS. | GRADE |
|---|---|
| Relevance | Highly Satisfactory (HS) |
| Impact | Highly Satisfactory (HS) |
| Effectiveness | Highly Satisfactory (HS) |
| Efficiency | Highly Satisfactory (HS) |
| Sustainability | Probable (P) |

**Note:** The higher the number in the rank, the better the rating.

***Source:*** *Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No 3, 2008, with evaluation results 2023*

**Key findings**

The project managed to harmonize the needs and priorities of the beneficiaries and actors, and the results are clearly linked to development problems and current national and international regulations. Some relevant aspects are:

- The results framework presents a vertical logic, aligned with the problems identified and national and international regulations.
- The objectives, results, products and goals of the project were well defined and respond to national problems.
- The risks identified in the DCT were logical and consistent with the development problems and were adequately monitored and mitigated, however, there were risks that materialized and that affected the project execution schedule: key personnel changes in government institutions and the COVID-19 situation.
- Within the framework of its implementation, the GEF-SINAP project was adapted according to the changing context during implementation, the needs of the country and the achievement of results and synergies with other projects for the consolidation of SINAP.
- The project effectively used the tools for monitoring and evaluating its activities.
- Training, communication and coordination workshops were held with all the actors that needed to be involved in order to achieve the results of the project.

In terms of relevance, the project is qualified as **Highly Satisfactory (HS)**, since the lines of action designed and prioritized such as strengthening SINAP, and SIRAPS, the increase in the processes of declaration of PAs, and support for the development of the SINAP Policy, were critical outputs and necessary to consolidate and improve the management of PAs in the country.

In terms of effect, the project is classified as **Highly Satisfactory (HS)**, since it managed to harmonize the new SINAP policy, with the products of Technical Cooperation (TC) giving it sustainability through the Colombia-HeCo Heritage project, and reaching objectives not only for the prioritized subregions, but at the national level.

In efficiency, the project is rated as **Highly Satisfactory (HS)**, as it made an adequate budget execution, and the contracted activities allowed the achievement of its outputs and results. There was also adequate follow-up to the inter-institutional cooperation agreements allowed to add to the activities and declaration of PAs.

In impact, the project is rated as **Highly Satisfactory (HS)**, since the final evaluation found that there are indications that the project will improve the ecological status of the country through a substantial improvement in its effectiveness management capacity to conserve PAs, since it was possible to increase the effectiveness of management in the 11 protected areas, obtaining an average increase of 8% in the effectiveness index. The FE also verified the achievement of the planned results of the project, and the factors that ensure its long-term sustainability. The impact indicators are summarized in the table below:

Table 3 Indicators Table

| Impact Indicators | GOAL GEF SINAP | ADVANCE TO FY2022 | GOAL PROGRESS (%) | COMPLIANCE RATING |
|---|---|---|---|---|
| New national protected areas incorporated into SINAP | 395,000 | 6,409,691 | > 100% | HS |
| New national protected areas incorporated into SINAP | 152,000 | 154,344 | > 100% | HS |
| New national protected areas incorporated into SINAP | 3,000 | 10,726 | > 100% | HS |
| Ecosystem units represented in SINAP | 79.5% | 80.54% | > 100% | HS |
| Total hectares | 550,000 | 369,437 | 181,389 | |

***Source:*** *GEF-SINAP 2022.*

In sustainability, the development of the SINAP policy and its approval in CONPES will allow the country to finance the continuity of project achievements and leverage other private and cooperation resources. Likewise, its interaction with other projects such as HeCo that will scale and continue with the components and activities of the GEF-SINAP. The ecological sustainability of this project is presented thanks to the increase in declarations of PAs and the improvement in the effectiveness of their management, as well as a greater representativeness of the existing ecosystems in the country and a greater number of biological corridors with integral, ecosystem-wise treatment and with a perspective of conservation and production of their natural resources.

## *INTRODUCTION*

## Basic Information (in USD)

IDB project number **CO-T1387**: GEFSEC ID: **5680**

"CONSOLIDATION OF THE NATIONAL SYSTEM OF PROTECTED AREAS AT NATIONAL AND REGIONAL LEVEL"

Non-Reimbursable Financing Contract Number: No ATN/FM-15980-CO

Country: Colombia

Execution Agency: World Wildlife Fund Inc (WWF)

Implementing Agency: Inter-American Development Bank (IDB)

Sector/Sub-sector: Environmental Programs

Approval Date Directory: 08/12/2016

Eligibility Date first disbursement: 05/25/2017

Amount of Non-Reimbursable Financing Agreement for Investments

Original amount: US$4,157,000 (Global Environment Facility (GEF) grant)

Current amount: US$4,157,000

Co-financing: **US$19.800.064,61** (WWF US$711.564 + Socios US$19.088.500,61)
**Cash US$3.789.664 Species US$16.010.400,61**
Total Project Cost: Planned: US$20,186,515 Current: US$23.957.064,61

**Months of execution**

From approval: **74 meses** (desde el 8/12/2016)

Effective date of the Non-Refundable Investment Financing Agreement: **72 meses** (desde el 3/2/2017)

**Disbursement periods**

Original Final Disbursement Date: 02/03/2022

Current Final Disbursement Date: 02/03/2022

Disbursements

Total disbursements to date: US$ 4,157,000 (Recursos GEF)

Co-financing disbursed and registered to date: **US$ 19.800.064,61**
(WWF US$711.564 + Socios US$19.088.500,61).

## Evaluation purpose

The Final Evaluation (FE) provides an independent, comprehensive and systematic explanation of the project's performance and its final results. It considers the entire effort, from project design to closure; it also takes into account the likelihood of sustainability and potential impacts. It is designed to identify problems in project design, assess the achievement of objectives, identify and document risks and lessons learned, and provide recommendations for specific actions to be taken to improve the implementation of other projects.

## Description of project

The GEF-SINAP Project aimed to "consolidate the management and planning of the National System of Protected Areas (SINAP) at the national and regional levels through the development of instruments that improve the effectiveness of its management, increase the representativeness of ecosystems and strengthen the participation of regional stakeholders and interest groups in conservation initiatives along strategic biological corridors and conservation mosaics".

***"Component 1: Strengthening of SINAP (US$1,000,000).*** The objective was to develop the tools and methodological instruments to strengthen the planning, management and evaluation of SINAP at all levels. Articulate and harmonize the SINAP National Action Plan with the Action Plans of six (6) PA subsystems[1]. Also develop tools to: (i) update and manage PA management plans; and (ii) evaluate the effectiveness of management at the subsystem level and categories of management of protected areas that currently do not have a tool for this purpose. This component aimed to consolidate SINAP's information and monitoring system through the integration of conceptual and methodological guidelines for biodiversity monitoring and information consolidation. Design and implement the communication strategy of SINAP for the integration and effective participation of the actors of the national, regional, and local context, a transversal factor to the construction of all processes.

***"Component 2: Strengthening of SIRAP (US$2,000,000).*** The objective of this component was to implement and evaluate the planning tools designed in Component 1, mainly in the Orinoquía and Northeastern Andes regions. Support the updating and implementation of the action plans of these SIRAPs, and strengthen the capacity-building processes of local and regional actors on issues such as planning, monitoring and management effectiveness, among others. Likewise, support the implementation of existing PA management plans (10 regional and 1 national). This component applied two cycles of the management effectiveness methodology in the aforementioned SIRAPs to test the tools and propose improvements in the short term. Also implement two pilots to launch the SINAP information and monitoring system in regional instances."

***"Component 3: Increase the ecosystem representativeness of SINAP (US$880,000).*** This component supported national (395,000 ha), regional (152,000 ha) and civil society reserve (3,000 ha) PA declaration and designation processes in the project intervention areas. It

[1]Orinoquia, Northeast Andes, Pacific, Caribbean, Eastern Andes, Amazon.

financed the development of technical studies, consultation processes and management plans for the declaration process, which added to SINAP more than 193 thousand hectares of priority ecosystems that were not represented or underrepresented.

***"Monitoring, Evaluation and Communications (US$77,000).*** It sought to implement the monitoring of the activities, products and expected results of the project. Likewise, finance the realization of mid-term and final evaluations to measure performance, which include the collection of PA management effectiveness information and the knowledge generated within the framework of the project to be disseminated through the design and implementation of a communication strategy.

***"Administration and Audit (US$200,000).*** This line partially financed the general coordinator of the project, the administrative-financial support and the audit, as well as the general operating expenses derived from the execution of the project."

WWF Colombia was the executing agency responsible for the execution, which included the application of planning tools, financial and accounting management, procurement and contracting processes, verify quality of goods and services generated by contractors, and verify compliance with preconditions, among others.

## Project Context

The GEF-SINAP project was born as a result of two important milestones: the first was the transformation process that Colombia had to go through[2] to meet the AICHI Biodiversity Targets, with the 2020 Biodiversity Action Plan, and redefined in Montreal in 2021. The second was the increase in representativeness and different categories of governance born in the territories, and for which it was necessary to articulate between the local/regional and national levels, and the articulation with the different categories of protected areas.

In this context, one of the categories that gained a lot of strength in the last decade was that of private areas, with important biodiversity ecosystems, whose owners, prior to the work of several organisms, including WWF, presented a high resistance to their areas being included in RUNAP, and to being part of the monitoring and effectiveness planning systems. However, from the work of several organizations with international cooperation resources, public and private paradigms began to change, and a social movement began to emerge on the part of private owners of social organizations to integrate and define common objectives towards conservation.

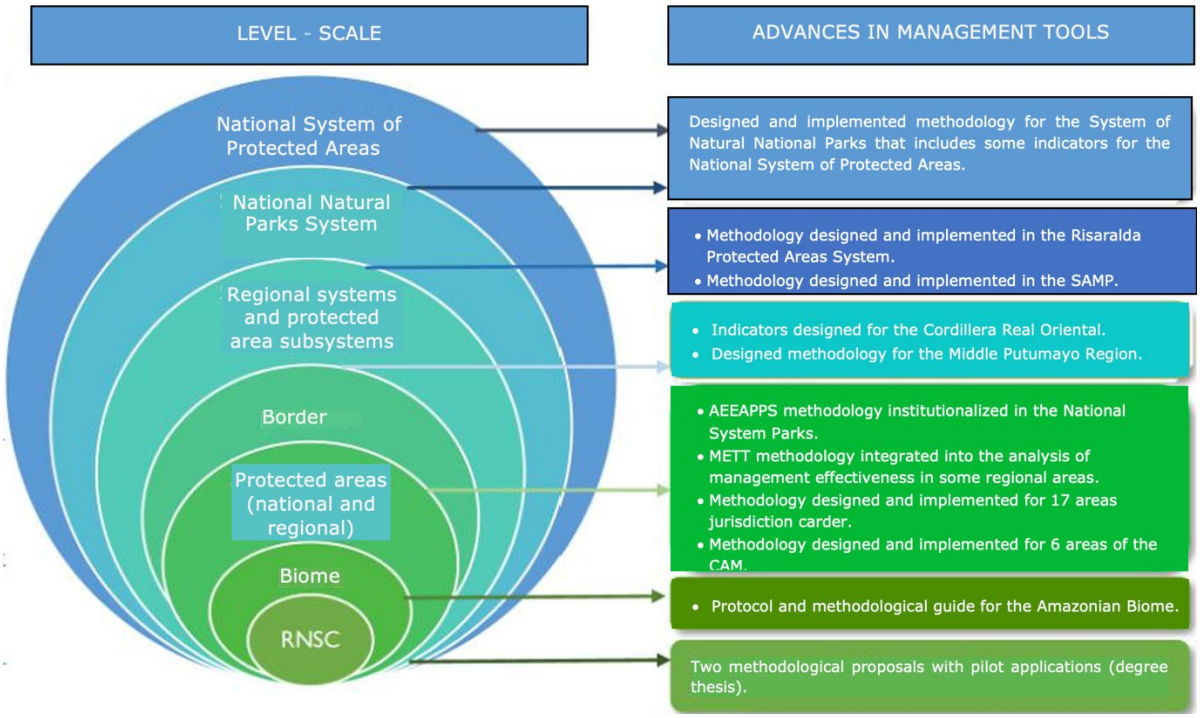
This is why the project focused mainly on the articulation of the National System of Protected Areas (SINAP) with the Regional Systems (SIRAPS), and on strengthening the different types of categories, and the planning mechanisms, effectiveness management, monitoring and financing.

[2]The AICHI TARGETS are 20 goals grouped into five strategic goals set by government representatives from 196 countries - all signatories to the Convention on Biological Diversity (CBD)- during COP 10 on biodiversity held in Aichi Province, Japan in 2010. These goals, to be met in 2020, are part of the Strategic Plan for Biological Diversity 2011-2020 that aims to stop the loss of nature: the life support of all forms of life on the planet, particularly ours.

Likewise, in its design strategy, regions were chosen with windows of opportunity for improving the effectiveness of ecosystem management and conservation, such as the Orinoco and Northeastern Andes regions, and specific objectives were defined for linking the regions and their systems (SIRAPS) to the National System (SINAP) and strengthening them.

In the analysis of the effectiveness of the management there are conceptual advances and methodological designs ranging from national to local (both public and private order), attending to different scales of the National System of Protected Areas (See Figure 1), where the levels and scales in the effectiveness of management were identified:

Figure 1. Levels, scales, and advances of management effectiveness in Colombia




***Source**: GEF-SINAP 2023 Project Coordinating Unit*

## Scope and Methodology of Final Evaluation (EF)

FE is conducted according to the guidelines, standards and procedures set out in the GEF Guidelines for Agencies conducting Terminal Evaluations and the Guidelines on the Project and Program Cycle Policy (2020 update, GEF 2020).

The evaluation uses the criteria of *relevance, effectiveness, efficiency, sustainability and impact*. These criteria was applied in the development of an interview to carry over among the actors who participated in the project (see the annex for interviewees), which cover each of these criteria in depth. The topics to be addressed in each evaluation criterion are presented below.

- Relevance of Pertinence: Were the lines of action or strategies designed and prioritized (design quality and adaptation to the context of challenges and opportunities)

appropriate to the development problem to be solved? What about the monitoring mechanisms of the project? How does the project relate to the main objectives of the GEF area of focus and to environmental and development priorities at the local, regional and national levels? What were the successes, failures and gaps in the design and management of the project? What internal and external factors have influenced the achievement of the intended objectives? Is the project still relevant based on changes in context?

- Impact: Are there indications that the project will reduce environmental stress or improve ecological status, or that it will have allowed progress towards those results? what will have been the impact achieved by the actions (achievement of objectives, verifiable changes in threats or modifications of viability factors, replicability)?
- Effectiveness or effectiveness: To what extent have the expected results and objectives of the project been achieved? Are the project activities in line with the schedule of activities? Will the purpose of the project be achieved with the current performance? Have there been any unplanned effects/outcomes? What are the key issues/barriers that affect the execution of the project? Is the gender strategy of the project aligned with the gender equality policy of the GEF, and how do the proposed gender indicators align with the vertical logic of the project as it is implemented?
- Efficiency: Are project disbursements and expenditures in line with budget plans? Was the project implemented efficiently, in accordance with national and international standards and norms? how have the investments made been compared to the results obtained (cost-efficiency)?
- Sustainability: To what extent are there financial, institutional, socio-economic or environmental risks to sustain project results in the long term?

The dimensions described above were assessed, according to the evaluator's criteria, using the *ratings of the "GEF Agencies Guide to Perform Final Assessments"*, which is presented in Table .

Table 4 Evaluation Scoreboard

| RELEVANCE, EFFECTIVENESS, EFFICIENCY, AND IMPACT RATINGS | Risk Ratings | HAZARD CLASSIFICATION |
|---|---|---|
| Highly satisfactory **(**HS): no deficiencies | Probable (**P**): Insignificant risks to sustainability. | 5-6: **High Risk (H):** There is a greater than 75% probability that the assumptions will be invalid or will not materialize or the project could face high risks. |
| Satisfactory (**S**): minor deficiencies | | 4: **Substantial Risk (S):** There is a 51% to 75% probability that the assumptions will be invalid or will not materialize or the project could face substantial risks |
| Moderately Satisfactory (**MS**): Moderate deficiencies | Moderately Likely**(**ML): Moderate Risks | 3: **Modest Risk (M):** There is a probability of between 26% and |

| RELEVANCE, EFFECTIVENESS, EFFICIENCY, AND IMPACT RATINGS | Risk Ratings | HAZARD CLASSIFICATION |
|---|---|---|
| Moderately unsatisfactory (**MU**): significant deficiencies | | 50% that the assumptions will not be valid or will not materialize or the project could face only modest risks. |
| Unsatisfactory (**U**): significant deficiencies | Moderately unlikely (**MUL**): Significant risks. | |
| Highly unsatisfactory (HU): serious deficiencies | Unlikely (UL): Serious risks. | 2: **Low Risk (L):** There is a probability of up to 25% that the assumptions will not be valid or will not materialize or the project could face only modest risks. |

***Source**: Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No 3, 2008.*

## Structure of the evaluation report

The first chapter gives an account of the description of the project and the context in which it was designed and executed, as well as the purpose of the evaluation report and its scope and methodology. The second chapter of the report presents the evaluation of the project's performance, as well as its results, based on the results matrix and the achievements committed in the CEO Endorsement GEF document. It also takes into account the main findings and rates the relevance, impact, effectiveness, efficiency and sustainability of the project. The last chapter presents the key differentiating factors, lessons learned, conclusions and recommendations.

## *EVALUATION OF PROJECT PERFORMANCE AND RESULTS*

## Results and Indicators Framework [1]

| Outcomes/ Indicators | Unit of measure | Baseline (2015) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Final Target | Verification means/ Assumptions/ Comments |
|---|---|---|---|---|---|---|---|---|---|
| Outcome 1. Management effectiveness of the Northeast Andean and Orinoquia regional subsystems of protected areas encreased along strategic biological corridors or conservation mosaics. | | | | | | | | | |
| *Indicator: Management effectiveness (METT) of 11 Protected Areas.* | % | 38 | - | - | 42 | - | 46 | 46 | *Comments:*<br>- Regional Protected Area (RPA)<br>*Verification means:*<br>– Updated METT<br>*Assumptions:*<br>The METT is available. |
| Outcome 2. Increased representation of strategic ecosystems in the Orinoco and Andes Northeastern | | | | | | | | | |
| *Indicator 1: new national protected areas within biological corridors incorporated into the SINAP* | ha | 0 | - | - | - | - | 395,000 | 395,000 | *Verification means:*<br>– Official gazette<br>– RUNAP databases<br>– Maps of the new PAs and biological corridors<br>*Assumptions:*<br>Political will for the creation of new national PAs by the National Government |
| *Indicator 2: new regional PAs within biological corridors incorporated into the SINAP* | ha | 0 | - | - | - | - | 152,000 | 152,000 | *Verification means:*<br>– RUNAP databases<br>– Maps of the new PAs and biological corridors<br>*Assumptions:*<br>– Political will for the creation of new regional PAs by the Regional Environment Authority |
| *Indicator 3: new private protected areas within biological corridors incorporated into the SINAP* | ha | 0 | - | - | - | - | 3,000 | 3,000 | *Verification means:*<br>– RUNAP databases<br>– Maps of the new PAs and biological corridors<br>*Assumptions:*<br>– Political will for the creation of new Civil Society Nature Reserves |

[1] Source: Request For CEO Endorsement, August 2018

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Indicator 4: ecosystem units represented in the SINAP* | % | 77 | - | - | - | - | 2.5 | 79.5 | *Comments:*<br>– The baseline of the indicator was established based on the map of representation of ecosystem units of National Natural Parks and PAs registered in the RUNAP on 08/30/2015.<br>– 185 of 240 ecosystem units assessed in 2015 (RUNAP)<br>– *191 of 240 ecosystem units represented (RUNAP)<br>*Verification means:*<br>– SINAP National Reports (agreements, etc.)<br>– Official gazette<br>*Assumptions:*<br>– The National and Regional Environmental Authorities and the Civil Society Organizations maintain their interest to create new PAs. |

| **Component 1: Strengthening of the National System of Protected Areas (SINAP)** | **Unit of measure** | **Baseline (2015)** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Final Target** | **Verification means/ Assumptions/ Comments** |
|---|---|---|---|---|---|---|---|---|---|
| Output 1.1: Action plans of the SIRAP harmonized and articulated with the SINAP's | Plan | 0 | - | 2 | 4 | - | - | 6 | *Comments:*<br>– There are Action Plans for the Western Andes and Amazon SIRAPs. These Action Plans will be developed as part of the process to harmonize and articulate with the SINAP Action Plans.<br>– The Action Plans for the Orinoco and Northeastern Andes SIRAPs should be prioritized.<br>– Their governing bodies should approve the proposals for updating and harmonizing the SIRAP Action Plans.<br>*Verification means:*<br>– SIRAP Action Plan documents<br>– Technical memorandum on the process to articulate the SIRAP Action Plans with the SINAP Action Plans.<br>– Minutes and records of meetings of the SIRAP committees.<br>*Assumptions:*<br>– Effective coordination between stakeholders at national, regional, and local levels allows the harmonization and articulation of the Action Plans of SINAP and SIRAP. |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Output 1.2: Technical guidelines developed for preparing and updating PA management plans | guidelines | 0 | - | 1 | - | - | - | 1 | *Comments:*<br>– Technical guidelines exist for the creation of management plans for six categories of protected areas in the SINAP (National Natural Park, Fauna and Flora Sanctuary, Unique Natural Area, Park Way, and National Nature Reserve.)<br>– Guidelines include considerations to assess and manage climate change impacts in the developing and updating of the PA´s management plans.<br>– There must be a unified guide for developing or updating management plans for all categories of protected areas within the SINAP, taking into all aspects outlined in Decree 2372 of 2010.<br>*Verification means:*<br>– Published technical guide. |
| Output 1.3: Methodology for management effectiveness assessment developed and coordinated among stakeholders | Methodology | 0 | - | 1 | 2 | - | - | 3 | *Comments:*<br>– Methodologies exist for assessing the management effectiveness in different management categories. A methodology is required that can be used in different types of subsystems (regional and thematic).<br>– The six (6) categories of the SINAP already have a methodology to assess management effectiveness at the PA level.<br>– The RAPPAM methodology was used by the SIRAP of the Coffee-growing Region, the CARDER, and the CRC to assess management effectiveness at the system level. There is a preliminary methodology for the Subsystem of Marine Protected Areas.<br>*Verification means:*<br>– Methodologies for assessing management effectiveness at the SINAP, subsystem, and PA levels.<br>– Technical memorandum on the process for participatory development of the methodology.<br>– Publication of the methodology and application guidelines documents.<br>*Assumptions:*<br>– There is political will to participate in the development process and to use the methodology for assessing management effectiveness at three levels. |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Output 1.4: Monitoring information systems for the SINAP developed for incorporating the regional subsystems | System | 0 | - | - | 1 | - | - | 1 | *Comments:*<br>– During project implementation, existing technological platforms (e.g., RUNAP, SULA, and SIB) will be technically assessed to identify the most suitable for this purpose.<br>*Verification means:*<br>– The Information Platform Interface is operating.<br>– Document of the monitoring strategy for the SINAP and its subsystems.<br>*Assumptions:*<br>– The information system is regularly fed with monitoring information.<br>– All stakeholders and the general public have access to the information. |
| Output 1.5: Communication strategy of SINAP designed and implemented | % | 0 | - | - | 10 | 10 | 10 | 30 | *Comments:*<br>– The indicator will be revised once the SINAP communication strategy is designed.<br>*Verification means:*<br>– SINAP communication strategy document.<br>– Minutes of meetings of workshops held to structure the communication strategy.<br>– Progress Report on the implementation of the communication strategy. |
| **Component 2: Strengthening regional subsystems of Protected Areas** | **Unit of measure** | **Baseline (2015)** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Final Target** | **Verification means/ Assumptions/ Comments** |
| Output 2.1: Action Plans of Northeast Andes and Orinoquia SIRAPs updated and implemented | % | 10 | - | - | 20 | - | 30 | 60 | *Comments:*<br>– The baseline of the indicator will be updated at the end of the second year of project implementation once the Action Plans are updated and harmonized with the SINAP Action Plan.<br>– The baseline is an average of the progress in implementation of the two subsystems' Action Plans.<br>*Verification means:*<br>– Annual Operation Plan<br>– Annual Evaluation Report<br>– Progress Report on the implementation of the Action Plans |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Output 2.2: Institutions and local organizations located in strategic biological corridors trained in PA management and climate change mitigation and adaptation strategies | Instititions and NGOs | 0 | - | - | - | 12 | 12 | 24 | *Comments:*<br>– The training will include methodologies and strategies to address climate change, mainly in adaptation, in the management of PAs.<br>– The indicator includes 10 institutions and two local organizations for Years 4 and 5.<br>*Verification means:*<br>– Databases of training events<br>*Assumptions:*<br>– Continued interest from regional institutions in participating in biodiversity conservation in the prioritized PAs. |
| Output 2.3: Regional and national protected areas in strategic biological corridors implementing their management plans | % | 10 | - | - | - | - | 40 | 50 | *Comments:*<br>– The management plans of the10 regional PAs do not have indicators or evaluation mechanisms to establish the precise level of implementation. During the first year of the project, management plans will be updated and the baseline value will be set.<br>*Verification means:*<br>– Annual reports<br>– Progress reports<br>*Assumptions:*<br>– Continued interest from regional stakeholders to implement the management plans.<br>– Resources are available for the implementation of management plans. |
| Output 2.4: Cycles of analysis of the management effectiveness methodology applied in subsystems and regional protected areas | Protected areas and subsytems | 0 | - | - | 7 | - | 7 | 14 | *Comments:*<br>– The cycles of analysis will be completed using the assessment methodologies of management effectiveness developed by the project.<br>– The indicator includes one subsystem and six PAs for Years 3 and 5.<br>*Verification means:*<br>– Updated management effectiveness assessments<br>– RUNAP reports<br>*Assumptions:*<br>– Willingness of the SIRAPs to apply the methodology for effectiveness assessment. |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Output 2.5: Orinoquia and North East Andes regional subsystems of protected areas implementing the monitoring information system. | Report | 0 | - | - | - | - | 2 | 2 | *Comments:*<br>– According to the SINAP's Research and Monitoring Plan the prioritized monitoring themes are species representativeness, inland aquatic ecological systems, connectivity, and ecosystem services.<br>*Verification means:*<br>– SINAP's *Information* System database<br>– Monitoring reports from regional institutions |
| **Component 3: Increase ecosystem representativeness of the SINAP** | **Unidad de Medida** | **Base (2015)** | **Año 1** | **Año 1** | **Año 1** | **Año 1** | **Año 1** | **Meta** | **Medios de Verificación/ Supuestos** |
| Output 3.1: Technical studies and consultations completed for the new national, regional, and local protected areas | Technical documents | 0 | - | - | - | - | 17 | 17 | *Comments:*<br>– The indicator will be revised during the first year of project implementation once the portfolio of new national PAs to be supported by the project is defined (assessments for three national PAs, eight regional PAs, and six private reserves have been considered).<br>– The technical assessments are described in the steps for the creation of PAs. In addition, the studies will include the assessment of climate change related vulnerabilities in its design.<br>– The term "approved" refers to the favorable concept by the ACCEFYN or research institutes as applicable.<br>*Verification means:*<br>– Synthesis document for the declaration of new PAs |

## Evaluation of the Results and Impact Indicators of the Project

### *Relevance*

Regarding its relevance, this project is classified as **Highly Satisfactory (AS),** since the lines of action designed and prioritized: strengthening SINAP, strengthening SIRAP, increasing the processes of declaration of PAs, and support for the development of the SINAP Policy were critical and necessary to consolidate and improve the management of PAs in the country. Likewise, its design and implementation were clearly linked to its development needs and to national and international regulations.

Additionally, the results of the project contributed to the fulfillment of the country strategy to increase the effectiveness in the management of SINAP and its protected areas, proposed in CONPES 4050 (Policy for the consolidation of the National System of Protected Areas), where it is established that "from the year 2021, PNN will implement a methodology to evaluate the effectiveness of management in protected areas of a public nature and analyze its results. To do this, the percentage of public areas that implement the management effectiveness assessment methodology will be reported annually, where total coverage is expected by 2028. The results of these evaluations will be analyzed and reported annually from 2022 to 2030. ”

### *Impact*

Regarding its impact, this project is rated as **Highly Satisfactory (HS)**, since the final evaluation found that there are indications that the project will improve the ecological status of the country through a substantial improvement in its management capacity and in the effectiveness of management to conserve PAs. The FE also verified the achievement of the planned results of the project, and the factors that ensure its long-term sustainability. The achievement of the results of the project is shown below:

At the end of the project, it was possible to increase the management effectiveness in the 11 protected areas, obtaining an average **increase of 8% in the effectiveness index**, by means of the aggregate average of each area that improved its management as can be seen in the graph of the management effectiveness report:

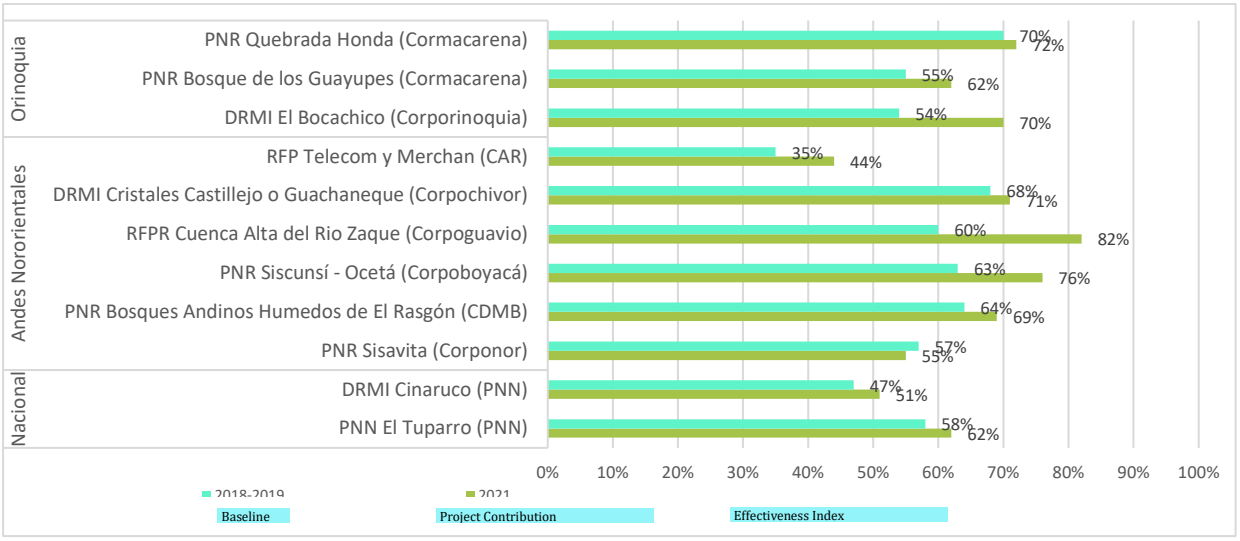
Table 5 Effectiveness Index

| | | | | 2018-2022 Baseline | | 2021-2022 Project Contribution to Effective | | Difference | |
|---|---|---|---|---|---|---|---|---|---|
| Context | Environmental Authority | Prioritized Protected Areas | METT Baseline at Project Start | AP Tool | METT Equiva-lence | AP Tool | METT Equiva-lence | AP Tool | METT Equiva-lence |
| National | PNN | PNN El Tuparro* | *No* | *58%* | 56 | 62% | 59 | 4% | 3 |
| | | DRMI Cinaruco | *No* | *47%* | 28 | 51% | 42 | 4% | 14 |
| ANDES NORORIENTALES | CORPONOR | PNR Sisavita | *41* | *57%* | 33 | 55% | 32 | -2% | -1 |
| | CDMB | PNR Bosques Andinos Humedos de El Rasgón | *58* | *64%* | 45 | 69% | 53 | 5% | 8 |
| | CORPOBOYACA | PNR Siscunsí - Ocetá | *No* | *63%* | 60 | 76% | 65 | 13% | 5 |
| | CORPOGUAVIO | RFPR Cuenca Alta del Rio Zaque | *No* | *60%* | 39 | 82% | 63 | 22% | 24 |
| | CORPOCHIVOR | DRMI Cristales Castillejo o Guachaneque | *No* | *68%* | 55 | 71% | 56 | 3% | 1 |
| | CAR | RFP Telecom y Merchan | *No* | *35%* | 21 | 44% | 27 | 9% | 6 |
| ORINOQUÍA | CORPORINOQUIA | DRMI El Bocachico | *No* | *54%* | 44 | 70% | 62 | 16% | 18 |
| | CORMACARENA | PNR Bosque de los Guayupes | *No* | *55%* | 36 | 62% | 40 | 7% | 4 |
| | | PNR Quebrada Honda | *29* | *70%* | 62 | 72% | 63 | 2% | 1 |
| | | **Promedio** | | ***57%*** | **44** | **65%** | **51** | **8%** | **8** |

*Source: Source: Effectiveness in GEF-SINAP management*

In addition, improvements were achieved in the consolidation and management effectiveness of the Northeastern Andes and Orinoquía SIRAPs.

Table 5 Effectiveness Index (Bar Chart Representation)




***Source**: Effectiveness of GEF-SINAP management*

The GEF-SINAP met all the goals established in its design.

Table 6 Indicators Table

| Impact Indicators | GOAL GEF SINAP | ADVANCE TO FY2022 | GOAL PROGRESS (%) | COMPLIANCE RATING |
|---|---|---|---|---|
| New national protected areas incorporated into SINAP | 395,000 | 6,409,691 | > 100% | HS |
| New national protected areas incorporated into SINAP | 152,000 | 154,344 | > 100% | HS |
| New national protected areas incorporated into SINAP | 3,000 | 10,726 | > 100% | HS |
| Ecosystem units represented in SINAP | 79.5% | 80.54% | > 100% | HS |
| Total hectares | 550,000 | 369,437 | 181,389 | |

**Source:** GEF-SINAP 2022.

The impact/outcome indicators were SMART[1] specific, measurable (goals were set), affordable, relevant as they responded to development problems (and in the vertical logic to components and products) and limited to the time of Technical Cooperation (TC).

The impact results and their qualification in compliance according to each of the Strategic Objectives and Measurement Indicators are described below:

### Objective 1.0

| Objective | | Compliance | Qualification |
|---|---|---|---|
| Goal 1 | Increased management effectiveness of protected areas located in strategic biological corridors or conservation mosaics of the SIRAPs Orinoquía and Northeastern Andes. | accomplished | HS |

### Goal Measurement Indicators:

| Indicator | Unit of measurement | Baseline | Base Year | | End of project | Compliance | Qualification |
|---|---|---|---|---|---|---|---|
| Management effectiveness of 11 protected areas. | % | 57 | 2015 | P | 65 | accomplished | HS |
| | | | | P(a) | 65 | | |
| | | | | TO | 65 | | |

Although it was necessary to make changes to the portfolio of protected areas initially proposed to be intervened, a request that was communicated to the IDB, which is why an adjustment to the Baselines was requested, going from 38% to 57% (according to the AP Tool), the number of 11 areas, object of intervention, was maintained, and **the goal of improving**

[1]SMART: Specific, measurable, affordable, relevant, and time-limited.

**the effectiveness of the management 8 percentage points was met, reaching a final goal of 65%** (equivalent to 58% in the METT methodology).

### Objective 2.0

| Objectives | | Compliance | Qualification |
|---|---|---|---|
| Goal 2 | Increased the representativeness of strategic ecosystems in the Orinoquía and Northeastern Andes | accomplished | HS |

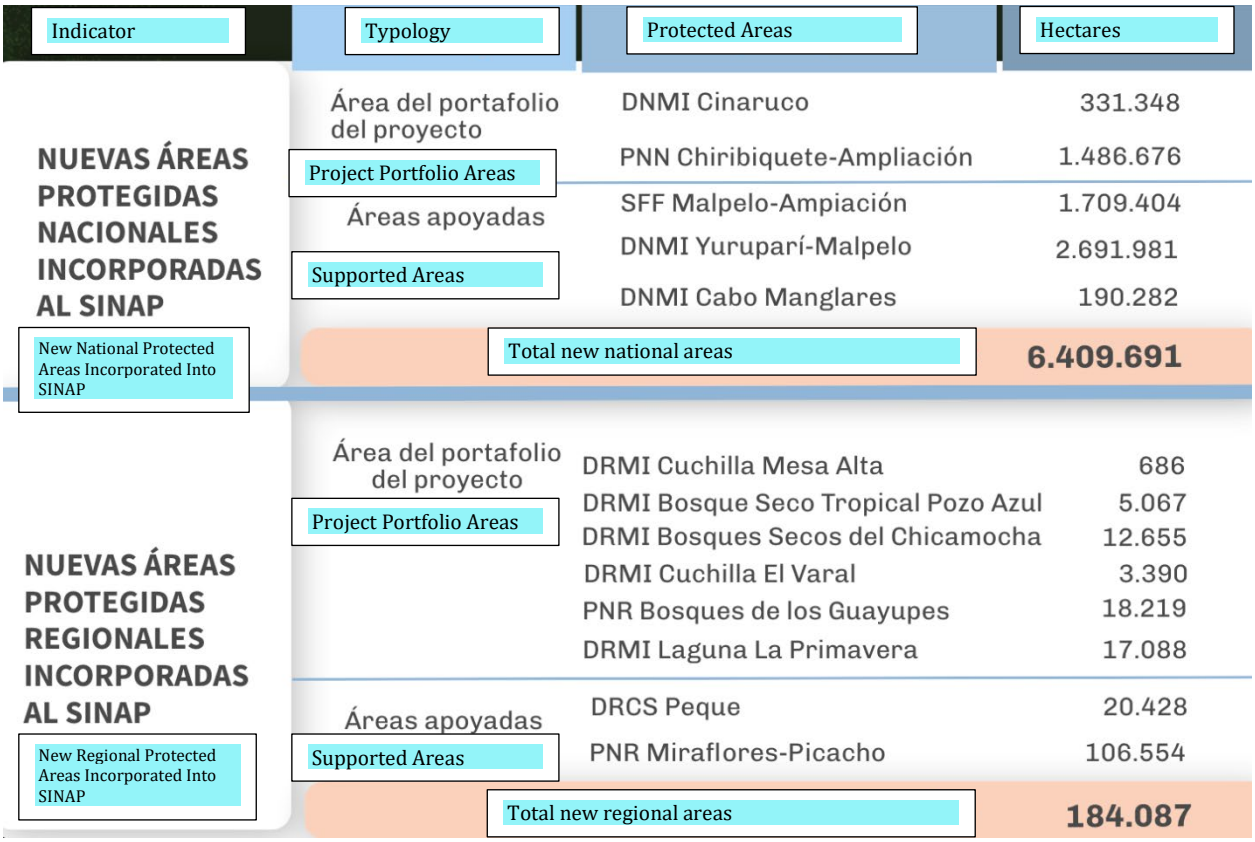
### Goal Measurement Indicators:

| Indicator | Unit of measurement | Baseline | Base Year | | End of project | Compliance | Qualification |
|---|---|---|---|---|---|---|---|
| New national protected areas incorporated into SINAP. | ha | 0 | 2015 | P | 395,000 | accomplished | HS |
| | | | | P(a) | 395,000 | | |
| | | | | TO | 6,409,691 | | |
| New regional protected areas incorporated into SINAP | ha | 0 | 2015 | P | 152,000 | accomplished | HS |
| | | | | P(a) | 152,000 | | |
| | | | | TO | 154,344 | | |
| New local protected areas incorporated into SINAP | ha | 0 | 2015 | P | 3,000 | accomplished | HS |
| | | | | P(a) | 3,000 | | |
| | | | | TO | 10,726 | | |
| Ecosystem units represented in SINAP. | % | 77 | 2015 | P | 79.5 | accomplished | HS |
| | | | | P(a) | 79.50 | | |
| | | | | TO | 80.54 | | |

Due to the great importance of biological corridors for the country, from the GEF-SINAP, the processes of declarations for the incorporation of new national and regional protected areas to SINAP were supported, as well as the expansion of existing conservation areas, such as SFF Malpelo-Enlargement (1,709,404 ha), DNMI Yuruparí-Malpelo (2,691,981 ha), DNMI Cabo Manglares (DNMI Cabo Manglares: 190,282 ha) (within the national order) and DRCS Peque (20,428 ha) and PNR Miraflores-Picacho (106,554 ha) (within the regional order). With this new portfolio declared, the goal was exceeded, achieving a total of areas incorporated into SINAP of **6,409,691 ha.**

It is necessary to clarify that the construction process of the new portfolio for the incorporation of areas to SINAP, and therefore the fulfillment of the goal, took place within a context different from that of the beginning of the project, and existing in 2020, in which it is decided to opt for a new portfolio of conservation areas for reasons related to the Covid health emergency, to complex situations of public-social order in the previous areas, and to new priorities of conservation of the national order portfolio. The process of prioritization and approval of the new portfolio took place in the light of the Extraordinary Board of Directors,

whose members met on December 18, 2020, and whose decision was endorsed by the CARS, PNN and WWF, and communicated to the IDB.




The updated portfolio was built within the framework of the national alliance of protected areas and agreements for new areas, which could be part of the declaration of new areas, and where criteria prevailed to:

1. The updating of the conservation portfolio, endorsed by the Steering Committee of the two prioritized territories
2. The expansion of the work on declaratory issues in participation of processes in which WWF had been working in partnership with the authorities for conservation.

It is also worth mentioning that the baseline of representativeness of the ecosystem units represented in SINAP was evaluated based on the representativeness map of ecosystem units and PAs.

In addition, the new portfolio responded to national conservation priorities, where WWF has been making efforts for its consolidation, in company with environmental authorities, PNN, CARS, and other allies and sources of co-financing, and with approaches of strategic need for the country, such as mega marine areas and cultural protection areas.

### *Effectiveness*

Regarding its effectiveness, this project is qualified as **Highly Satisfactory (HS)**, because the activities and products proposed and implemented led to the fulfillment of the project's achievements.

On the one hand, the implementation of tools and methodologies to strengthen the planning, management and evaluation of SINAP and the consolidation of SIRAP were adequate, and on the other hand, the initiatives and mechanisms of participation of the actors were effective to achieve the increase in the declared PAs and in the ecosystem representativeness of SINAP. Likewise, the harmonization of the new SINAP policy and the HeCo project to achieve the objectives not only for the prioritized subregions, but for the entire national level.

During the implementation of the project, strategies were promoted to support and raise awareness among public and private actors and civil society organizations, as well as training workshops, communication pieces and management plans.

This section analyzes compliance with the product indicators, in accordance with the provisions of the technical cooperation agreement and the MOP, and as reported in the IDB's monitoring tool, the PMR.

- **Component 1: Strengthening of the National System of Protected Areas**

| Product | Unit of measurement | | End of project | Compliance | Qualification |
|---|---|---|---|---|---|
| Product 1.1: Action plans of SIRAPs harmonized and articulated with that of SINAP | Plan | P | **6.00** | accomplished | HS |
| | | P(a) | 6.00 | | |
| | | TO | **6.00** | | |
| Output 1.2: Technical guide developed to formulate or update management plans for protected areas | Guide | P | **1.00** | accomplished | HS |
| | | P(a) | 1.00 | | |
| | | TO | **1.00** | | |
| Output 1.3: Methodology for the evaluation of management effectiveness developed and coordinated among stakeholders | System | P | **3.00** | accomplished | HS |
| | | P(a) | 3.00 | | |
| | | TO | **3.00** | | |
| Output 1.4: SINAP monitoring information system developed to incorporate regional subsystems | System | P | **1.00** | accomplished | HS |
| | | P(a) | 1.00 | | |
| | | TO | **1.00** | | |

(Cont.)

| | | | | | |
|---|---|---|---|---|---|
| Output 1.5: SINAP communication strategy designed and implemented. | % | P | 1.00 | accomplished | HS |
| | | P(a) | 1.00 | | |
| | | TO | 1.00 | | |
| Output 1.6: Technical inputs for the construction of the SINAP policy instrument developed | % | P | 1.00 | accomplished | HS |
| | | P(a) | 1.00 | | |
| | | TO | 1.00 | | |

***<u>Product indicator 1.1</u>:***
***SIRAP action plans harmonized and articulated with that of SINAP***
*The indicator presents a technical and financial compliance of 100%.*

At the end of the implementation of the project, there are six action plans corresponding to the SIRAP Orinoquia, Northeastern Andes, Caribbean, Pacific, Western Andes and Coffee Axis, which have been harmonized and articulated to the action plan of the SINAP 2030 policy.

Additionally, with the resources of the project, it was also possible to harmonize three (3) thematic action plans (Coffee Region, Colombian Massif and Marine Protected Areas Subsystem), one more (1) for SINAP and another for PNN. All action plans for the six Regional Subsystems of Protected Areas (SIRAPs) were harmonized within the project activities.

***<u>Product indicator 1.1</u>:***
***Technical guide developed to formulate or update protected area management plans***
*The indicator presents a technical and financial compliance of 100%.*

The guide to formulate and/or update the management of SINAP protected areas is available, which was approved by the National Council of Protected Areas - CONAP. This guide, built together with strategic actors in different areas of management, provides guidance for the planning of protected areas in their different management categories. It has been widely disseminated through the website of the Ministry of Environment and through the distribution of physical copies.

The guide was implemented in the following pilots:

- DRMI San Silvestre (CAS)
- PNR Guayupes (Cormacarena)
- RNSC Rancho Camaná
- RNSC Adamiuain
- RNSC La Palmita
- RNSC Merenberg

The technical document (conceptual and methodological standard) was developed for the management planning process, agreed with the national authorities (Ministry of Environment and Natural National Parks), the Technical Committee of the Project and its strategic partners. At the same time, training was developed for the implementation of this guide in coordination with authorities and other GEF projects.

With project resources, training was given to the work teams of the Regional Autonomous Corporations (car) for the implementation of the guide, since it is a cost-effective exercise in planning protected areas.

Likewise, in coordination with MADS, the guide incorporated elements for the planning of the National Protective Forest Reserves (RFPN), a category of SINAP that did not have these guidelines. In this sense, a working route was generated jointly with the MADS and the CARS in order to implement the management planning standard, contained in the guide, for all of the 59 National Protective Forest Reserves (RFPN, 562,381.67 ha.) existing in the country.

This product was very useful for strengthening SINAP, since the diagnosis for policy construction showed that approximately 50% of SINAP's territory did not have a management planning tool, so the guide constituted an important contribution.

Table 7 Pilot areas where driving effectiveness was measured

Protected Areas

| | | | |
|---|---|---|---|
| CANADIAN | CARSUCRE | 1 | DRMI Caimanera |
| | | 2 | PNR Macaws |
| | CVS | 3 | DRMI Cispatá |
| | Corpourabá | 4 | PNR Suriquí |
| | CVC | 5 | PNR Páramo del Goblin |
| | | 6 | RFPR Rio Bravo |
| | Carder | 7 | DRMI Arrayanal |
| | Corpoamazonia | 8 | Caquetá Water and Soil District |
| REGION (Reserves) | Coffee Region | 9 | RNSC Twins |
| | | 10 | La Caballa Reserve |
| | | 11 | Reserve Seeds |
| | Orinoquía Region of Colombia | 12 | RNSC La Palmita |
| | Amazonia | 13 | RNSC El Topacio |
| | | 14 | Reserve The Diamond of the Waters |
| | Caribe | 15 | RNSC Sanguaré |

**Source:** GEF-SINAP 2020.

*Means of Verification Found:*

- *https://www.minambiente.gov.co/direccion-de-bosques-biodiversidad-y-servicios-eco-sistemicos/guia-para-la-planificacion-del-manejo-en-las-areas-del-sistema-nacional-de-areas-protecgidas-de-colombia/*
- *https://www.wwf.org.co/?365893/Es-official-Colombia-has-a-guide-to-plan-all-categories-of-the-National-System-of-Protected-areas*
- *https://www.resnatur.org.co/esx/filtro-recursos?conds=-category.....-=-10*
- *https://www.elespectador.com/ambiente/colombia-publica-guia-para-planificar-las-areas-protegidas-article/*
- *https://www.semana.com/impacto/articulo/colombia-ya-cuenta-con-una-guia-para-planificar-sus-areas-protegidas/59392/*
- *https://www.infobae.com/america/colombia/2021/02/14/colombia-publica-la-primera-guia-para-la-planificacion-del-sistema-de-areas-protegidas/*

***Indicador de producto 1.3:***
**Methodology for the evaluation of effectiveness of developed and coordinated management between the actors**
*The indicator presents a technical and financial compliance of 100%.*

The project achieved the development and implementation of a methodology (now called GEAP – for its acronym, "Evaluation of the Management of Protected Areas") to evaluate the effectiveness of management of protected areas that is composed of three effectiveness tools, which arise from a participatory process for its construction and testing by pilots carried out in:

a) public areas (with the exception of the areas of the SPNN that have the AEEAPPS tool
b) private areas (directed to the Natural Reserves of Civil Society)
c) protected area system (mainly oriented towards regional systems and SINAP)

The methodology is part of the "**Guide for management planning in the areas of the National System of Protected Areas of Colombia**", takes as reference in its design the evaluation and the management cycle developed in 2000 and, the Standard of the Green List of Protected and Conserved Areas proposed in 2012. Both initiatives have been developed by the Union for International Conservation of Nature (UICN) and although their purpose is differentiated, they have elements in common leading to share a conceptual basis to strengthen the management of protected areas.

In the elaboration of the GEAP methodology, in addition to the reference framework of the evaluation and management cycle, and the Standard of the Green List of Protected and Conserved Areas, the learnings that Colombia has about the management effectiveness tools were taken into account, both in the design and in the implementation. Likewise, relevant inputs were generated, based on case studies in areas of different categories and typology, responding to the elements of management planning present in this guide.

The GEAP has a broad and flexible structure that facilitates the analysis of management effectiveness and adapts to the particularities of each area based on the analysis of six (6) thematic axes that apply to all categories of public management: context, planning and monitoring, governance, resources, sustainable production systems and achievements.

The tools at the protected area level are part of the guide for planning the management of SINAP protected areas (product 1.2.), since they correspond to the monitoring, feedback and evaluation phase. The system-level tools feature MS Excel applications and a diagrammed primer that served as support during the training phase.

The tools are the result of joint construction with social and institutional actors at the local, regional and national levels, through the realization of different work spaces such as workshops, technical meetings and pilot applications in 15 protected areas with different categories of management.

The methodology generated in the GEF-SINAP was used to monitor compliance with goals related to effective management of PAs included in the National Development Plan.

*Means of Verification Found:*

- *1.3.1. Methodology of effectiveness of public protected areas*
- *1.3.2. Methodology of effectiveness of private protected areas*
- *1.3.3. Methodology of effectiveness of the system of protected areas "*
- *1.3.4. National effectiveness report of public protected areas, 2021 (includes the description of the participatory process)*
- *1.3.5. System Level Effectiveness Booklet*

***Product indicator 1.1*:**
**SINAP Monitoring Information System**
**developed to incorporate regional subsystems**
*The indicator is 100% technically and financially compliant.*

One of the most important strategies to ensure the conservation of the natural and cultural heritage of the country are the Protected Areas and the National System of Protected Areas of Colombia (SINAP). SINAP includes national, regional and local areas in different areas of management and different scales that ensure representativeness at multiple levels of biodiversity and cultural values. Because of this, since 2010 guidelines and strategic actions were established that sought to strengthen SINAP through CONPES 3680. This document compiled some requirements such as the need to monitor the progress of SINAP commitments and goals through the construction of a monitoring information system, as well as, to respond to the country's commitments to the Convention on Biological Diversity (CBD) and its respective Work Plan in Protected Areas.

Currently, this system has been built to collect, analyze, and report the progress of the objectives of the National System of Protected Areas aligned to the strategies and actions of the SINAP policy 2021-2030. Likewise, this system will provide a reading of the progress of the objectives at the level of Protected Area, Subsystems and SINAP, following the guidelines of the Ministry of Environment and Sustainable Development, Natural National Parks and their Research Institutes. It is hoped that this construction can contribute to the solution of some of the identified needs such as the absence of a centralized system that allows the consultation of SINAP monitoring information and where each of the attributes that compose it can be tracked.

SINAP is expected to be adopted as the main strategy to address and mitigate the effects of climate change, anthropic pressures and become the main axis in the conservation of the country's biodiversity (National Planning Department, 2010). The information system includes all indicators defined at the policy level (Output 1.6) and information at the regional and local levels. Work was carried out in parallel with the policy agenda to validate the indicators and information that should be linked to the system.

The development of the methodology involved the creation and facilitation of multiple work spaces with strategic actors of the system to jointly define the design, scope and operability of the system and joint construction of work plan and methodological route. Its core development was led by PPN, MADS, Humboldt Institute, WWF and a team of experts for review and validation of the information. It also involved the analysis of the attributes of existing information in the Colombian Environmental Information System (SIAC) and in other existing and available information sources at the national level.

Based on the conceptualization of the attributes of SINAP and the identification of the problems associated with each of them in the policy, indicators, actors and inputs were proposed that allowed the development of the monitoring system. This provided the basis for the conceptualization and preliminary proposal of a set of essential biodiversity variables and indicators for the monitoring of SINAP objectives at the national level.

Additionally, the experiences of monitoring and planning pilots were incorporated in areas such as the El Tuparro National Park and the Cinaruco National Park, and the conceptualization of connectivity for Orinoquía, among other elements, in order to compile successful monitoring exercises of protected areas as an input for the construction of the monitoring system.

*Means of Verification Found:*

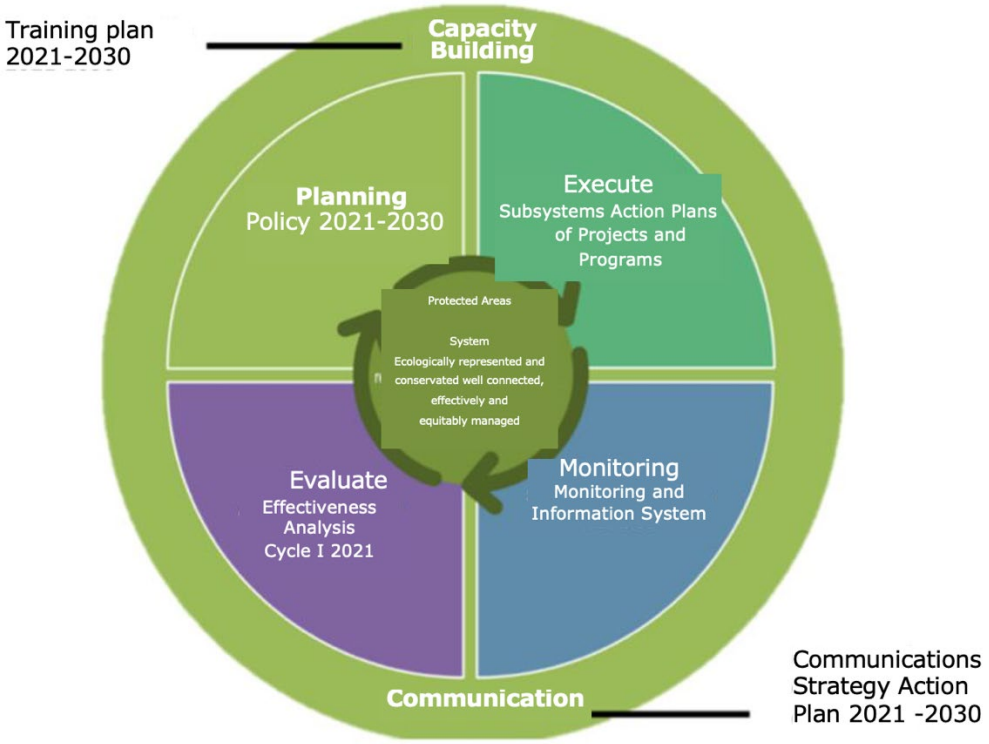
- https://test-sinap.parquesnacionales.gov.co/inicio
- Conceptualization document: https://drive.google.com/file/d/1ett9KXr73EzaoZ6O5mTOHfF4LTBq5lPA/view?usp=share_link
- Architecture manual: https://drive.google.com/drive/folders/1wsELfZi9z4kCmelU9JQeeJjUF48hMNO-?usp=share_link
- User manual https://sites.google.com/view/use-manual-sim-sinap/p%C3%A1gina-principal#h.7zqlosfe6gol

***Product indicator 1.1*:**
**SINAP communication strategy designed and implemented**
*The indicator is 100% technically and financially compliant.*

With resources from the project, the communications strategy of the National System of Protected Areas 2021-2030 was developed, approved in document CONPES 4050 on September 27, 2021, and was part of the battery of instruments that accompany the implementation of the policy.

During the construction of the policy, it was evident the need to generate a new communication strategy, which explained the most relevant elements of the action plans of SINAP and its subsystems and that encouraged mechanisms for participation between the different actors of the protected area subsystems. The communication strategy was developed in parallel with product 2.2 *"SINAP training system"*, to have coherence at all levels of intervention.

Figure 2 Instruments Alignment. Consolidation SINAP 2021- 2030




***Source**: Communications Strategy, SINAP 2021-2030*

The communication strategy was based on the SINAP action plan, and was agreed with PNN, and included communication actions for the component of new areas, such as the campaign *"AP tu seguro de Vida"* and the actions linked to the process of *the "Alliance for the conservation of biodiversity, territory and culture"*, within which WWF played a predominant role. Likewise, actions were carried out to disseminate other AP topics, such as declarations and relevant workspaces.

The communication strategy took into account the wide diversity of actors, which included not only those directly related to protected areas, but also those who indirectly benefit from them; therefore, the strategy developed a wide typology of actors, among which were: Indigenous Peoples, Black People, Peasants, Social Organizations, Organizations articulating RNSC, NGOs, Civil Society, national government entities, territorial government entities, control bodies, academia, among many others.

The strategy included the development of 25 booklets, which were distributed in the different regions that make up SINAP, the creation of content for social networks, the organization of a database of SINAP actors for the distribution of relevant information via email and the construction of communicative materials such as the explanatory video of the National System of Protected Areas.

In the forums that were held within the framework of the construction of the policy, outreach actions were also developed through the social networks of the allies, the registration of the participants through the construction of registration landing pages and the transmission via "*Facebook Live"* to connect more people.

The SINAP Policy construction process was documented through the creation of a website within the Ministry of Environment page, in which all the information produced during the process was hosted in order to socialize it with the general public. (https://sinap.minambiente.gov.co/).

At the regional level, the contribution in the design and approval of the communication and positioning plan of the SIRAP Orinoquia called *"The minimum that the inhabitants of the Orinoquia region should know the SIRAP-Orinoquia"* is highlighted. On the other hand, the formation of the network of communicators of the Departmental System of Protected Areas (SIDAP) Nariño (SIRAP Pacífico/SIRAP Andes Occidentales) was supported, which links different community communication groups, representatives of local and regional media and officials of the entities, achieving an impact even for the subsystem of the Colombian Massif.

At the protected area level, dissemination activities of the Chiribiquete and Nukak National Natural Parks were supported, within the framework of the celebration of the 40 years of declaration as a protected area and in the La Palmita Civil Society Reserve the VII Bat Festival. It also highlights the implementation of the campaign *"Protected Areas: My Life Insurance"*, which aimed to raise awareness among the community in general about the importance and benefits generated by protected areas.

*Means of Verification Found:*

- *1.5.1. SINAP communication strategy*
- *1.5.2. SINAP communications report*

***Product indicator 1.1*:**
**Construction-related supplies**
**the SINAP Policy Instrument**
*The indicator presents a technical and financial compliance of 100%.*

One of the most important results of this project was the construction of the SINAP Policy. For this, the National Planning Department (DNP), the Ministry of Environment and Sustainable Development (MADS) and National Natural Parks of Colombia (PNNC), launched a route that guaranteed the differential participation of the actors of the system through five phases: readiness, diagnosis, conceptualization, construction and approval. The implementation of this route until the conceptualization phase was supported by the project. Based on this the following results were obtained:

- 8 workshops: 1. SIRAP Orinoquia; 2. SIRAP Northeastern Andes; 3. SIRAP Pacifico; 4. SIRAP Caribe; 5. SIRAP Amazonia; 6. SIRAP Western Andes, 7. Natural National Park System; and 8. Peasant Organizations, which had approximately 450 participants, representing different public, private and community sectors such as environmental authorities, academia, public entities,

ministries, research institutes, articulating organizations, base groups, among others.

- 4 forums: 1. Global environmental change; 2. Social valuation of nature; 3. Dynamics and population and tenure in the territory; 4. Financial sustainability.
- 2 conversations: 1. Afrocolombian Peoples; 2. Indigenous Peoples

From these workspaces, the following results were obtained at the following levels:

- SINAP: Prioritized actions from the subsystems, feedback to the SINAP problem tree by the subsystems, tree of objectives for the National System of Protected Areas and, goals for the prioritized actions from the subsystems.
- Subsystem: Prioritized actions and targets for subsystems by attribute (ecologically representative, well-connected, effectively managed and equitably managed) and, problem tree and objectives for each subsystem.

There was also a working space with the Ministry of Foreign Affairs to consolidate synergies with the country's global commitments on conservation and protected areas.

Based on the inputs resulting from the different workspaces, the action plan for the SINAP policy was built jointly with the MADS and the DNP, which contains specific objectives, as well as strategic lines and actions for the consolidation of each of the attributes of the SINAP. The implementation of the SINAP policy represented a great opportunity for the project, since several of its actions were designed to ensure the implementation of the project's products, which to some extent ensures the sustainability of its results.

*Means of Verification Found:*

- *1.6.1. Diagnosis for the construction of the SINAP policy*
- *1.6.2. CONPES 4050*
- *1.6.3. Action plan to follow up the SINAP policy*

- **Component 2: Strengthening of regional subsystems of protected areas - SIRAP**

| Product | Unit of measurement | | End of project | Compliance | Qualification |
|---|---|---|---|---|---|
| Product 2.1: Action Plans of SIRAPs Orinoquía and Northeastern Andes updated and implemented | # of Action Plans | P | **2.00** | accomplished | HS |
| | | P(a) | 2.00 | | |
| | | TO | **2.00** | | |
| Product 2.2: Local institutions and organizations trained in PA management. | # of programs | P | **24.00** | accomplished | HS |
| | | P(a) | 24.00 | | |
| | | TO | **24.00** | | |
| Output 2.3: Management plans for regional and national protected areas implemented. | # of Management Plans | P | **10.00** | accomplished | HS |
| | | P(a) | 10.00 | | |
| | | TO | **10.00** | | |
| Product 2.4: Analysis cycles of the management effectiveness methodology applied in regional subsystems and PAs(Pilot interventions implemented) | of Pilots | P | **14.00** | accomplished | HS |
| | | P(a) | 14.00 | | |
| | | TO | **14.00** | | |
| Product 2.5: SINAP monitoring information system implemented by the Orinoquía and Northeastern Andes SIRAPs(Pilot interventions implemented). | of Pilots | P | **2.00** | accomplished | HS |
| | | P(a) | 2.00 | | |
| | | TO | **2.00** | | |

***Source**: CEO Endorsement and PMR 2022.*

***Product indicator 1.1*:**
**SIRAP Orinoquia Action Plans**
**and Northeast Andes Updated and Implemented**
*The indicator presents a technical and financial compliance of 100%.*

The IDB generated a modification in the report of the unit of measure, where it expresses it in terms of number of action plans, leaving two (2) plans as follows: one action plan for the SIRAP Orinoquía and another for the SIRAP Northeastern Andes.

In general, the project managed to provide constant support to the technical secretariats of both subsystems in aspects such as:

- Recruitment of qualified personnel to support specific topics
- Financing and facilitation of technical committees, vital for the operation of SIRAP
- Funding and participation of steering committees for strategic decision making
- Dissemination
- Positioning of subsystems at the national level

**SIRAP Orinoquia Action Plan:**

The following strategic lines were financed with project resources:

- Line 1 Generation of inputs for the Environmental Management of the Orinoquia: a territorial planning guide and mitigation chain for development projects was carried out, called "Ordenar para Conservar" (civil society-owners of RNSC), of which 2,000 copies were published.
- Line 2 Generation of alternatives with a conservation-production approach for the sustainable development of the Orinoquia: the formation of three Articulating Organizations was supported: Fundación Neotropical Cuencas, ABC Becarios de Casanare and Fundación Camaná, and the training of the owners of the RNSC and Articulating Organizations was supported, where they financed the training for the elaboration and implementation of the operating regulations of said organizations.
- Line 3 Capacity building of actors: the project contributed to the training of technical delegates in SIRAP-related topics through workshops for capacity building in the Arca methodology (Rapid Climate Risk Analysis and Adaptation Capacity), as well as to include climate change factors in CSR management plans.
- Line 4 Establishment of new national, regional and local protected areas and complementary conservation strategies SIRAP Orinoquia: In goal 1 "Homologation – unification of the portfolio of conservation areas for the region - contribution to the conservation of biodiversity and ecosystem services", it was contributed from the realization of workspaces and discussion workshops of criteria that allow defining a tool for decision-making to the institutions and organizations that belong to SIRAP. For this, a Subcommittee was formed with experts from PNNC, WWF and IAVH, who compiled six methodological criteria for analysis: human footprint, territorial planning, species distribution, conservation gaps, climate change and ecosystem services.

- Follow-up to the implementation: A steering committee and two technical committees were carried out, which were supported by the project, to follow up on the SIRAP action plan.

**Action Plan of SIRAP North-East Andes**

The following strategic lines were financed with project resources:

- Line 1 Plan the administration and management of the PAs of a regional nature of the SIRAP-AN
- Line 2 Increase the representativeness of ecosystems in new SIRAP-AN protected areas and their complementary conservation strategies
- Line 4 Reciprocal agreements for the conservation of PA and EE that contribute to the provision of ecosystem services
- Line 7 Economic mechanisms for financial sustainability of SIRAP
- Line 8 Capacity-building of the Technical and Management Team of SIRAP North-East Andes

Next, the activities associated with the aforementioned lines of action, as well as others in which it has also contributed to their implementation:

- Participation and generation of information inputs and work plans in SIRAP AN Technical Committees and Eighth Meeting of the Regional Committee of Protected Areas CORAP – CORPO-BOYACÁ.
- Work plan executed with RESNATUR.
- Workshops to strengthen capacities in the RNSC of SIRAP Northeastern Andes, Refugio del Oso (Zapatoca-Santander) and ADAMIUAIN (Ocaña–Norte de Santander) and construction of Management Plans, application of the ARCA methodology.
- Consolidation of documentation with the Tirreza Foundation to become the first articulating organization of the Northeastern Andes, reviewed with Central Level of Natural National Parks of Colombia.
- Strengthening the technical team of the SIRAP-AN in participation, governance and governance, through the spaces developed jointly in the technical committees, where exercises have been carried out with the partners with the aim of building the subsystem timeline, identifying key actors, recognizing their role within the subsystem and building the map of actors.
- Strengthening of management capacity in private conservation, through the hiring of a professional in the Technical Secretariat of SIRAP Andes Northeast, a line that will continue to be strengthened in 2020 with a new hiring.

*Means of Verification Found:*

- *2.1.1. Action Plan of SIRAP North-East Andes*
- *2.1.2. SIRAP Orinoquia Action Plan "*
- *2.1.1. Management reports on the implementation of the action plan of the SIRAP North-East Andes*
- *2.1.2. Management reports on the implementation of the SIRAP Orinoquia action plan "*

***Product indicator 1.1*:**
**Local institutions and organizations trained in AP management**
*The indicator presents a technical and financial compliance of 100%.*

The SINAP Training Plan was developed as an instrument to accompany the implementation of the actions envisaged in the policy action plan, from training and capacity building. The plan consisted of 34 training programs, aimed at the various actors involved in the management of the System.

In addition to this, a virtual learning campus was published, in which the 7 training programs that obey the first phase of the Plan are available. The launch and publication of the remaining 27 courses will take place progressively between 2023 and 2026.

According to the implementation strategy of the SINAP National Policy, the training and training objectives are closely related to the communication strategy. Therefore, the project resources were used to finance the alignment of policy results with the communication strategy and training plan.

The Training Plan is the product of two diagnostic exercises: the first, corresponding to Phase I, was an analysis of the actions of the policy, in which it was found that some of them are oriented to the training of the actors; and the second, from which a participatory tool was designed that allowed identifying, with the System's own actors, the training needs in relation to the 16 strategic lines of the policy. Thus, a thematic path was generated that served as a guide to define the training programs planned for the fulfillment of the actions to 2030.

With regard to the modality of these programs, the model of a virtual learning campus with an autonomous, flexible and independent pedagogical approach was defined for the implementation of Phase I, taking into account the diversity of participants involved in the training process.

The purpose of this Training Plan was to reach the realities of each of the territories, to the extent that the actors with responsibilities in the policy of the National System of Protected Areas 2021-2030 interact with the learning platform designed and created to appropriate knowledge, ideas, experiences, information and skills autonomously, flexibly and independently.

In addition, the virtual platform will ensure that all courses are hosted and available to users, and is like a toolbox with content and resources for training activities for cases in which training processes are required under other modalities (face-to-face or combined).

The SINAP Training Plan was carried out in 24 organizations in two prioritized regions, and different spaces were developed for the training of actors in the management planning of protected areas.

On the other hand, from the different processes for the generation of capacities, the following activities were concluded:

- Training and splicing processes were carried out in the use of the indicators that remain within the SINAP Information and Monitoring System.
- Thematic and technical professionals from several PNN units were trained and spliced to use the tool as SINAP coordinator, who are in charge of the use, updating and management of the system, as well as its analysis and dissemination to the rest of the SINAP actors.
- The members of the technical committees of the SIRAP Northeastern Andes and SIRAP Orinoquía were trained through virtual workshops, in order for them to know, support in the conceptualization and internalize the scope and use of the monitoring information system, mainly the analysis outputs that are carried out at the scale of the Geographic SIRAPs.
- A thematic line was developed within the training plan called knowledge management, in which the scope of the SINAP Monitoring Information System, its relationship with SIAC and its use at the different SINAP scales are presented in detail. This module was aimed at all those actors that interact with SINAP and showed the operation, review and download mode of the indicators that SINAP SIM has.
- For SIRAP Andes Northeast, the exercise of strengthening private conservation initiatives was supported. Currently, the support to properties located in the Zapatoca node (4) is in development for the preparation of their management plans with the use of the guide for management planning in the SINAP protected areas, through the consolidation and training of a team of professionals.
- For the SIRAP Orinoquia, the socialization of the process of Other Area-Based Conservation Measures - OMEC for the Los Aceites property was carried out, which will allow generating capacities in its management.
- On the other hand, the process of training and application of the Rapid Analysis of Climate Adaptation Needs - ARCA methodology was carried out for the Yurumi, Las Guaguas and Los Caujaros RNSCs, in the Orinoquia.
- Training for the planning of the management of protected areas of different categories of SINAP (use and implementation of the planning guide generated in the maraco of the project), carried out jointly with the GEF Magdalena-Cauca Vive project, which had the participation of the managers of protected areas of the Regional Autonomous Corporations, as well as owners of reserves of civil society and NGOs in charge of preparing the management plans.

- Capacities workshop in the Arca methodology (Rapid Climate Risk Analysis and Adaptation Capacity) to include climate change factors in CSR management plans. These spaces had the participation of the RNSC Palmarito, Fundación Cunaguaro, RESNATUR and La Pedregoza.

Likewise, during the construction of the SINAP policy, a training strategy was consolidated that responds to the challenges and needs that were identified at different levels (protected area, subsystems and SINAP).

***Product indicator 1.1*:**
**Local institutions and organizations trained in AP management**
*The indicator presents a technical and financial compliance of 100%.*

All the actions programmed in the management plans were implemented in all the protected areas that make up the project portfolio. Technical and logistical support to the portfolio areas for the implementation of their management plans, presenting the following levels of progress:

Northeastern Andes

- DRMI Cristales Castillejo or Guachaneque (Corpochivor)
- RFPR Upper Zaque River Basin (Corpoguavio)
- PNR Sisavita (Corponor)
- PNR Siscunsí – Ocetá (Corpoboyacá)
- PNR Andean Humid Forests of El Rasragón (Corpoboyacá)
- RFP Telecom and Merchán (car)

Orinoquía Region of Colombia

- PNN El Tuparro: Reported in the previous period with 100% compliance
- DNMI Cinaruco: Characterization of sustainable production systems.
- PNR Bosque de los Guayupes (Cormacarena): Agreement to adopt the Management Plan
- PNR Quebrada Honda (Cormacarena): Consolidated governance scheme.
- DRMI El Bocachico (Corporinoquia): Consolidated governance scheme.
- DRMI Laguna La Primavera (Corporinoquia): Designed management plan and consolidated governance scheme.

National 'regional protective forest reserves

- RFPN Carauta-Corpourabá
- RFPN Upper Mocoa-Corpoamazonia River Basin
- RFPN De los Rios Tumaradocito y León- Codechocó y Corpourabá
- RFPN Upper Nembí-Corponariño River Basin
- RFPN La Planada - Corponariño
- RFPN Cerros Orientales de Bogotá - Car

- RFPN Miner's Blade-CAS
- RFPN La Elvira Cerro Dapa Carisucio - CVC
- RFPN del Río Amaime - CVC
- RFPN Río Morales - CVC
- The following management plans are in the process of being adopted
- RFPN Sucuncuca-Corpoboyacá Blade
- RFPN El Malmo - Corpoboyacá
- RFPN Upper Jirocasaca River Basin - Corpamag
- RFPN Cuenca Alta del Caño Alonso-Corpocesar
- RFPN Serranía de Coraza - Carsucre
- RFPN Quebradas Peñón and San Juan-Cortolima
- RFPN La Bolsa-Cuencas Altas de los Rios Chorreras y Concepción- Corpoguavio
- RFPN Serranía de La Lindosa and Angosturas II-CDA
- RFPN De Urrao - Corpourabá
- RFPN Cuenca Alta del Caño Vanguardia and Vanguardiuno-Cormacarena
- RFPN Quebrada Honda - Cormacarena
- RFPN Quebrada la Valenzuela –CVC
- RFPN Guadalajara - CVC
- RFPN Yotoco-CVC

There is also a monitoring dashboard that presents the percentage of progress in the implementation of the portfolio management plans of the protected areas related to this component, with the following results:

- In the PNN El Tuparro, the work plan was fully complied with, related to the implementation and adjustment of the Monitoring plan and the Prevention, surveillance and control protocol. There, turtle monitoring actions were implemented, consumer fishing, and through implementation-validation in the field and joint working days between PNNC (three levels), WCS and WWF and the design of pressure-response monitoring was consolidated. The document of monitoring designs and methodological sheets attached to the monitoring program was generated, which include: pressure designs derived from Prevention, Control and Surveillance activities, pressure indicators at the spatial scale, ecotourism monitoring design in conjunction with the Ecotourism Management Plan, response monitoring, adjustments to turtle monitoring and adjustments to consumer fishing monitoring, the last two updated based on the preliminary results. In addition, the progress of the project was disseminated with local, regional, national and international actors in the framework of meetings with the IAvH, SIDAP, SIRAP and the III Congress of Protected Areas of Latin America and the Caribbean.
- Agreements were made with work plans agreed with CORPOBOYACA, CORPONOR, CORPOCHIVOR, CAS, CDMB CORPOGUAVIO and CAR, for the case of the Northeastern Andes. Regarding the level of progress in the work plans. Generally speaking, technical specifications for equipment and progress in building terms of reference for approved consultancies have been approved.

***Product indicator* 1.1:**
**Methodology analysis cycles**
**of management effectiveness applied in subsystems and regional PAs**
*The indicator presents a technical and financial compliance of 100%.*

The effectiveness analysis of the national areas PNN El Tuparro and DNMI Cinaruco was carried out, thus leaving all the areas of the portfolio with the second application cycle (PNR Sisavita, PNR Andean Wet Forests of El Rasgón, PNR Siscunsí – Ocetá, RFPR Cuenca Alta del Río Zaque, DRMI Cristales Castillejo or Guachaneque, RFP Telecom and Merchan, DRMI El Bocachico, PNR Bosque de los Guayupes, PNR Quebrada Honda)

At the level of system effectiveness, the effectiveness of the management of seven (7) SIRAPs was analyzed: Orinoquia, Northeastern Andes, Western Andes, Caribbean, Pacific, Amazon and Coffee Axis. The participation of strategic social and institutional actors of the SIRAP and the facilitation from the project of the entire process was counted on.

In relation to the Natural Reserves of Civil Society, although it was not contemplated as a product in the project, the effectiveness analysis of 17 RNSC was obtained (11 in Orinoquia and 6 in the Northeastern Andes).

Although the portfolio of protected areas was changed from the initial one due to changes in the priorities of the Regional Autonomous Corporations, the portfolio included the following groups of areas for this effectiveness component, for which a monitoring dashboard was available:

- Areas where the project supported with the implementation of a management plan and therefore its management effectiveness was measured to assess the contribution of the project. On these, the results to be reported were averaged.
- Areas where the project did not contribute with management actions, but support was given in the application of the effectiveness analysis. These areas are not part of the average reported in the impact indicator.

Because the tools were socialized in different spaces and applied in several protected areas, several CARs, as well as natural reserves of civil society, requested support from the technical team to guide and facilitate these effectiveness analysis exercises, for example, the areas of the Departmental System of Risaralda and the Valle de Cauca, which total more than 15 areas. The project seeks to generate capacities so that the same officials of the institutions who facilitate the implementation exercises.

It is also noted that the effectiveness results of the portfolio areas contributing to the report of the indicator established in the National Development Plan: percentage of improvement in the AP management effectiveness index. This product will be the basis for the SINAP policy action associated with the management effectiveness attribute.

***Product indicator 1.1*:**
**SINAP Monitoring Information System**
**by the SIRAP Orinoquia and Northeastern Andes.**
*The indicator presents a technical and financial compliance of 100%.*

The objective of this product was to incorporate the regional subsystems SIRAP Orinoquia and Northeastern Andes into the SINAP monitoring information system, through the application of pilots. The product was fully developed, while it was developed synergistically with product 1.4: SINAP monitoring information system.

In the Action Plans of SIRAP Orinoquia and SIRAP Northeastern Andes both included activities to develop the monitoring system in line with the actions of GEF-SINAP, including updating the exercise of conservation priorities. For these subsystems, information related to prioritized indicators was incorporated into their action plans harmonized with the new SINAP policy.

For the implementation of the product, the following actions were carried out:

- An entry for all geographic SIRAPs was included in the SINAP Information and Monitoring System, which allowed the reading of the various indicators that the system has at the regional level, ensuring their use for the monitoring of the objectives of the SIRAPs and their action plans.

- Specific monitoring elements were included based on the conceptualization workshops carried out with the two SIRAPs, and the inclusion of these analyses within the limits of the SIRAP was ensured.

- All the elements of analysis of the system were presented, as well as the realization of a socialization of the use and functionality of the system.

- Actively participated in the tables of evaluation of effectiveness, action plans and table of priorities, and in each of these spaces the importance of the appropriation of the tool was shown to ensure the reading of the progress of the SIRAP in the fulfillment of its objective.

- **Component 3: Increase the ecosystem representativeness of SINAP**

The following table shows the summary of compliance with the product indicators of Component 3, which are detailed below:

| Product | Unit of measurement | | End of project | Compliance | Qualification |
|---|---|---|---|---|---|
| Product 3.1: Technical studies developed for the new national, regional and local PAs | Technical documents | P | 17.00 | accomplished | HS |
| | | P(a) | 17.00 | | |
| | | TO | 17.00 | | |

***Product indicator 1.1*:**
**Increase the ecosystem representativeness of SINAP**
*The indicator presents a technical and financial compliance of 100%.*

There are currently 15 Civil Society Nature Reserves as a result of the project's support in the Northeastern Andes and Orinoquia. For national and regional areas, the synthesis documents approved by the Academy of Sciences (ACCEFYN) and the endorsements of research institutes are available. For RNSC, since the process does not require a synthesis document, if the characterization, zoning and registration supports are available.

It is important to highlight that with the support of the technical team and project resources, the establishment and expansion of new areas beyond the project portfolio was supported, such as the national areas that were supported within the framework of the *"Alliance for the conservation of biodiversity, territory and culture"* (PNN Chiribiquete, SF Malpelo, DNMI Yurupari-Malpelo, DNMI Cabo Manglares), new areas under the jurisdiction of Corpourabá (DRCS Peque), the first regional Natural Park in the Amazon (PNR Miraflores-Picachos) and others that are underway, such as the processes in the Serranía de San Lucas and the expansion of the Sierra Nevada de Santa Marta PNN.

The project supported the following declarations from five regional and one national area:

- PNR Guayupes
- DMNI Cinaruco
- DRMI Cuchilla El Varal
- DRMI Chicamocha Dry Forests
- DRMI High Table Blade
- DRMI Dry Tropical Forest Blue Well

The project supported the following declarations, which, although not part of the GEF SINAP portfolio, are strategic for the country and critical to meet the effectiveness goals of this indicator:

- Serranía de Manacacías: The property contracting and purchase committee generated within the framework of the route agreements was created, and the declaration resolution will be signed before the end of the current period of government.
- Acandí Playón and Playona: Prior consultation was completed with protocolization of agreements only missing the act of declaration.

- Transitional forests of Cumaribo: The dialogue with communities in the area and the holding of assemblies to socialize the proposal continue. In coordination with PNN, progress is made in the work plan according to the established schedule.
- PNN Sierra Nevada de Santa Marta (extension): Prior consultation with protocolization of agreements was finalized and presentation to the Academy of Sciences and declaration event is expected.
- PNN Tatamá (Enlargement): Actions have been taken within the framework of the alliance with FCP and progress is being made in compliance with the social agreements within the framework of the route.
- Marine areas: Supporting the presidential commitments of 30x30, the expansion processes of Malpelo, Yuruparí Malpelo and the declarations of Colinas and Lomas del Pacífico were supported in the implementation of the technical route. This was done in the MADS-INVEMAR-PNN-WWF alliance and other organizations, with whom a process was completed with the inclusion of approximately 19 million hectares to RUNAP.

### *Efficiency*

The efficiency in compliance and implementation of the results of the project are qualified as **Highly Satisfactory (AS),** since 100% of the resources approved and disbursed by the IDB, WWF and the partners were executed. Additionally, WWF allocated additional resources (an additional 2%) for this project. The partners, through cooperation agreements, also allocated and executed additional resources (an additional 25%) for the development of activities aligned with the results of this project, which can be evidenced mainly in outputs 2.1, 2.3, and 3.1. The latest External Audit to the Financial Statements of the IDB and WWF resources available as of December 2021 is presented free of observations. However, the implementation of the project went through important milestones that altered the implementation of the components and forced the reallocation of the budget lines that are observed in the budget table executed vs approved budget. These milestones were:

- The directors of the CARS and the Minister of MADS changed.
- The signing of the peace agreement in 2016 brought with it greater deforestation and a greater presence of settlers in the PA.
- The Colombian peso has been devalued,[1] which has implied a greater amount of financial resources in local currency and has allowed them to invest in the strengthening of management plans and action plans, among others.
- The COVID 19 pandemic made fieldwork impossible for several weeks. Virtually all of the work was done virtually.

The table of executed budget vs. initial budget (adjusted) is presented below, and the initial budget (adjusted) vs. approved budget in CEO Endorsement is presented in the Annex.

[1]The exchange rate ranged from $1,871.49 per dollar on 1-11-2011 to $3,056.37 as of 10-18-2018 (BCC 2018, http://www.banrep.gov.co/trm).

Table 8 Initial Budget Table (Adjusted) vs. Budget Executed as of March 2023

| | Budget | | | | Accumulated at the end of the current fiscal year | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPONENTS** | Current Budget | GEF budget | WWF contribution | Additional Resources | GEF | | WWF contribution | | Additional Resources | | TOTAL |
| **Component 1 - Strengthening of SINAP** | **3,602,640** | **1,000,000** | **150,000** | **2,452,640** | **1,000,000** | 100% | **150,869** | 101% | **2,359,964** | 96% | **3,510,844** |
| Output 1.1 SIRAP action plans harmonized and articulated with that of SINAP | 447,832 | 275,075 | 30,000 | 142,757 | 275,075 | 100% | 48,213 | 161% | 142,757 | 100% | 466,047 |
| Output 1.2 Technical guide developed to formulate or update management plans for protected areas | 158,960 | 95,909 | 36,000 | 27,051 | 95,909 | 100% | 36,653 | 102% | 27,000 | 100% | 159,564 |
| Output 1.3: Methodology for the evaluation of management effectiveness developed and coordinated among stakeholders | 35,632 | 9,289 | 20,000 | 6,343 | 9,289 | 100% | 19,677 | 98% | 6,343 | 100% | 35,311 |
| Output 1.4 SINAP monitoring information system developed to incorporate regional subsystems | 2,379,350 | 176,725 | 10,000 | 2,192,625 | 176,725 | 100% | 878 | 9% | 2,100,000 | 96% | 2,277,604 |
| Output 1.5: SINAP communication strategy designed and implemented | 406,208 | 288,344 | 34,000 | 83,864 | 288,344 | 100% | 24,015 | 71% | 83,864 | 100% | 396,225 |
| 1.6. Technical inputs for the construction of the SINAP policy instrument developed | 174,658 | 154,658 | 20,000 | 0 | 154,658 | 100% | 21,432 | 107% | 0 | | 176,092 |

| | Budget | | | | Accumulated at the end of the current fiscal year | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPONENTS** | Current Budget | GEF budget | WWF contribution | Additional Resources | GEF | | WWF contribution | | Additional Resources | | TOTAL |
| **Component 2 - Strengthening of SIRAP** | **8,499,114** | **2,000,000** | **50,000** | **6,449,114** | **2,000,000** | 100% | **60,695** | 121% | **8,653,537** | 134% | **10,714,242** |
| Product 2.1: SIRAP Orinoquía and Northeastern Andes action plans updated and implemented. | 1,866,922 | 451,107 | 15,000 | 1,400,815 | 413,110 | 92% | 17,199 | 115% | 1,820,000 | 130% | 2,250,310 |
| Product 2.2: Local institutions and organizations trained in the management of Protected Areas. | 492,451 | 135,000 | 0 | 357,451 | 142,868 | 106% | 0 | | 350,000 | 98% | 492,869 |
| Output 2.3: Management plans for regional and national protected areas implemented. | 4,898,658 | 974,771 | 3,000 | 3,920,887 | 985,970 | 101% | 8,492 | 283% | 5,500,537 | 140% | 6,495,003 |
| Output 2.4: Analysis cycles of the management effectiveness methodology applied | 701,760 | 281,622 | 32,000 | 388,138 | 281,553 | 100% | 35,005 | 109% | 450,000 | 116% | 766,560 |
| Product 2.5: SINAP monitoring information system implemented by SIRAP Orinoquía y Andes Nororientales. | 539,323 | 157,500 | 0 | 381,823 | 176,499 | 112% | 0 | | 533,000 | 140% | 709,500 |

| | Budget | | | | Accumulated at the end of the current fiscal year | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **COMPONENTS** | Current Budget | GEF budget | WWF contribution | Additional Resources | GEF | | WWF contribution | | Additional Resources | | TOTAL |
| **Component 3 - Increase the ecosystem representativeness of SINAP** | **7,057,761** | **880,000** | **275,000** | **5,902,761** | **880,000** | 100% | **275,000** | 100% | **7,550,000** | 128% | **8,705,001** |
| Product 3.1: Technical studies developed for the new national, regional and local PAs | 7,057,761 | 880,000 | 275,000 | 5,902,761 | 880,000 | 100% | 275,000 | 100% | 7,550,000 | 128% | 8,705,001 |
| **Component 4 - Monitoring, Evaluation and Communications** | **202,000** | **77,000** | **75,000** | **50,000** | **77,000** | 100% | **75,000** | 100% | **50,000** | 100% | **202,002** |
| 4.1: Monitoring, follow-up and evaluation system implemented for the GEF SINAP agreement | 202,000 | 77,000 | 75,000 | 50,000 | 77,000 | 100% | 75,000 | 100% | 50,000 | 100% | 202,002 |
| **Component 5 - Project management** | **765,000** | **140,000** | **150,000** | **475,000** | **140,000** | 100% | **150,000** | 100% | **475,000** | 100% | **765,002** |
| 5.0 Operating Expenses | 765,000 | 140,000 | 150,000 | 475,000 | 140,000 | 100% | 150,000 | 100% | 475,000 | 100% | 765,002 |
| **Component 6: Audit** | **60,000** | **60,000** | **0** | **0** | **60,000** | 100% | **0** | | **0** | | **60,001** |
| 6.0 Financial Audit | 60,000 | 60,000 | 0 | 0 | 60,000 | 100% | 0 | | 0 | | 60,001 |
| **TOTALS** | **20,186,515** | **4,157,000** | **700,000** | **15,329,515** | **4,157,000** | | **711,564** | | **19,088,501** | | **23,957,093** |
| | 100% | 21% | 3% | 76% | 100% | | 102% | | 125% | | 119% |

## Evaluation of the Project Strategy and Design

### *Problem and Theory of Change*

The National System of Protected Areas (SINAP) is the set of private, community and public protected areas within the scope of local, regional and national management, social and institutional actors, governance arrangements and management instruments that, articulated among themselves, are necessary for their conservation. SINAP, along with other strategies, contributes to the fulfillment of the country's conservation objectives.

The National System of Protected Areas is considered complete to the extent that all its components (including Regional Systems and Thematic Systems) are maintained and are consistent, complementary and synergistically structured, articulated and interacting at different scales[6].

The theory of change applied in the design of the project sought to consolidate the management and planning of SINAP at the national and regional levels through the development of instruments that would improve the effectiveness of its management, increase the representativeness of ecosystems and strengthen the participation of regional stakeholders and interest groups in conservation initiatives along strategic biological corridors and conservation mosaics.

The project managed to harmonize the needs and priorities of the beneficiaries and actors, and the results are clearly linked to development problems and current national and international regulations.

Some aspects relevant to the evaluation are the following:

- The results framework presents a vertical logic, aligned with the problems identified and national and international regulations.
- The objectives, results, products and goals of the project were well defined and respond to national problems. An element that emerged in the context and became highly relevant during its execution and therefore it was decided to include it in the results matrix as a direct result, was the support to the national consolidation policy of SINAP (Output 1.6).
- The risks identified in the project design were logical and consistent with the development problems and were updated during its execution, however, additional unforeseen risks arose that affected the project implementation schedule, such as personnel changes in actors and the COVID-19 situation.
- The project effectively used the tools for monitoring and evaluating its activities.
- The project managed to generate the interest of the project partners and beneficiaries to carry out its execution and achieve the expected results.

[6]https://www.dropbox.com/s/7645vtvof8gwvh3/1.6.1.%20Diagn%C3%B3stico%20para%20la%20construcci%C3%B3n%20de%20la%20pol%C3%ADtica%20SINAP.pdf?dl=0

The FT concludes that an adequate analysis was made of both, the country's problems, as well as the key points that required financing and accompaniment for its strengthening, and that its strategy to generate changes and positive effects in the long term was successful. The extent of the results and effects observed in the evaluation is evidence of this.

### *Alignment of the project with development problems*

The project teams and specialists who participated in the design of the project made a successful identification of the country's problems and its development needs.

Table 9 Identification of the development problems that gave rise to the design of the project

| PROBLEM | SUCCESSFUL DIAGNOSIS (YES/NO) | PROJECT ALIGNMENT & ADAPTATION (HIGH/MEDIUM /LOW) | EXPLANATION |
|---|---|---|---|
| Colombia is considered globally as one of the 12 mega-diverse countries, ranking second in endemic areas. With just 0.7% of the planet's surface, the country is home to about 10% of the world's flora and fauna. | Yes | High Alignment | One of the central strategies undertaken by the Government of Colombia to ensure the conservation of its biodiversity is to strengthen SINAP, including national, regional and private areas. |
| An assessment of national conservation priorities for 2015 showed that only 77% (185 of 240) of the ecosystem analysis units in SINAP are fully or partially represented | Yes | High Alignment | In the areas of intervention of the project, especially in the Orinoquia and Northeastern Andes regions, there are several species declared vulnerable (15), endangered (2) and critically endangered (4) by the International Union for Conservation of Nature (IUCN). |
| The National Development Plan 2018 - 2022 Pact for Colombia, Pact for Equity, contemplated the task of formulating a new policy for SINAP that develops its 2020 – 2030 vision. For its construction, the DNP, MADS and PNN launched a route that guarantees the differential participation of the actors of the system through five phases: Provision, diagnosis, conceptualization, construction and approval. | Yes<br>Execution stage | Alignment arose during execution.<br>High Alignment<br>High Adaptation | The need to link the execution of the project to the development of the new SINAP Policy and take advantage of the different instances achieved between national and regional actors, was something that was correctly identified during the execution of the project to ensure its effectiveness and sustainability over time. For this reason, not only the criterion of alignment with the country's development needs is enhanced, but also its ability to adapt to the country's reality. |
| It was critical to identify areas and biological corridors with high vulnerability due to the socio-economic pressure given in them, which could | Yes | High Alignment | At the time the project was conceived, the formation of SIRAPS was very recent, therefore, it was critical to strengthen its |

| PROBLEM | SUCCESSFUL DIAGNOSIS (YES/NO) | PROJECT ALIGNMENT & ADAPTATION (HIGH/MEDIUM /LOW) | EXPLANATION |
|---|---|---|---|
| be recognized and ensured as conservation areas. It is for this reason that the regions of Orinoquia and the Northeastern Andes emerged as critical axes of attention for this project.<br><br>In the Orinoquia region, the contributions made were oriented to information that accounts for private participation in conservation and harmonious coexistence between conservation and production;<br><br>In the Northeast Andes, emphasis was placed on identifying traditional production systems that enhance conservation with social benefits. | | High Adaptation | mechanisms of connection to SINAP, its forms of governance, and technical support to ensure multi-stakeholder and multi-sectoral participation. |

***Source:*** *IDB 2016, IDB 2016, IDB 2018, EMTR and interviews 2020 and 2022*

During its design, this project was extensively discussed with experts from the World Wildlife Fund (WWF), the Alexander von Humboldt Biological Resources Research Institute (IavH), the National Parks Unit, Regional Environmental Authorities, MADS, and PNN, among others.

## *Institutional Arrangements and Relevant Actors*

### In the "Request for CEO Endorsement" Document (GEF 2016)

"The specific functions of the EXECUTOR as AE of this Project will be the following: (a) to coordinate the development of the activities of each of the three components of the Project; (b) to carry out the tasks of administration, financial management and accounting of the Project, including the preparation of the Procurement Plan and the Annual Operations Plans (POA); (c) to comply with the conditions prior to the first disbursement of resources, specified in the Agreement; (d) to prepare and send the disbursement requests to the Bank, with the justification of the eligible expenses and prepare monthly the financial statements of the project (IDB contribution and counterpart) and submit them to audit; organization ensure the quality of the purchasing and procurement processes, and compliance with the BANK's policies; (f) verify the quality of the goods and services provided by the contracted parties and make the corresponding payments; (g) supervise compliance with the Memorandum of Understanding signed with the project partner institutions, and collect the reports of the co-financing in cash or in kind; (h) consolidate the accounting information and maintain accurate and up-to-date records thereof; (i) carry out the monitoring and evaluation tasks and prepare the respective reports, sending them to the Bank and making them available to the public; (j) promote the Project among the social and institutional agents at the regional and local level, as well as among potential beneficiaries; (k) provide advice on the identification

and definition of activities to be financed with Project resources; (l) carry out activities for the dissemination and socialization of the activities, programs and initiatives financed by the Project; and (m) ensure compliance with all the conditions established with the BANK in the Agreement. Ultimately, the responsibility of the project, vis-a-vis the BANK, including the approval of the Annual Work Plans, progress reports, financial reports and internal evaluations, lies with the Executive Director of the EXECUTOR, as Legal Representative of the AE and, as such, officially represents it in all acts related to the execution of the project, and from whom the BANK has a copy of its official signature on its files (as specified in the General Rules of the Non-Refundable Financing Agreement No. ATN/FM-15980-CO).

With Project resources and co-financing, the EXECUTOR constituted a Project Coordinating Unit (UCP) responsible for coordinating and executing the actions for the realization of the Project objectives according to the technical, economic, environmental conditions and defined quality standards. The UCP is composed, according to its original design, of: (i) a General Project Coordinator, with full-time dedication, with technical and public relations responsibilities, who supervises the technical development of the project; (ii) an Administrative and Financial Specialist with full-time dedication; (iii) a Project Planning and Effectiveness Monitoring Specialist, who supports the General Coordinator in project planning and reporting and, to component one in terms of management effectiveness; (iv) a Management Guide Specialist with Climate Considerations; (v) a Communications Specialist, responsible for the design and implementation of the project communication strategy, and (vi) two territorial managers, who liaise with local partners in the Northeastern Andes and Orinoquia regions.

In turn, the project coordinator depends on the Executive Director or whoever is appointed, according to the organization chart of World Wildlife Fund Inc.".

**In Project Design**

The Operational Manual of the Project (OMP, IDB 2018), the technical cooperation document (TCD, IDB 2016) proposed a thorough and adequate design that sought the fulfillment of the objectives, results, and products of the project, based on internal issues, administrative and technical parts. Both the OMP and the TCD specified in detail the responsibilities of the project partners and the Steering Committee:

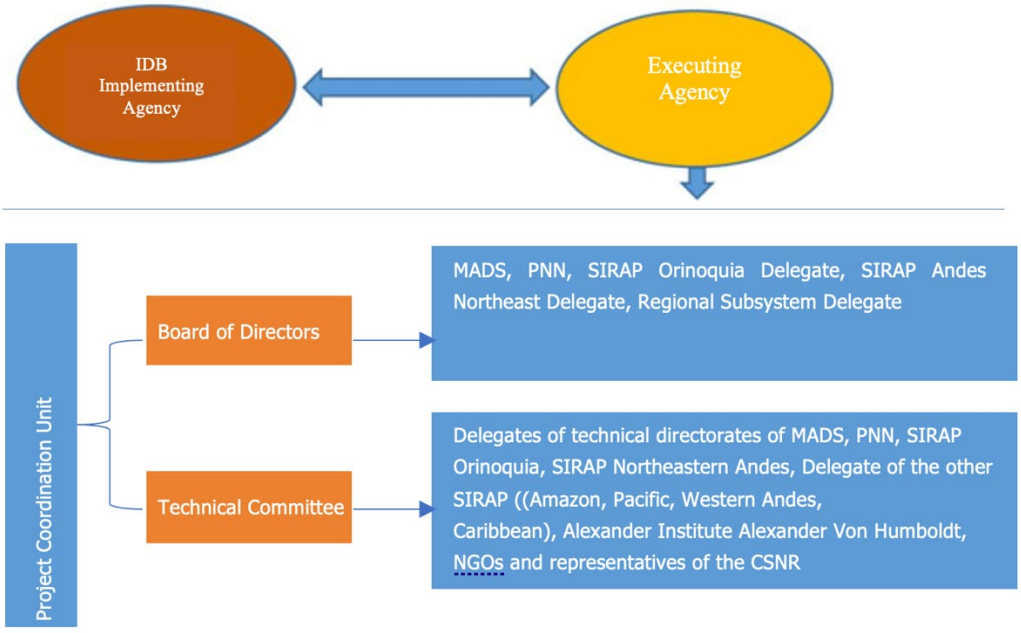
"For the execution of the project, the following structure has been defined:

i. WWF will constitute the Project Coordinating Unit (PCU), which will be responsible for executing the project;
ii. a Steering Committee consisting of:
    a) the legal representatives of the Ministry of the Environment, Natural National Parks, and
    b) a delegate of a regional or local organization representing the SIRAPs of Orinoquia and North-Eastern Andes whose function is to provide the strategic guidelines for the development of the project and to supervise the fulfillment of the objectives; and
iii. a Technical Committee of the Project, in charge of providing technical advice, which will include representatives of institutions that make up the Steering Committee, in

addition to the delegates of the Alexander von Humboldt Institute[7], a delegate of the NGOs representing the Natural Reserves of Civil Society and a delegate of the remaining SIRAPs (Amazon, Pacific, Western Andes and Caribbean)."

In addition, the execution of specific products of the project had the participation of a mosaic of actors of the national, regional, and local order among which are the Regional Autonomous Corporations of the Orinoquia and the Northeastern Andes, NGOs, RESNATUR, WCS and articulating organizations of SINAP *(5th semiannual report 2020)*.

Figure 3 Institutional Arrangement

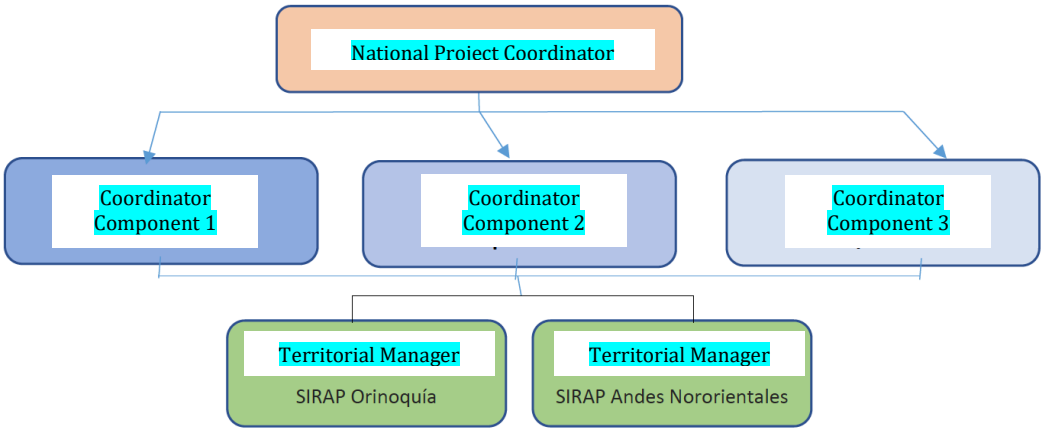



***Source**: Project Execution Model*

The governance of the Project had an operational structure that starts from the Project Coordinating Unit (PCU) as a focus responsible for dynamizing the implementation of all activities, composed of the National Coordinator and the Administrative and Financial Assistant. Additionally, an accounting or administrative assistant, two specialists or technical coordinators (one for management plans and another communications specialist), two Territorial Managers (one coordinator of the Northeastern Andes node and one Orinoquia node), a specialist in planning, monitoring and management effectiveness, and all technical consultants who were hired throughout the execution of the Project.

[7]Biodiversity Research Institute in Colombia attached to the Ministry of Environment and Sustainable Development.

Figure 4 Project Coordination Unit




***Source**: Project Execution Model*

On the other hand, the project aimed to consolidate SINAP through the strategies established in the CONPES Policy Document 3680/2012, whose objective was the strengthening, creation, and financing of participation bodies for SINAP social and institutional actors, including ethnic groups, civil society organizations (CSOs), community organizations, economic sectors, and academia. For this project, the governance model is based on SINAP and SIRAP participants.

As mentioned above, the steering committee was also composed of three SIRAPs; one of them appointed a CSO as its representative, which ensured that civil society was directly involved in the decision-making process for the project.

In addition, the project had a broader representation of CSO groups and indigenous peoples (IP) groups in the project's technical committees. Specific work plans were agreed with the CSO and IP groups to implement the project activities, which included: local institutions and organizations located in strategic biological corridors trained in PA management and climate change mitigation and adaptation strategies (output 2.1); Orinoquia and Northeast, Regional Subsystems of Protected Areas of the Andes that implemented the monitoring information system (output 2.2); and technical studies and completed consultations for the new local protected areas (output 3.1). In addition, CSOs were part of the design phase and were key actors for implementation and co-financing contribution (IDB 2016).

**In execution**

The project had the execution and participation of different key actors who determined financial and technical resources, which were allocated to the project through cooperative agreements within the framework of the execution of the project in order to achieve the objectives, products and results raised more effectively, creating synergies. The following table presents the role description of each key participant and aspects of its performance during execution.

Table 10 Performance of key participants during execution

| KEY PARTICIPANT | ROLE | PERFORMANCE |
|---|---|---|
| Ministry of Environment and Sustainable Development (MADS) | **Steering Committee and Project Partner**<br>MADS was part of the Steering Committee supporting the coordination and integration of the project with national policies, plans, programs and projects. | They made a very close articulation for the implementation of several products, both technical and political. They provided technical guidance and government guidance. |
| NATIONAL NATURAL PARKS OF COLOMBIA | **Steering Committee and Project Partner**<br>PNN was in charge of the coordination and management of SINAP and its subsystems. As part of the steering committee, they ensured the coordination of subsystems with national policies and guidelines. In addition, PNN led the development of methodologies and planning tools for SINAP, encouraging its adoption by CONAP. In addition, they led the declaration of new protected areas at the national level. | They provided support and technical guidance for the development of some project products. They participated in the construction of the products and instruments of the project. |
| National Council of Protected Areas (CONAP) | **Consultative Body of SINAP**<br>The National Council of Protected Areas (CONAP) was created through Decree 2372/2010, to ensure the harmonious, integrated and coordinated development of SINAP. For project matters, CONAP was responsible for reviewing and adopting the methodologies and planning tools developed. | More political instance, where the issues are positioned at the national level of AP. It has supported the project to provide institutional guidance on some outputs. Non-permanent relationship |
| Regional System of Protected Areas (SIRAP)<br>(Orinoquia and Northeastern Andes) | **Steering Committee and Project Partner**<br>SIRAP functioned as a regional focal point composed of protected areas at the national, regional and local levels (public and private). Different institutions participated in the SIRAP, such as universities, natural reserves of civil society registered in the RUNAP, among others. | Full articulation. Very fluid relationship in the technical field, as political and strategic.<br>The active participation of stakeholders from the six regional subsystems of protected areas (Caribbean, Pacific, Orinoco, Amazon, Northeast and West Andes) was necessary for the implementation of the project |
| Regional Autonomous Corporations<br>(CAR, CDMB, Corponor, CAS, Corpoboyacá, Corpochivor, Corponor, | **Partners, report counterpart (agreements)**<br>CD and CT<br>MADS was part of the Steering Committee supporting the coordination and integration of the project with national policies, plans, programs and projects. | CAR, CDMB, CAS, CORPORINOQUIA: there were difficulties for the execution, a joint work plan was built that could not be fulfilled, due to different reasons, so it had to be updated.<br>CORPONOR, CORPOBOYACÁ, CORPOCHIVOR, CORPOMACARANE: the |

| KEY PARTICIPANT | ROLE | PERFORMANCE |
|---|---|---|
| Cormacarena, Corporinoquia) | They are responsible for declaring and managing protected areas at the regional level. Within the framework of the project, they supported the development and implemented the methodological and planning tools created by the project. In addition, they took the necessary measures for the declaration of new regional protected areas. | action plan with these corporations was fulfilled in time and budget. |
| Natural Reserves of Civil Society | **Partners, report counterpart (agreements)**<br>CD and CT<br>Articulated organization is understood as "Any private and non-profit entity that works with properties under processes of biodiversity conservation and sustainable use of biological resources, and their corporate objectives". These organizations will support and implement the registration of new CSNR in the areas of project intervention (Orinoquia and Northeast of the Andes) and will provide the required technical and scientific support. | An excellent work opportunity and sustainability was identified in the management planning processes with the owners of the reserves where the expectations regarding the project commitments in these private areas were exceeded |
| Research Institute of Biological Resources Alexander von Humboldt<br>(IAvH) | **Partner y CT**<br>The Alexander von Humboldt Biological Resources Research Institute (IavH) is responsible for issuing the approval concepts for the declaration of regional protected areas, particularly for the two sub-regions on which the project focuses. The IAvH will support the development of the monitoring strategy and its implementation. | The Monitoring Information System is being jointly built with the IAvH. Initially there were problems in implementing joint activities |
| World Wildlife Fund.<br>WWF | **Project Executor and Steering Committee Member**<br>World Wildlife Fund Inc (WWF), since 2019 National Office WWF, a global conservation organization established since 1961, has been the executing agency responsible for the implementation of the project. The entity has more than 20 years of work experience, in Colombia, in the local context, in partnership with national, regional and local authorities, and has signed agreements in projects aimed at the declaration, protection and consolidation of PA in the National | WWF has handled the GEF-SINAP project very assertively, putting excellence and national interest above any obstacle. He is recognized for his persistence in expanding the scope of this project from the regional to the national level.<br>The method of empowerment facilitated by WWF generated a virtuous social cycle towards production conservation, which allowed the project to meet, and even about meeting, the goals regarding the declaration of new private protected areas and the appropriation of the |

| KEY PARTICIPANT | ROLE | PERFORMANCE |
|---|---|---|
| | System. WWF Colombia was the executing agency responsible for the execution, which included the application of planning tools, financial and accounting management, procurement and contracting processes, verify quality of goods and services generated by contractors, and verify compliance with preconditions, among others. | indicated ones for the improvement of their effectiveness in conservation.<br><br>This accompaniment and technical guide was critical for the project and for the actors, in the face of the international commitments recently acquired by Colombia in Kunming-Montreal. The high diversity of technical profiles provided by WWF for the accompaniment of the project and the facilitation of the discussions of the actors was fundamental for the achievement of direct and indirect results and deserves to be highlighted in this evaluation. |

### *Connection of the project with national and international legal regulations and with other projects*

- **In the international field:**

Colombia's Fifth National Biodiversity Report was presented to the **Convention on Biological Diversity (CBD).** The national report presents the status of implementation of its strategic plan (2011-2020) and shows trends for biodiversity (BD) and ecosystem services (ES), identifying achievements, barriers and limitations[8].

The report assesses progress towards achieving the AICHI Goals and contributions to the Millennium Development Goals (SDGs), concluding two important things:

1. the country was making satisfactory progress in the representativeness of terrestrial, marine and coastal ecosystems (target 11), but needs to strengthen the representativeness of freshwater ecosystems in the National System of Protected Areas (SINAP). Thus, the project sought to support the process of declaration of protected areas (530,487 ha) in the Orinoquia region to increase the representation of freshwater ecosystems in SINAP.
2. the country was carrying out a participatory process (led by MADS and IavH) to develop the action plan for the National Policy for the Integrated Management of Biodiversity and its Ecosystem Services (target 17). The main objectives were: (i) to define the priorities, strategies, mechanisms and tools that will support the achievement of the expected results; and (ii) to prioritize the AICHI objectives according to the needs

[8]According to this Fifth Report and the Strategic Plan 2011-2020, presented in 2014 to the CBD, barriers and limitations in the implementation of SINAP persist: especially there are threatened ecosystems, misaligned and outdated planning, and disintegration of actors and management methodologies; particularly notorious in the regions of the Orinoquia and Northeast Andes, which makes these deficiencies result in a low level of implementation of the Action Plans, deficiencies of ecosystem representativeness and threatened species (IDB 2018).

and particularities of the country and its regions. This plan will have a financial strategy for its implementation.

According to the IDB, it is consistent with the **Fifth National Report of the Convention on Biological Biodiversity (CBD-2014)**, which defined as priorities: (i) the management of strategic ecosystems of the country; and (ii) progress in the integrated approach of national and regional ecosystems as a tool for environmental planning and management.

The project contributes to **Global Environment Facility (GEF) Biodiversity Focal Area Objectives 1 and 2,** specifically by improving the effectiveness in managing PAs and conserving biodiversity in terrestrial and marine landscapes.

On the other hand, the project is consistent with **the IDB's 2010-2020 Institutional Strategy Update** and aligns with the cross-cutting area of climate change and environmental sustainability, and institutional capacity and rule of law. It is also aligned with the

With regard to the **United Nations Framework Convention on Climate Change (UNFCCC)**, the country informed the UNFCCC Secretariat of its expected nationally determined contributions (NDCs) on mitigation and adaptation by 2030. The project is contributing to specific priority activities on adaptation, such as: i) delimitation and protection of the 36 moor complexes (approximately 3 million hectares), and ii) increase to more than 2.5 million hectares the coverage of new protected areas in SINAP (CEO Endorsement Request, GEF 2016).

**At the national level:**

From the beginning, the project was part **of the IDB Country Strategy with Colombia 2015-2018** in the cross-cutting area of green growth, which prioritized climate change adaptation actions. In its 2019-2022 Strategy, the IDB Group anticipated accompanying measures aimed at preserving and expanding natural capital and adapting to climate change and natural disaster risk management. In turn, in order to contribute to the stabilization and consolidation of peace, special emphasis was placed on municipalities in areas affected by armed conflict responding to the challenges of: (i) deforestation and loss of natural capital; (ii) rural poverty and territorial development; and (iii) mitigation and adaptation to climate change. It is anticipated that the Country Strategy 2023-2026 will also continue to prioritize climate change mitigation and adaptation actions with an emphasis on conflict-affected areas.

On the other hand, the Sub-Directorate of Sustainable Environmental Development (SDAs) of the DNP, according to a memorandum with filing number DNP 20164150042443, of March 1, 2016, issued a favorable technical concept for the project, because, in general, its objectives and activities are consistent with the National Development Plan 2014-2018 *"All for a New Country"*, in particular objective 2 of the green growth strategy and with document CONPES 3680 of 2010 *"Guidelines for the consolidation of the National System of Protected Areas"*. The project was also aligned with the **Green Growth strategy of the National Development Plan 2015-2018** (Law 1753 of 2015) and its approach to strengthening SINAP, aimed at the establishment of at least 2.5 million new hectares of PA.

Also, the file of the Presidential Agency for International Cooperation of Colombia No. 20153000000821 of January 20, 2015 said the following: *"…The Presidential Agency for International Cooperation of Colombia (APC Colombia), taking into account the alignment of this*

*initiative with the relevant public policies and programs, including CONPES 3680 of 2010 on SINAP and its correspondence with the priorities of the Government regarding international cooperation in the field of environment, sustainable development and green growth, issues a favorable note for the Ministry of Environment and Sustainable Development and the IDB to continue with the process to make the project formulation effective.*

The project aimed to consolidate SINAP through the strategies established in the **CONPES Policy Document** 3680/2012, whose objective was the strengthening, creation and financing of participation bodies for SINAP social and institutional actors, including ethnic groups, CSOs, and community organizations. In summary, the project had a high connection with national and international legal regulations, and contributed to addressing the priorities and strategies defined in documents of sectoral, national and international relevance, such as:

- the Fifth National Report of the Convention on Biological Biodiversity (CBD-2014)
- the Green Growth Strategy of the National Development Plan 2015-2018
- law 1753 of 2015 and its approach to strengthening SINAP
- the IDB Results Framework
- the sectoral priorities of the Ninth General Capital Increase of the IDB
- the Country Strategy with Colombia 2015 - 2018

the Biodiversity Focal Area of the Global Environment Facility (IDB 2018)

- **With Other Projects**

Due to the need to keep valuable natural capital alive (and its ecosystem services), Herencia Colombia emerged, led by MADS, PNN, Natural Heritage, Gordon and Betty Moore Foundation, CI, WCS and WWF, which also has the support of GEF, Heart of the Amazon and the World Bank, among others.

The Colombia-HeCo Heritage Permanency Funding Program aims[9] to "ensure the long-term conservation and financing of 20 million hectares, representing 10% of the country's territory, through increased coverage, effective management and governance of Colombia's National System of Protected Areas and other conservation strategies, both in sustainable landscapes and spaces of inclusion and peacebuilding, generating opportunities for well-being and human development in the context of climate change.

The project is articulated with the goals of HeCo through common declaration processes in prioritized territories, but more importantly, HeCo advances the AP planning processes, evaluation of management effectiveness and monitoring from the tools generated for this purpose from the GEF-SINAP. In this sense, his intervention seeks to strengthen protected areas, being a purpose that is closely related to the components of the GEF-SINAP and responding in turn to the challenges and guidelines that the SINAP policy poses in its construction.

HeCo has promoted the implementation of the Protected Area Management Planning Guidance and the effectiveness tools that are part of it. Likewise, HeCo took as its central

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

monitoring platform, the monitoring information system developed by GEF-SINAP, the implementation of the SIRAP action plans, and has generated capacities in social and institutional actors.

In the third component, HeCo takes advantage of the processes of declaration and implementation of protected areas, where the DRMI CINARUCO was part of the priorities shared with the GEF-SINAP.

GEF-SINAP has also laid the foundations and synergies with other projects such as:

- GEF-Magdalena: Project that seeks the conservation and planning of different ecosystems associated with the Magdalena-Cauca basin. Capacities were generated for the planning of protected areas in regional autonomous corporations, non-governmental organizations and other strategic actors, through intensive training that addressed the planning components developed in the guide; that is, they basically use the guidelines developed in GEF-SINAP and joint training workshops have been held with the authorities involved in that geographical location.
- GEF-Social-ecosystemic Connectivities of the Caribbean[10]: The information of this GEF was linked in the policy exercise to give the discussion of the attribute "Well Connected": we worked together to include the information of socio-ecosystemic connectivity in the diagnostic document of the SINAP policy.
- GEF Orinoco[11]: This project is starting its implementation and its executing agency is WWF. This GEF will give continuity to some of the key actions of SINAP that are described below, with a scheme of actors that will allow to maintain the dialogue at national, regional and local level with partners that have been consolidated through GEF-SINAP:
    - Continuity in the implementation of the monitoring program of the PNN El Tuparro
    - Support for the action plan of the SIRAP Orinoquia in lines that have been consolidated through the GEF-SINAP
    - Continuity in the process of declaring an AP in the Sabanas and Wetlands of Arauca
    - Continuity of civil society reserve processes in the region
- GEF Pacific[12]: This project is in the start-up phase and its implementing agency is FAO. The project has several activities related to PA, within which synergy is made with the GEF-SINAP in the following, about which it is in conversation to be implemented jointly:
    - Application of the SINAP planning guide to generate management plans, as well as evaluation through the SINAP effectiveness methodologies.
    - Support the SIRAP Pacific in strategic lines of the action plan that is updated in the framework of the construction of the SINAP policy.
- USAID NaturalWealth Program: USAID's Natural Wealth program coincides with GEF-SINAP interventions in the Colombian Orinoquia region, specifically the following:

[10] www.sirapcaribe.org/estrategia-conexion-biocaribe/

[11] www.thegef.org/project/sustainable-low-carbon-development-colombias-orinoquia-region

[12] www.fao.org/fileadmin/user_upload/FAO-countries/Colombia/docs/Agosto_2017/Informacion_de_inter%C3%A9s_Convocatoria_124.pdf

- Support PNN in the declaration and planning process of the CINARUCO National Integrated Management District (DNMI)
- Carry out the governance exercise for the participatory management of the CINARUCO DNMI
- Support PNN to implement the route of declaration of a protected area in the Cumaribo Transitional Forests, with community participation.
- Share in the region the support to private actors and articulating organizations of SINAP for the establishment of private protected areas (Natural Reserves of Civil Society) coinciding for this purpose in multiple work scenarios.
- Jointly support the regional environmental authority (CORPORINOQUIA) for the establishment of a conservation strategy in the Morichales de Paz area of Ariporo.

- KfW-Budget support to National Parks[13]: With this important source of funding from PNN, we are working together so that the monitoring platform for the effectiveness of the management they finance is incorporated into the SINAP monitoring information system led by GEF-SINAP.
- GIZ-Local Areas[14]: Work has been done so that the officials of this project know the management effectiveness methodologies and can thus support the construction of the local area evaluation standard that is being built. Likewise, they have participated in the SINAP policy building exercise providing information on local areas and complementary conservation strategies.
- MADS: We have worked closely with the Ministry supporting actions related to the planning and monitoring of National Protective Forest Reserves and we have structured an agreement to achieve the planning of the 59 reserves of the country.
- IUCN-Green list: Participation in the Latin American Congress of Protected Areas (Peru – October 2019) was counted on to present Green List results and talk about the consolidation of SINAP in Colombia within the framework of progress in the construction of the SINAP 2020-2030 policy.

## *Analysis of environmental and social safeguards*

### Design Analysis

The project was classified, according to the IDB's Environment and Safeguards Compliance Policy (OP-703), as Category C (IDB 2016), for which no studies or environmental evaluation consultations were required, nor specific disaster risk management measures. The operation included activities related to climate change adaptation, but these were not the main objective of the operation (B1, OP-704).

### Analysis of Implementation

The project was related to critical ecosystems (OP-703 B9), supporting the processes of declaring and designating PAs of a national (395,000 ha), regional (152,000 ha) and civil society reserves (3,000 ha) nature. It financed the development of technical studies, consultation

13 www.parquesnacionales.gov.co/portal/es/programa-areas-protegidas-y-diversidad-biologica-kfw-2/que-hacemos/
14 https://www.giz.de/en/worldwide/69417.html

processes and management plans for the declaration process, which added to SINAP more than 193 thousand hectares of priority ecosystems that were not represented or underrepresented. In addition, he complied with national regulations and multilateral environmental agreements (B2) and supported and led the development of the new SINAP Policy.

To include gender and intergenerational issues, in line with the IDB policy (OP-761) the project considered the following for each initiative:

i. recognize differences in management activities and styles between men and women and, between different generations, especially as a variable that has been included in the assessment of management effectiveness
ii. identify the gender and intergenerational needs, interests, knowledge and behaviors that shape conservation initiatives.
iii. adjusting situations and conditions so that women and different generations feel more comfortable participating
iv. incorporate a gender and intergenerational perspective into educational materials
v. ensure the effective participation of women and inter-generations in the governance model for protected areas

## Evaluation of Management Tools

### *Hazard management and mitigation;*

**Design**

Below are the risks identified during the project design (GEF 2016), and the mitigation measures and the results of the Final Evaluation (FE). The risks identified were logical and consistent with the developmental problems. It is presented below according to the classification keys presented in Table 4, page 15.

Table 11 Matrix of project risks and mitigation actions during its execution

| RISK | Probability | IMPACT | RISK RATING | MITIGATION ACTIONS | FINAL EVALUATION AND QUALIFICATION |
|---|---|---|---|---|---|
| 1. **Policy/ Institutional:** There is no progress in the implementation of strategic actions for the consolidation of SINAP because there is no effective participation and consensus of national, regional and local actors in the process of modernizing the instruments and developing methodological tools | 1 | 3 | 4 - 1 = 3<br>Substantial (S) | **Design**: For the development of all products, the project will implement a participatory approach that brings together all interests and represents them. A communications and stakeholder engagement strategy will be developed in the first year of implementation.<br>PREVENTIVE CONTROL: Implementation of participatory approach, design of communications strategy and linking of actors (with measurement indicators), implementation of communications strategy and linking of actors<br>Detective CONTROL: Mapping of project actors (role, incidence, involvement, participation, causes, consequences) | Due to the mitigation measures implemented, an awareness of the different actors could be generated.<br>UNLIKELY (Ip)<br>FE Result:<br>MITIGATED RISK |

| RISK | Probability | IMPACT | RISK RATING | MITIGATION ACTIONS | FINAL EVALUATION AND QUALIFICATION |
|---|---|---|---|---|---|
| | | | | CORRECTIVE CONTROL: Constant monitoring and evaluation and adaptation of the strategy where appropriate (semi-annual update of the baseline of indicators of the communications strategy and linking of actors)<br><br>*Procedure*: Constant monitoring and evaluation and adaptation of the strategy where appropriate (semi-annual update of the baseline of indicators of the communications strategy and linking of actors), semi-annual update of the map of actors, design and implementation of an early warning tool that will be updated on a semi-annual basis | |
| 2. **Environmental**: Climate change events can lead to the displacement and alteration of habitats, affect target populations and ecosystems, generating inadequate management plans that do not adequately address these challenges | 1 | 2 | 1= 2 = 3<br><br>Modest (M) | *Design*: The project includes several strategies to address risks related to climate change: i) Include climate change strategies in the methodologies for the development and updating of management plans.(Output 1.2 (ii) Include climate change adaptation methodology as part of training and activities for regional institutions and local organizations (Output 2.2) and (iii) Climate change risk assessment in technical studies for new protected areas<br><br>PREVENTIVE CONTROL: Include climate change strategies in the methodologies for the development and updating of management plans (Output 1.2). Include climate change adaptation methodology as part of training and activities for regional institutions and local organizations (Output 2.2)<br><br>DETECTIVE CONTROL: Include climate change risk assessment in technical studies for new protected areas. Develop a climate change risk monitoring system and incorporate it into protected area management plans<br><br>CORRECTIVE CONTROL: Develop climate change evidence monitoring system<br><br>*Procedure*: Constant monitoring and evaluation of the risk monitoring system. Design and implementation of an early warning tool that will be updated on a semi-annual basis | The project included strategies to address CC risks: i) Include CC strategies in methodologies for PM development and update (Output 1.2) ii) Include CC adaptation methodology as part of training and activities for regional institutions and local organizations (Output 2.2) and iii) CC risk assessment in technical studies for new PAs.<br><br>Probable (P)<br><br>FE Result:<br><br>DID NOT MATERIALIZE |
| 3. **Participation of local and indigenous communities**: There is a possibility that indigenous people or local communities are not interested in the processes | 2 | 2 | 4 3 7<br><br>Substantial (S) | *Design*: Natural National Parks and CARS have advanced in the processes of information and consultation with stakeholders around the new areas.<br><br>So far, indigenous groups have not been identified. However, the procedure for declaring | The participation of ethnic groups in comprehensive spatial planning and national policy was strengthened. |

| RISK | Probability | IMPACT | RISK RATING | MITIGATION ACTIONS | FINAL EVALUATION AND QUALIFICATION |
|---|---|---|---|---|---|
| of declaring new protected areas. | | | | protected areas will be followed and as a mitigation measure, social and cultural characterization studies will be carried out for each new protected area in the first year of implementation.<br><br>If the respective authorities and studies confirm the presence of indigenous people then prior consultation processes will be developed in order to obtain their free, prior and informed consent (FPIC).<br><br>This refers to a process through which affected indigenous people have free choice, based on sufficient and timely information on the benefits and disadvantages of declaring protected areas.<br><br>In addition, the recommendations of the social studies for the approximation and participation of indigenous people will be taken into account in the implementation of the project.<br><br>Importantly, some indigenous groups are already part of SIRAP in the areas of intervention of the project and know the initiative, which reduces the risk of abstention<br><br>PREVENTIVE CONTROL: Carry out information and consultation processes with stakeholders around the new areas (led by Natural National Parks and CARs).<br><br>The procedure for declaring protected areas will be followed and social and cultural characterization studies will be carried out for each new protected area in the first year of execution.<br><br>CORRECTIVE CONTROL: Develop prior consultation processes, if the respective authorities and studies confirm the presence of indigenous people, in order to obtain their free, prior and informed consent (FPIC). The recommendations of the social studies for the approximation and participation of indigenous peoples will be taken into account<br><br>*Procedure*: Periodic review and survey of the measurement indicator system. Semi-annual update of the system of measurement indicators | UNLIKELY (Ip)<br><br>FE Result:<br><br>MITIGATED RISK |
| 4. "**Public risk":** Events associated with public risk prevent the proper | 2 | 3 | 2 + 3 = 5.<br><br>Tall | WWF has security protocols that allow us to analyze each particular situation and determine places and times of risk (e.g. election season), so | With close monitoring with authorities (PNN, CAR, MADS) |

| RISK | Probability | IMPACT | RISK RATING | MITIGATION ACTIONS | FINAL EVALUATION AND QUALIFICATION |
|---|---|---|---|---|---|
| implementation of planned actions in the work plans, because they endanger the integrity of personnel" | | | | that interventions can be properly managed without putting the physical integrity of personnel at risk.<br><br>PREVENTIVE CONTROL: Review of the conditions of public risk of the places where departures are made outside Bogotá<br><br>DETECTIVE CONTROL: Identify a public risk map of the areas of interference of the project<br><br>CORRECTIVE CONTROL: Constant monitoring and evaluation and adaptation of the protocol where appropriate<br><br>*Procedure*: Compliance with the office security protocol | the areas of visit were determined. In some places it could not be entered due to public order problems, for which mitigation measures were used so that the risk did not materialize<br><br>Probable (P)<br><br>FE Result:<br><br>MITIGATED RISK |
| 5. Institutional changes, priorities and changes in policies or instruments in the regions (due to changes in leadership and teams) | 2 | 3 | 2 + 3 = 5.<br><br>Tall | Approaches are generated with the new managers and work teams to present the advances and advantages of the implementation of the project as part of the fulfillment of the goals in the planning instruments of the partners<br><br>PREVENTIVE CONTROL: Review the schedule regarding the time of changes of managers and teams that occur in corporations, as well as the moment in which institutional planning is developed (in the case of corporations with the action plan)<br><br>Detective CONTROL: Identify how these changes affect planning<br><br>CORRECTIVE CONTROL: Constant monitoring and evaluation and adaptation of project planning<br><br>*Procedure*: Permanent dialogue with managers and work teams with corporations | The MADS minister was changed. It was mitigated with work plans. There are legal mechanisms to support them.<br><br>UNLIKELY (Ip)<br><br>FE Result:<br><br>MITIGATED RISK |
| 6. Health crisis / emergency (coronavirus) | 1 | 3 | 4 - 1 = 3<br><br>Substantial (S) | This being an exceptional scenario at the global level, WWF assumes the guidelines that the who issues, as well as the guidelines by the national government, in order to ensure the minimum impact on the health of staff and trying to reorganize planning regarding interventions that require presence (e.g. field trips, workshops, etc.) with strategic partners.<br><br>CORRECTIVE CONTROL: Adjust the planning of the work plans that within the framework of the agreements have been defined with the regional autonomous corporations. CORRECTIVE CONTROL: Constant monitoring and evaluation and adaptation of project planning | The protocols dictated by the National Government were applied.<br><br>UNLIKELY (Ip) (initial grade)<br><br>Result EF: MATERIALIZED, and although the project suffered delays, the results were achieved.<br><br>MITIGATED RISK |

| RISK | Probability | IMPACT | RISK RATING | MITIGATION ACTIONS | FINAL EVALUATION AND QUALIFICATION |
|---|---|---|---|---|---|
| | | | | *Procedure*: Compliance with office guidelines based on who recommendations and national and local government guidelines | |
| 7. Change in the Representative Market Rate (TRM) | 3 | 3 | 3 3 6<br>Tall | Prioritize investments in (equipment, purchases and consultancies) at the national level, which are not subject to purchase in dollars or imports<br>PREVENTIVE CONTROL: Monitoring the behavior of the TRM, observing possible scenarios of execution and cash flow with possible projections; generating alerts of impact on financial execution.<br>Detective CONTROL: Identify sub/over execution of items, detect possible costs in investments, measure the impact of the rate at the time of disbursement monetizations.<br>CORRECTIVE CONTROL: Constant monitoring and evaluation of investments and adjusting work plans<br>*Procedure*: Periodic review and follow-up to: PEP/POA, Procurement Plan and cash flow. Be in contact with the WWF Finance Team and IDB Team, to follow guidelines and propose relevant adjustments | Prioritize investments in (equipment, purchases and consultancies) at the national level, which are not subject to purchase in dollars or imports<br>Probable (P)<br>The partners increased the values of the contributions in pesos to meet the commitments in dollars drawn up at the beginning of the project.<br>MITIGATED RISK |

**Note**: Probability/Impact: 1 (low), 2 (medium), 3 (high).

***Source:*** *2022 Risk and Interview Matrix*

**In execution**

The risk matrix of the project was properly managed during the execution of the project. The risk matrix was updated annually and adjusted for socio-economic and environmental needs and changes in the country's development context (of the Final Evaluation (FE). The risks identified were logical and consistent with the developmental problems. It is presented below according to the classification keys presented in Table 4, page 15.

Table ).

However, a number of additional challenges were encountered during implementation:

- The change of directors in the CARS and their key trusted personnel
- The change of the MADS Minister, as well as other staff of the participating public institutions
- The conjuncture of the COVID-19 Pandemic, which completely paralyzed the fieldwork of the project

The implementation of the project perceived additional risks that were also adequately mitigated. Some of the most relevant ones collected during the interviews are:

- *A potential withdrawal of private entities in the declarations of APs*

Within the design, different risks were conceived that needed to be mitigated for successful execution. One of them was to have included hectares and private areas specific to protected areas. This constituted a very strong risk because in the end the declaration and management of effectiveness of private areas is the will of private owners. However, the project managed to identify this risk from its design, and mechanisms were designed for a successful involvement of private entities, therefore the mitigation of this risk was successful. There has even been so much positive evolution of the mitigation mechanisms that within the unplanned results there is an instrument of effectiveness analysis for private reserves.

- *Differing capacities of public and private actors*

There is a great variation in the level of technical skills of private entities, from specialized professionals, to people with a primary degree. However, the effectiveness tool implies a certain level of technical capabilities that can mean a difficulty for people with lower levels of technical ability. The risk is that people with lower levels of technical skills understand and appropriate the tool and make frequent use of it. Additionally, these tools, both the planning guide, which has a great participatory approach, are appropriated by regional environmental authorities, such as the CARs, understand and understand them well, and know their use. Especially representatives of technical ranks at lower organizational levels.

- *Inconsistency between management plans and owners' finances*

Currently, management plans make recommendations that sometimes involve financial expenses that are well above the budget of the families that own the areas. In this sense, there may be a formulation gap between the clearly strict conservation objectives and needs, and the reality of the budgetary needs of its inhabitants.

That is why it is necessary management plans help owners to project themselves but taking into account the income of the family taking into account an economic analysis of what the reservation produces.

- *Incongruence between the polygons of the IGAC and PNN areas*

At the moment there are gaps between the polygons that are being declared by the owners of reserves and the polygons that are in the cadastral registers of the IGAC. This can generate disagreement on the part of owners who desist from the process and wish to withdraw from the system.

### *Monitoring and evaluation systems*

**Design**

The project operational manual (IDB 2018) accurately described the use of monitoring and evaluation tools (POA, risk matrix, PMR, procurement plan and technical reports, among others), as well as the responsibilities of WWF (as AE) and the project coordinator. The manual clearly describes the use of the systems for monitoring the AOP, budgetary and financial execution, external evaluations, audits and recording of the information required to establish the degree of progress of the project (semi-annual, accounting and financial reports, among others). In addition, it was established to develop the following instruments:

- Annual operating plan, at the beginning of each year: based on the project execution plan
- Semi-annual progress reports and Project monitoring reports, midway through each year of execution
- Annual Project Reports, at the end of each year of execution
- Audit reports
- Review of the Implementation of the Project, prepared in collaboration with the BANK for referral to the GEF

The monitoring and follow-up activities record the progress of the processes and milestones of the project, and allow to follow the progress in the achievement of products and results, based on the Results Matrix. Semi-annual monitoring reports, annual monitoring reports and annual monitoring to results matrix, POA and procurement plan are carried out.

It was established that the most important monitoring tools for the implementation of the Project would be the POA and the Procurement Plan, from which the state of progress of the operation and the level of compliance with expected results/outputs were established, in each execution period. The Executing Agency, with the support of the General Coordinator and the Technical Coordinators, periodically monitors the pre-contractual processes and the state of progress in the implementation of the POA projects planned to be implemented at each term. Based on the above, it was planned to maintain a monitoring mechanism that relates the POAs with the contracting activities of services that allows updating the indicators agreed with the BANK. The UCP holds regular meetings to monitor the progress of the project based on the PEP/POA and others.

**In execution**

The project effectively used the tools for monitoring and evaluating its activities.

- Multi-annual implementation plan (MAIP) and monitoring reports (start-up, semi-annual, annual compliance with the work plan).
- Annual Operational Plan (AOP): starting from the PEP and with which a planning and monitoring of the activities to be carried out has been carried out.
- Results matrix and risk matrix that was updated annually.
- Project Monitoring Report (PMR): which collects information on the progress of the products and results of the project.
- Procurement Plan (PA): updated every 6 months and provides administrative monitoring of the goods and services of the project.
- Consulting reports: the contracts have the terms of reference with the non-objection of the Bank in accordance with the provisions of the MOP.
- Project Implementation Report (PIR) up to last year, whose format was changed and updated by the IDB and.
- Technical committees (two, one per semester) and Steering Committee in the first quarter of the year.

The tools described above were used in the project and shared for evaluation purposes, which allowed to keep track of the activities, financial execution and acquisitions, and results achieved from the project. Semi-annual and fiscal year monitoring reports ranging from July to June of each year were also prepared.

## Evaluation of the Sustainability of Results

In summary, this project is rated in sustainability as probable (P), since the development of the SINAP policy and its approval in CONPES will give relative security to finance the continuity of the activities initiated by the project and leverage other private and cooperation resources. Additionally, the following points are presented that deserve to be mentioned as factors that ensure the sustainability of the results of the project:

- *Registration of private areas to RUNAP*

Since the execution of the project, the elements that ensure the sustainability of the results were planted. For example, having been able to register private areas within RUNAP is ensuring their protection and conservation. This also shows a high degree of appropriation on the part of the Government. The fact that the government decides to increase and support the number of private reserves, based on a public project such as the GEF, is an indicator of appropriation and understanding how private conservation contributes to public goals.

- *Generation and adoption of instruments*

The fact of generating these agreements of action plans in the regions from the Community view from the public view from the Community view is a very strong form of ownership. The official adoption of community monitoring instruments monitoring effectiveness is another indicator. Financial instruments were designed and there is a very strong instrument called inheritance Colombia HECO where a first financial closure was made doing an analysis precisely within the policy

of the financing gap and 245 million dollars were mobilized for a first phase of 10 years of implementation of five mosaics.

- *Definition of Public Policy in the Project Framework*

The public policy defined within the GEF Framework ensured that the political attributes contained a very strong and very special recognition of the private conservation. Therefore, the action plan built last December is the implementation of the public policy approved in Colombia in 2021, Conpes 4050, which endorses the representation attributes for the private conservation. Additionally as a private public issue, MADS is identifying all the elements of the action plans that can be carried on to an overarching plan for the strengthening of the whole national environmental system.

- *Multiple governance and equity*

In GEF-SINAP it allowed a broadly participatory and highly equitable policy construction, since it involved indigenous people, Afro-Americans, peasants, civil society organizations, academia, internationals, among many others.

This involved the creation of spaces for participation in steering committees that did not previously exist, which were created from observing that there were new opportunities for participation and contribution to construction (*upstream* public policy) for private actors. The different actors were part of the construction of the policy and the guidelines of management plans and the management effectiveness guidelines for private areas.

This reinforces the point of appropriation because it is the same actors who decided how to group and organize among themselves to be governance managers and develop their own management plans based on national conservation guidelines.

- *Institutional Strengthening of Public and Private Actors*

The project supported the designation of national and regional protected areas and managed to strengthen the actors in the use of effectiveness and monitoring instruments for the entire SINAP as a whole. However, in the future, it is necessary to continue strengthening public and private actors (such as CARS and grassroots organizations) so that the factor of ownership and effective management is maintained.

In order to achieve social and institutional sustainability, this project effectively used the following strategies (GEF-SINAP 2020, IDB 2018, IDB 2016):

- **Social and institutional sustainability**

The project involved more than 800 public, private and NGO actors in the formulation of the policy; in addition to positioning the project to generate synergies at different levels. It also had a focus on involving national and regional entities responsible for environmental stewardship and activities in the territories (car), from within the project's Board of Directors[15].

The Project had resources provided by the following sources: Governorate of Vichada, Cormacarena, Governorate of Casanare, Corponor, Corporinoquia, Regional Autonomous Corporation of Santander, CDMB Corporation, Regional Autonomous Corporation of Cundinamarca, Corpoboyacá, Corpochivor, the National Government, National Natural Parks of Colombia, National Natural Parks of Colombia via KFW, the Ministry of Environment and Sustainable Development, the Inter-American Development Bank, the La Palmita Natural Reserve, the Orinoquia Biodiversa Foundation, the Palmarito Foundation, Resnatur, WWF and Wildlife Conservation Society (WCS).

The project included monitoring information systems and the development and implementation of the communication strategy that allowed to communicate more effectively the objectives of the same, promote awareness about the national policy of SINAP and, in general on the environmental issue, of various national, regional and local actors and thus, attract the attention of new allies/actors. Additionally, it managed to sign agreements with different institutions/organizations to support the consolidation of SINAP and the conservation of ecosystems.

The GEF SINAP project is articulated with other initiatives of declaration, effective management and positioning of protected areas of other levels (e.g. Colombia Heritage, Alliance for the conservation of biodiversity, territory and culture, GEF projects with components of protected areas, among others), to position results, expand the area of incidence and multiply the use of tools in different partners of the local, regional and national order.

Appropriately incorporated the perspective of gender equity and intergenerations, mainly through safeguards, in the design, monitoring and evaluation of new and existing protected areas which has had a positive impact on the communities living in those areas.

- **Environmental sustainability**

There is a high probability of ecological sustainability in this project given not only by a greater representativeness of the existing ecosystems in the country, but by a greater number of biological corridors that after all provide a comprehensive and ecosystemic vision and treatment of the natural resources of the territory in the development process and its economic and social dynamics.

By itself, not only the declaration of 550,000 ha of new PAs, which increase the representativeness of existing ecosystems and provide greater connectivity, will give greater ecological sustainability to the country, but the strengthening and empowerment of the institutions and organizations in charge, through planning and training instruments, will provide a greater quantity and quality of information for assertive decision-making in the process of achieving sustainable development.

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15 Representantes del MADS (oficina de Asuntos Internacionales como Punto focal del GEF y Dirección de Bosques como punto focal técnico) y de PNN o sus delegados; dos (2) delegados en representación de los miembros de SIRAP Andes Nororientales y dos (2) delegados SIRAP Orinoquia (cada SIRAP nombra un delegado representando a las organizaciones privadas y otro delegado de las organizaciones públicas); y el Representante Legal del Ejecutor como Agencia Ejecutora, o quien este designe (BID 2016, BID 2018).

In addition to the specific activities of the project, WWF's work platform has been used to promote activities related to the technical and financial sustainability of SINAP, accompany processes of declaration of protected areas of a national and regional nature, exceeding the established goals and linking international methodologies to processes led by the project, such as the effectiveness of management based on the standard proposed by the "IUCN Green list". Restoration agreements have also been signed with communities, which committed to maintain these activities after the completion of the GEF-SINAP Project.

The project included strategies to address CC risks: i) Include CC strategies in methodologies for PM development and update (Output 1.2) ii) Include CC adaptation methodology as part of training and activities for regional institutions and local organizations (Output 2.2) and iii) CC risk assessment in technical studies for new PAs.

- **Financial sustainability.**

The accompaniment in the formulation of the SINAP policy and its approval in CONPES have been fundamental for the assurance of public resources and for the leverage of private and cooperative resources that ensure the continuity of the results achieved by the GEF-SINAP Project and give it a high financial sustainability; effort combined with the concretion of the HeCo project, which will implement and scale the components and activities of the GEF-SINAP.

Because the project involves a large number of stakeholders at the national, regional and local levels and, in order to expose the investments made by the project, the strategy has been to use the institutional workspaces already established to reach consensus decisions within SINAP, SIRAP and CSOs. These workspaces are being consolidated with the intervention of the project.

To guide the process of declaring new PAs and support the implementation of management plans, it has been necessary to partner with CARS, governorships and civil society organizations (CSOs), in order to take advantage of their network with a presence in the territory. These actors have provided significant co-financing to further boost the project's resources. This synergy has allowed the project to impact the territory with a lower cost and allow the training and empowerment of structures at all levels (national, regional and local). In addition, these actors have included resources for the implementation of their PA management plans, in their own action plans - and therefore budgets - mainly in the areas of intervention, which indicates their appropriation and sustainability. Project support is expected to result in increased capacity to leverage additional funds not only public, but also private and international cooperation.

- **Socioeconomic benefits**

To successfully conserve and restore these protected areas (26% of the country), this project identified the and systematized the value of the ecosystem services that they provide. SINAP comprises at least 19 PAs producing water for more than 25 million people, 50% of hydropower and 152,286.32 ha of irrigation districts. This contribution per year is estimated at around US$1,877 million (Reyes M., 2013). The economic importance of the water contribution in the productive sectors during the seasons of medium and dry climate is between US$2,308 and US$2,770 million, which represents 0.9% of the nation's GDP. The sectors benefited, in order of magnitude are: agriculture (32%), industry (23%), domestic (18%), energy (18%), services (3%) and others (6%) (GEF 2016).

Los páramos son uno de los ecosistemas más importantes para la producción y regulación del agua. In Colombia, 34 moors have been identified covering 1,932,395 ha (Morales et al. 2007), which is

equivalent to 1.6% of the territory. But, only 709,849 ha are within SINAP, which means that more than 63% of this ecosystem is unprotected. The declaration of new protected areas in the SIRAP of the northeast and Orinoquia will include at least 116,000 ha of moors that guarantee the provision of ecosystem services to the different socioeconomic sectors.

Strategic creation and implementation of protected areas, integrated with other policies, is one of the most cost-effective ways to reduce and control deforestation. In addition, PAs are the best way to achieve particular conservation goals, such as protecting endemic and endangered species. The project uses several tools to ensure the economic and environmental profitability of investments in the creation and consolidation of PAs, such as the National Environmental System (SINA), Regional Conservation Portfolio Areas, IAvH scientific support and strong CSO commitment. In addition, a strategy is implemented based on up-to-date studies of biological representation, gaps, threats and a financial model that uses updated cost estimates for key management activities. This strategy guides the development of operational plans and annual budgets.

## *GOOD PRACTICES, LESSONS, CONCLUSIONS AND RECOMMENDATIONS*

This chapter will present a compilation of the differentiating elements that were key to its success (Good Practices), with a view to a possible replicability in future GEF projects, as well as the most relevant lessons learned that emerged during the FY, the conclusions and recommendations of the evaluation report.

**Differentiating elements that secure the success of the Project (Good Practices)**

- *Multi-actor involvement in design and implementation*

The progress towards the conservation of nature from different actors. From the individual people, from the company, from the unions, from the indigenous people, from the public institutions or from NGOs such as WWF. they manage to converge different perspectives, and as it is really what has been wanted to promote in this new pact for nature and people and that what shows is that if it is feasible to different visions the different cultures from the individual, the collective can generate an appropriation of the territory and how conservation and production should be.

- *Appropriation of the project by the private sector*

This is the first GEF held in the country where private reserves participate from the steering committee. Traditionally, only national and regional government environmental authorities were involved. This allowed specific indicators to be generated to create and manage private protected areas. The involvement from the project design and from the governance for the decision making of the articulating organizations of private areas, as well as the method of empowering them, were key factors in facilitating the execution for the achievement of concrete results. Thus, it was the articulating organizations that summoned their peers to demonstrate the importance of conservation from the point of view of production, and to build a union between themselves. During the interviews, this strong appropriation of the project and its processes for the achievement of results of the regions by the private conservation areas was evidenced, and to perceive themselves not as passive beneficiaries of the project but as actors and managers of the same.

90% of civil society reserves produce food produce handicrafts produce a lot of things, therefore the new vision of conservation from a production point of view, and the appropriation of the

processes builds from within the elements necessary for the financial self-sustainability of the reserves in the long term.

- *Appropriation of the project by the government and the private sector*

Throughout the implementation of the project, since its inception, there has been a strong transformation on the part of the government to understand the contribution that private reserves can make to the fulfillment of national conservation goals, and how to strengthen a productive use based on and from biodiversity. This, because Parque Nacionales (PNN) in its dual role both as administrator of national areas, and as coordinator of the national system, had no capacity or skills to understand or to conserve private areas, nor to promote productive use from conservation. This transformation comes from the knowledge and understanding that there are stricter conservation areas for conservation, but there are also multiple conservation areas, and there are conservation areas from another logic that can contribute to conservation goals but also to sustainable development goals and social goals, and that this new paradigm leads to the construction of different forms of governance.

- *The Role of WWF*

The accompaniment of WWF with two very important roles, one of technical instrument, and another of facilitator of all national and regional inter-institutional and private public actors, to support the construction of trust between the actors, and generate alternative views of conservation from spaces where their sustainable productive capacities were strengthened. In this way, it was possible to strengthen conservation from the theme of culture, livestock, tourism, among others.

The method of empowerment facilitated by WWF generated a virtuous social cycle towards production conservation, which allowed the project to meet, and even about meeting, the goals regarding the declaration of new private protected areas and the appropriation of the indicated ones for the improvement of their effectiveness in conservation.

This accompaniment and technical guide was critical for the project and for the actors, in the face of the international commitments recently acquired by Colombia in Kunming-Montreal. The high diversity of technical profiles provided by WWF for the accompaniment of the project and the facilitation of the discussions of the actors was fundamental for the achievement of direct and indirect results and deserves to be highlighted in this evaluation.

- *The Role of Articulating Organizations*

During the implementation of the project, civil society organizations were identified that could be articulators of the communication and strengthening processes. The project strengthened several articulating organizations that were themselves owners of reserves, that understood the importance of SINAP and SIRAPS and that supported other owners in the processes of declarations, learning the tools to measure the effectiveness in the conservation of their areas, and participation in the governance of the system. In many cases these were NGOs interested in building conservation-production alternatives, or in participating in the development of scientific knowledge for conservation, or in interacting with groups of local actors in the region. The work carried out by these articulating organizations was key both in achieving the results of the project and in strengthening the institutionality and governance of the systems.

- *Culture as a key conservation factor*

The identification of cultural factors that were aligned with the objectives of the project, was a key element in facilitating the dialogues and the scope of the results, especially for the increase of declarations. In the Orinoquia for example, the project was leveraged in the ancestral Llanera culture, whose features have a strong orientation towards conservation. Therefore, communication and outreach strategies to civil society reinforced these cultural traits, and supplemented them with technical and legal tools to facilitate voluntary initiatives by the owners of the reserves. Thanks to this process of promoting culture as an axis of conservation, many people managed to align their properties to specific conservation objectives such as water, ecotourism, research, and conservation production.

- *Building trust with diverse social actors, including indigenous communities*

The good relationship with the various local actors, and in particular with the ethnic communities, was a key factor for the advancement of important milestones in the implementation of the project and achievement of results. The project made a correct and timely identification of the actors that influenced the success of the project, and properly managed their involvement throughout the implementation of the project, including the management of prior consultations, whose results endorsed the development of the project and gave it the necessary reception. In many regions, the project supported the prior consultation processes for the declarations in Ciranuco and for the adoption of the Tuparro management plan. Confidence building, managed primarily by WWF through the use of key resources in support of consultations and ensuring participation in the dialogue tables of the actors that were to participate was essential for project results. In the words of one of the interviewees, "the trust of the communities was achieved thanks to the insistence, persistence and resistance" of the field teams. The project went through many stages, moving from conflict, to peacemaking, to post-conflict. There have been many historical milestones in the region and yet the project achieved social acceptance to continue working on conservation".

**Conclusions**

- *Achievement of Key Results*

The project was successful in achieving its primary objectives which was the strengthening of protected area systems, and the creation of new protected areas for conservation, and in the process managed to integrate the key social actors around them. It also contributed to the creation, implementation and long-term implementation of key products that strengthen the institutionality of the management of PAs, such as:

  - The SINAP Planning Guide
  - The SINAP Monitoring System
  - The Management Effectiveness Assessment Methodology
  - The SINAP Training Plan
  - The SINAP Communications Plan
  - The Updated Portfolio of Conservation Priorities

- *Adaptive Capacity of the Project to Achieve Synergies in Results*

The GEF-SINAP project achieved a successful and necessary adaptation to contribute more assertively to the consolidation of the National System of Protected Areas, mainly with the inclusion of a specific product, approved by the CD and with the non-objection of the IDB, for the construction

of the public policy of the SINAP 2020-2030 and the alignment of agendas with MADS and PNN to make their contributions and synergies in the post-2020 work path on biodiversity in the country more efficient (5th semiannual report 2020).

Indeed, the project implemented very decisive actions around the construction of the SINAP policy[16], which has led to hiring, events and coordination of agendas with national, regional and local actors to advance with the process, as well as a strong logistics component to include in this exercise dialogues with all sectors of society.

Advancing in the construction phase of the SINAP policy was fundamental to create synergies in the achievement of other project products, by generating key inputs for the articulation of the planning of the Regional Subsystems of Protected Areas (SIRAP) with SINAP, since it is in this instance where the strategic components of all the instruments are structured, including the Institutional Action Plan of PNN. Its development had the participation of approximately 800 actors from different levels and levels from the public, private and community, which generates validity and support in the elaboration of a public policy, which in turn generates an impact on the results of the project and, provides greater visibility – positive – of the work carried out; incorporating key issues such as financial sustainability at different levels, cross-border work, gender, inter-generations and, climate change, among others.

- *Transformation of the PAs Management System towards Participatory Governance*

The project managed to change old governance paradigms in the protected area management system. The traditional protected area management system of Parque Nacionales started from a rigid and hierarchical structure, from the central to the regional national, through departmental and municipal systems, and was formed and governed only by state entities. However, thanks to the process that involved the implementation of the project, other important actors were identified and involved such as academia, the productive sector, other international cooperation entities that help the construction of a territory, and where the departments are as representatives of the governance of the territory. That great challenge that the project had, to link all social actors in the appropriation and governance of the management of protected areas, was achieved.

- *Ensuring Results Through Multi-Sectorial Work*

The execution of the project had an adequate multi-sectorial work, which enriched the different points of view about what conservation means in Colombia. The livestock, agriculture and hydrocarbon sectors were linked through project dialogue tables. In Orinoquia, for example, the productive sectors of livestock, agriculture and hydrocarbons participated in the dialogue tables of the project. In some cases, negotiations were held with the productive sectors and with MADS to generate commitments and contributions through the reconfiguration of new polygons for the protection and conservation of new protected areas.

- *Private Sector Contribution to Conservation*

It is worth highlighting the contribution of the private productive sector to conservation areas. In particular, the contribution of the hydrocarbon sector, whose companies have contributed

[16] El cambio en la matriz de planificación fue reportado en el 4º Informe Semestral 2019, el cual estuvo asociado a la incorporación del producto 1.6. Insumos técnicos para la construcción del instrumento de política del SINAP desarrollados.

financial resources to buy properties, donate them to national parks and thus contribute to the construction of peace in the territory. Processes that have also been facilitated thanks to the work of the project.

- *Substantial increase in conservation and biodiversity:*

The project strongly contributed to the increase in the declaration of protected areas for the protection of biodiversity, mainly in the regions of the Orinoquia and Northeastern Andes, which were areas where there is a great risk of loss of biodiversity in Colombia, and where there were greater gaps in the protection of ecosystems.

Not only the new PAs declared or in the process of declaration supported by the project and the scheme of biological corridors increase biodiversity, but the implementation of a new policy of strengthening SINAP and its harmonization with the products of the project. According to interviews conducted, the project has managed to contribute to the increase of biodiversity, due to its broad scheme in the strategy of participation and training applied and the increase in the PA portfolio.

- *Vital accompaniment to the country in the transition of public conservation policies*

The project was designed and implemented in the midst of two very important public policy milestones for the country, CONPES 3680 and CONPES 4050. The GEF-SINAP starts in 2017 when progress had already been made in the implementation of the Conpes 3680, and when this expires MADS decides to make a new policy and the Conpes 4050 is designed, approved in October 2020, for which all the tools developed in the project are used and where the sustainability of the same is ensured.

- *Connectivity, inclusion and equity:*

The project was very successful in achieving greater connectivity between protected area systems and their governance bodies, as well as in the connectivity of groups and local actors that were otherwise marginalized in terms of representativeness in decision-making. Today, the construction of conservation policy has high rates of representativeness, inclusion and equity thanks to the agreements made by various groups and local actors that weigh the distribution of costs and benefits of protected areas more equitably.

- *Contribution and continuity to new key actions for conservation*

The GEF-SINAP project not only generated products and results by itself, but its technical products have been key pieces for new projects and initiatives such as the SINAP Policy and the Herencia Colombia Project, the two most important and ambitious initiatives for the conservation of protected areas in Colombia. For example, when the policy diagnosis was made for the design of the SINAP Policy, only 7% of the areas had an effectiveness evaluation and these did not have specific goals, today 66% of the areas have an effectiveness evaluation.

**Lessons and Recommendations**

- *Role of the partners*

Lesson Learned: The role of partners must be well understood, in order to ensure the success of the results achieved by the project. The election of the new directors of the CARS brought a change in AP's portfolio to intervene for the project, due to a political rather than technical issue (of conservation needs). Some agreements with CARS have slowed down, especially in the Northeast Andes Region. In addition, the rotation of senior managers in the CARs also means that lower technical levels are not so familiar with the use of effectiveness tools.

Recommendation: It is necessary to generate a positioning agenda, in order to communicate to the new directors of the CARS and the lower technical levels, the results and tools of the project and explain the importance of giving continuity in the agreements, to advance in the implementation and use of them. The agreements with the CARS must have greater continuity and dynamize the use of tools to implement more management plans and declarations in AP, mainly in the Northeast Andes Region.

- *Project administration*

Lesson Learned: There was a delay at the start of the project, with respect to filing times to comply with administrative/financial non-objection procedures, for example, for the purchase of equipment to improve handling effectiveness. The administrative/financial processes of this type of projects are complex and present difficulties of compatibilization between IA and EA.

Recommendation: At the beginning of the GEF projects, it is advisable to hold a meeting between the AI and AE to seek procedures that expedite the non-objection for the administrative/financial processes, in order to improve execution and the compliance report of the program. The IA must define an effective insight (training) into the administrative procedures of the bank from the beginning of the project, including an adequate analysis of the procedures used by the EA.

- *Capacity building*

Lesson Learned: The project planned resources to strengthen the capacities of environmental authorities, to implement and interpret planning tools. Capacity-building of the country's environmental authorities is critical to sustainability.

Recommendation: It is necessary to strengthen the generation of capacities in environmental authorities to promote the planning of the management of PAs, so that progress is made among other aspects, such as in the formulation and execution of management plans and their monitoring through the analysis of management effectiveness. Likewise, it was important and successful to strengthen the capacities of the owners of the natural reserves of civil society that were part of the project portfolio, as well as in the articulating organizations, since they were voluntary areas that ensured that the actions implemented are sustainable.

- *Comprehensive vision for the sustainable development of the territory*

Lesson Learned: Collective ownership in Colombia represents approximately 75% of the country's total territory, which cannot be excluded from conservation and sustainable development schemes, since it is part of a comprehensive natural system, which complements PAs (preservation). Sustainable development implies not only preservation, but also sustainable use of the territory. There are other types of conservation schemes, linked to the sustainable use of natural

resources, which are complementary to the preservation PAs and are part of a comprehensive system.

Recommendation: Sustainable development requires a comprehensive vision and planning of the territory (national, regional and local) that considers, on the one hand, preservation schemes and, on the other hand, sustainable use of natural resources.

In projects such as this one, schemes must be developed that recognize the sustainable use of the collective properties of ethnic groups (Afro-descendants and indigenous people), other peasant groups and RNSC in SINAP, leading to more assertive schemes to promote sustainable development and a better quality of life for the entire population. Community tourism development schemes, ecotourism and other modalities compatible with the conservation and sustainable use of natural resources should be promoted. Also, manage payment for environmental services (PSA) for sustainability management activities, for example, in conjunction with energy and drinking water companies.

- *Develop and strengthen participatory governance from the beginning of the project*

Lesson Learned: Sustainable development requires participatory governance, which complements the efforts of the different actors towards a common good. Sometimes there may be overlap of functions between the different institutional actors that hinders the efficient use of resources. It is important to measure the social and economic benefits of implementing these intervention strategies for effective awareness and decision-making. In projects like this, it is important to consolidate funding but also to develop and refine commitments for the joint and complementary work of the different actors and sectors at the national, regional and local levels, from the earliest stages of the project.

Recommendation: The project should strengthen stakeholder dialogue spaces in order to refine assertive governance methods, complementing efforts in the territories with regional and national level support and ensuring culturally appropriate consultation with ethnic and peasant groups. An effective way to give continuity to the technical recommendations and agreements between the actors in the different action plans must be managed and avoid political interference in decisions by particular interests, also involving the private sector. This entails harmonizing the different planning methodologies, so that the strategic and action plans at national, regional and local levels seek the same objective, complement each other and transcend an administration (of the 4-year cycle) to seek long-term objectives.

Ensuring management plans in development plans at all three levels of planning becomes vital. It must be ensured that this refinement continues once the intervention ends, so the role of each of the institutions and key private actors must be clearly defined.

- *Strengthening local-based organizations and ethnic groups:*

Lesson Learned: Local-based organizations have an advantage in implementing their activities and fostering a transformational shift towards sustainable development and family development. The participation of ethnic groups is fundamental to the planning of their territory.

Recommendation: Because they are located in the territory, local-based organizations (including women's and youth organizations) can more easily (in time and resources) carry out activities in the territories, for which they are trained or can develop them. It is important that projects rely on and strengthen local-based organizations in the implementation of their field activities, with a focus on sustainable development and gender equality and, strengthening the involvement of the

Family as a whole. There is a need to strengthen the participation of ethnic groups in comprehensive spatial planning and national policy (OP-765).

## *ANNEXES*

## Interview Questionnaire

Full Name:
Institution:
E-mail:
Date:

1. What was your institution's role in the project?

2. Did you or someone from your institution participate in the design of the project?

Yes

NO

3. Did you or someone from your institution participate in the implementation of the project?

Start Date

Date

End Date

Date

4. What was your specific role in the execution of the project?

5. Were the lines of action and strategies of the project appropriate according to local and relevant challenges and opportunities to solve the development problem?

Yes

NO

6. How does the project relate to local, regional and national environmental and development priorities?

7. Could you mention the main successes and failures, or opportunities for improvement, in the design of the project (mention minimum 3)?

8. What critical and differentiating factors do you think existed and influenced the results of the project?

9. Was it necessary to make changes in the design of the project during its implementation, and if there were, were these successful and improved the direction of the implementation of the project?

If there were and they were right

If there were, but they weren't right

There were none.

10. Do you believe that the expected results and objectives of the project were achieved?

Yes

NO

11. Do you think that additional results not foreseen in the design of the project (positive or negative) were achieved?

Yes

NO

Which ones?

12. Do you think that the execution of the project followed the planning of the same in terms of time, scope and budget?

Yes

NO

13. Were there difficulties in managing any particular activity(s), why, and how was it resolved?

14. Are there indications that the project will reduce environmental stress or improve ecological status, or that the project will enable progress towards these results?

Yes

NO

What are these signs?

15. What is the main impact achieved with the project?

16. Do you think that this impact will be lasting over a horizon of more than 10 years?

Yes

NO

17. Do you think that the risks of the project were correctly identified during its design?

Yes

NO

18. Do you think that the risks of the project were correctly identified during its execution?

Yes

NO

19. What are the main risks that may affect the sustainability of the project impacts in the long term?

20. If you were advising a colleague on the implementation of a similar project, could you suggest what were the main lessons learned from the implementation of this project for your institution?

## Persons Interviewed

| | NAME | INSTITUTION | POSITION | TOPIC | CONTACT EMAIL |
|---|---|---|---|---|---|
| 1 | Sandra Chamorro | WWF | Planning and Monitoring Specialist | Project Monitoring and Evaluation | smchamorro@wwf.org.co |
| 2 | Carlos Mauricio Herrera | WWF | Director of Protected Areas | Project Director | cmherrera@wwf.org.co |
| 3 | Olga Bautista | IDB | BioLoss and Natural Resources Specialist | IDB Specialists | olgaba@iadb.org |
| 4 | Edgar Olaya | PNN | Territorial Director Orinoquia | SINAP Management in the Orinoco | edgar.olaya@parquesnacionales.gov.co |
| 5 | Fabio Villamizar | PNN | Territorial Director Northeastern Andes | SINAP Management in the Northeast Andes | fabio.villamizar@parquesnacionales.gov.co |

| | | | | | |
|---|---|---|---|---|---|
| 6 | Carolina Jarro | PNN | Deputy Director of Management and Assignment of Protected Areas | Consolidation of SINAP in general | Carolina.Jarro@parquesnacionales.gov.co |
| 7 | Linda Orjuela | PNN | Professional SIRAP Orinoquia | SINAP Management in the Orinoco | SIRAP ORINOQUIA <sirap.dtor@parquesnacionales.gov.co> |
| 8 | Carolina Mora | La Palmita Foundation | Director | Natural Reserves of Civil Society | investigacion@lapalmita.com.co |
| 9 | Germán Corzo | Humboldt Institute | Adviser | SINAP research institutes and role (terrestrial) | gcorzo@humboldt.org.co |
| 10 | DAVID ALONSO | INVEMAR | Adviser | SINAP Research and Role Institutes (Marine) | David Alonso <david.alonso@invemar.org.co> |
| 11 | Sandra Valenzuela | WWF | WWF Colombia Director | All Project Topics | svalenzuela@wwf.org.co |

## Involvement of Key Project Actors

| KEY PARTICIPANT | ROLE | EXPLANATION |
|---|---|---|
| Ministry of Environment and Sustainable Development (MADS) | **Steering Committee and Project Partner**<br>MADS was part of the Steering Committee supporting the coordination and integration of the project with national policies, plans, programs and projects. | Very close articulation for the achievement of various products, both technical and political. They have provided technical guidance, resulting in a government directive |
| NATIONAL NATURAL PARKS OF COLOMBIA | **Steering Committee and Project Partner**<br>PNN was in charge of the coordination and management of SINAP and its subsystems. As part of the steering committee, they ensured the coordination of subsystems with national policies and guidelines. In addition, PNN led the development of methodologies and planning tools for SINAP, encouraging its adoption by CONAP. In addition, they led the declaration of new protected areas at the national level. | They provided support and technical guidance for the development of some project products. They have been part of the construction of the products and instruments of the project |
| National Council of Protected Areas (CONAP) | **Consultative Body of SINAP**<br>The National Council of Protected Areas (CONAP) was created through Decree 2372/2010, to ensure the harmonious, integrated and coordinated development of SINAP. For project matters, CONAP was responsible for reviewing and adopting the methodologies and planning tools developed. | More political instance, where the issues are positioned at the national level of AP. It has supported the project to provide institutional guidance on some outputs. Non-permanent relationship |
| Regional System of Protected Areas (SIRAP)<br>(Orinoquia and Northeastern Andes) | **Steering Committee and Project Partner**<br>SIRAP functioned as a regional focal point composed of protected areas at the national, regional and local levels (public and private). Different institutions participated in the SIRAP, such as universities, natural reserves of civil society registered in the RUNAP, among others. | Full articulation. Very fluid relationship in the technical field, as political and strategic. |
| Regional Autonomous Corporations | **Partners, report counterpart (agreements)** | CAR, CDMB, CAS, CORPORINOQUIA: there were difficulties for the execution, a joint work plan |

| KEY PARTICIPANT | ROLE | EXPLANATION |
|---|---|---|
| (CAR, CDMB, Corponor, CAS, Corpoboyacá, Corpochivor, Corponor, Cormacarena, Corporinoquia) | CD and CT<br>MADS was part of the Steering Committee supporting the coordination and integration of the project with national policies, plans, programs, and projects. They are responsible for declaring and managing protected areas at the regional level. Within the framework of the project, they supported the development and implemented the methodological and planning tools created by the project. In addition, they took the necessary measures for the declaration of new regional protected areas. | was built that could not be fulfilled, due to different reasons, so it had to be updated.<br>CORPONOR, CORPOBOYACÁ, CORPOCHIVOR, CORPOMACARANE: the action plan with these corporations was fulfilled in time and budget. |
| Natural Reserves of Civil Society | **Partners, report counterpart (agreements)**<br>CD and CT<br>Articulated organization is understood as "Any private and non-profit entity that works with properties under processes of biodiversity conservation and sustainable use of biological resources, and their corporate objectives". These organizations will support and implement the registration of new CSNR in the areas of project intervention (Orinoquia and Northeast of the Andes) and will provide the required technical and scientific support. | An excellent work opportunity and sustainability was identified in the management planning processes with the owners of the reserves where the expectations regarding the project commitments in these private areas were exceeded |
| Research Institute of Biological Resources Alexander von Humboldt<br>(IAvH) | **Partner y CT**<br>The Alexander von Humboldt Biological Resources Research Institute (IavH) is responsible for issuing the approval concepts for the declaration of regional protected areas, particularly for the two sub-regions on which the project focuses. The IAvH will support the development of the monitoring strategy and its implementation. | The Monitoring Information System is being jointly built with the IAvH. Initially there were problems in implementing joint activities |
| World Wildlife Fund.<br>WWF | **Project Executor and Steering Committee Member**<br>The entity has more than 20 years of work experience, in Colombia, in the local context, in partnership with national, regional and local authorities, and has signed agreements in projects aimed at the declaration, protection and consolidation of PA in the National System. WWF Colombia was the | WWF has handled the GEF-SINAP project very assertively, putting excellence and national interest above any obstacle. He is recognized for his persistence in expanding the scope of this project from the regional to the national level. |

| KEY PARTICIPANT | ROLE | EXPLANATION |
|---|---|---|
| | executing agency responsible for the execution, which included the application of planning tools, financial and accounting management, procurement and contracting processes, verify quality of goods and services generated by contractors, and verify compliance with preconditions, among others. | |

***Source:*** *Progress Reports and Interviews 2020, IDB 2018, IDB 2016, GEF 201*

## Cooperative Agreements

| COMPANY | PURPOSE |
|---|---|
| Ministry of Environment and Sustainable Development | Combine administrative, technical and financial efforts in order to consolidate the management and planning of SINAP, at the national, regional and local levels, through the development of instruments that improve the effectiveness of its management, increase the representativeness of ecosystems and strengthen the participation of regional stakeholders and interest groups. |
| WWF+PNN+CAS (Framework Convention) SIRAP Andes Northeast | Join efforts between the parties to start the project to consolidate the management and planning of SINAP at the national and regional levels |
| DTOR-PNN CORMACARENA -001 | Join efforts between WWF, DTOR and SIRAP Orinoquia to start the implementation of the project to consolidate the management and planning of SINAP at national and regional level |
| WWF - PNN – 002 | Contribute to the achievement of a complete, ecologically representative and effectively managed SINAP |
| Corporinoquia | Combine technical and administrative efforts between WWF and CORPORINOQUIA, for the strengthening of regional PAs and strategic ecosystems in the jurisdiction of the corporation, aimed at their management, management and conservation, implementation of PA PMs and characterization of strategic ecosystems |
| CORMACARENA - GUAYUPES 2018 | Combine administrative, technical, and financial efforts for the management and conservation of natural resources, strategic ecosystems and PA in the jurisdiction of the corporation |
| CORMACARENA - GUAYUPES 2019 | Combine administrative, technical, and financial efforts for the management of PA in the jurisdiction of the corporation within the framework of the project |
| WCS | Combine administrative, technical, and financial efforts to strengthen the management of PN El Tuparro through the adjustment and implementation of the monitoring program and the prevention, surveillance and control plan |
| Palmarito Foundation | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical, and administrative efforts to carry out technical support actions and strengthen the capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia |
| RESNATUR | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical, and administrative efforts to carry out technical support actions and strengthen the |

| COMPANY | PURPOSE |
|---|---|
| | capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia, in the Northeastern Andes region and in the Amazon. |
| Orinoquia Biodiversa Foundation - fob | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical and administrative efforts to carry out technical support actions and strengthen the capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia, in order to promote and support them in the establishment, adequate management and articulation to the SIRAP Orinoquia-Northeastern Andes |
| La Palmita Natural Reserve Foundation Research Center | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical and administrative efforts to carry out technical support actions and strengthen the capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia, in order to promote and support them in the establishment, adequate management and articulation to the SIRAP Orinoquia-Northeastern Andes |
| Cunaguaro Foundation | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical and administrative efforts to carry out technical support actions and strengthen the capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia, in order to promote and support them in the establishment, adequate management and articulation to the SIRAP Orinoquia-Northeastern Andes |
| La Pedregoza Environmental Corporation | Establish the bases of cooperation between the participating institutions, in order to combine technical, logistical and administrative efforts to carry out technical support actions and strengthen the capacities of owners, owners or holders of properties and articulating organizations of RNSC located in the Orinoquia, in order to promote and support them in the establishment, adequate management and articulation to the SIRAP Orinoquia-Northeastern Andes |
| CORPOBOYACA | Combine technical and administrative efforts between WWF Colombia and CORPOBOYACÁ, for the strengthening of regional PAs and strategic ecosystems in the jurisdiction of the corporation, aimed at their management, management and conservation especially in actions for regional PA declarations, PM implementation, management effectiveness and complementary conservation strategies (CCS) |
| CORPONOR | Combine technical and administrative efforts for the management and conservation of natural resources, strategic ecosystems and PAs in the jurisdiction of CORPONOR, aimed at their management, management and conservation especially in actions for declaration of regional PAs, implementation of PM, effectiveness of management and training and other components of strengthening the management capacities of PAs and the Northeastern Andes SIRAP |

| COMPANY | PURPOSE |
|---|---|
| CORPOCHIVOR | Combine technical and administrative efforts between WWF Colombia and CORPOBOYACÁ, for the strengthening of regional PAs and strategic ecosystems in the jurisdiction of the corporation, aimed at their management, management and conservation especially in actions for regional PA declarations, PM implementation, management effectiveness and complementary conservation strategies (CCS) |
| CORPOGUAVIO | Combine technical and administrative efforts between WWF Colombia, for the management and conservation of natural resources, strategic ecosystems and PA in the jurisdiction of CORPOGUAVIO, within the framework of the project |
| CDMB | Combine technical and administrative efforts for the management and conservation of natural resources, strategic ecosystems and PAs in the jurisdiction of CORPONOR, aimed at their management, management and conservation especially in actions for declaration of regional PAs, implementation of PM, effectiveness of management and training and other components of strengthening the management capacities of PAs and the Northeastern Andes SIRAP |
| CAR | Combine technical and administrative efforts between WWF Colombia and CORPOBOYACÁ, for the strengthening of regional PAs and strategic ecosystems in the jurisdiction of the corporation, aimed at their management, management and conservation especially in actions for regional PA declarations, PM implementation, management effectiveness and complementary conservation strategies (CCS) |
| CAS | Combine technical and administrative efforts for the management and conservation of natural resources, strategic ecosystems and PAs in the jurisdiction of CORPONOR, aimed at their management, management and conservation especially in actions for declaration of regional PAs, implementation of PM, effectiveness of management and training and other components of strengthening the management capacities of PAs and the Northeastern Andes SIRAP |

***Source:*** *Cooperation Agreements, WWF 2023*

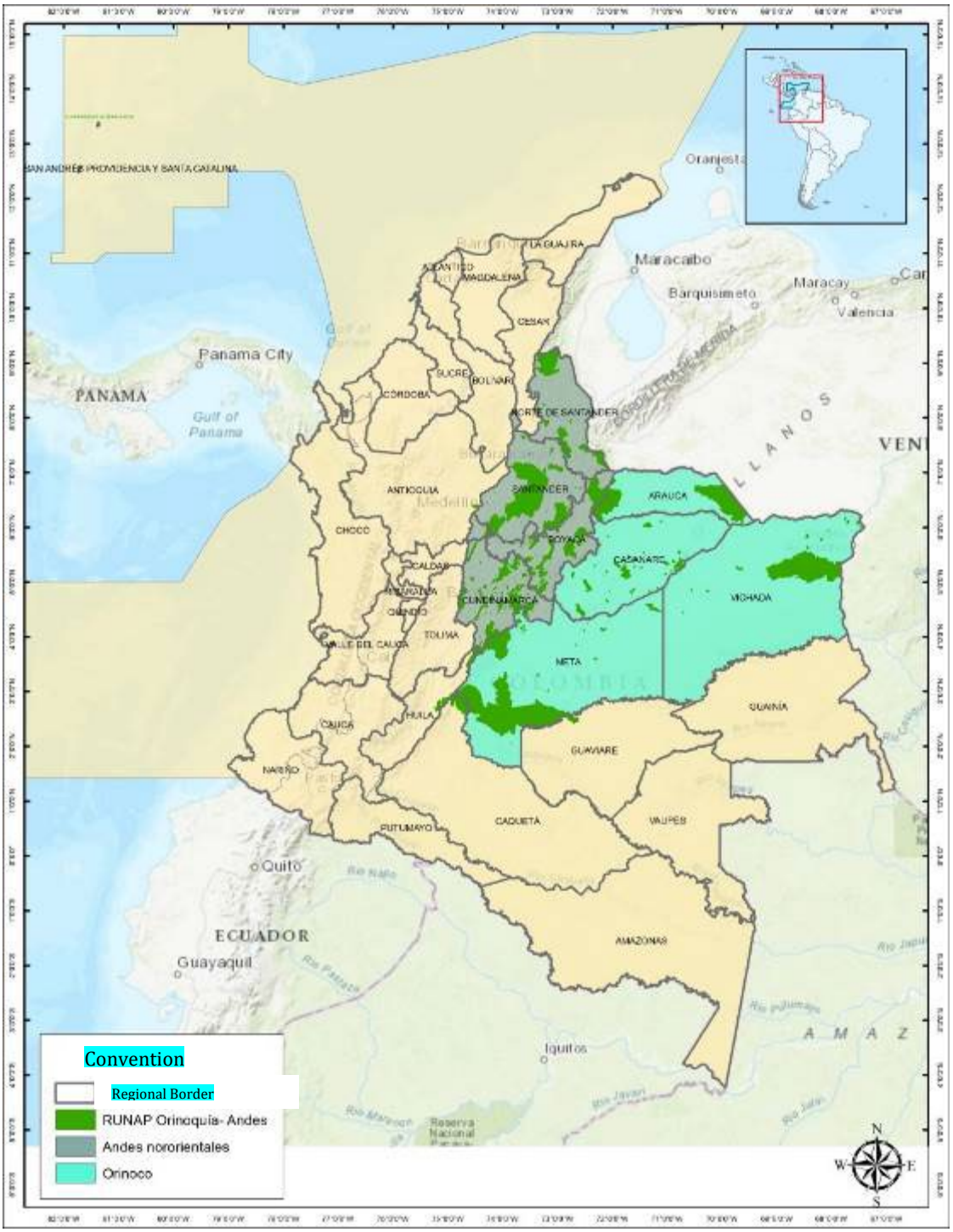
## Sources and amounts of co-financing

| FINANCING SOURCES | Funder Name | TYPE OF CO-FINANCING | BUDGET (US$) | CERTIFICATE AT PROJECT CLOSURE (US$) |
|---|---|---|---|---|
| Regional Environmental Authorities | Regional Environmental Corporation (car): CAR, CDMB, CAS, Corpoboyacá, Corpochivor, Corpoguavio, Corponor, CorpoUraba | In kind | 5,790,954.92 | 5,794,400.91 |
| | Cormacarena, Corporinoquia | In kind | 1,683,740.08 | 1,806,592.52 |
| Governorates | Gob.de Casanare, Gob.del Vichada, Gob. Arauca | In Cash | 2,478,100.00 | 4,445,749.41 |
| GEF Agency | IDB | In Cash | 350,000.00 | 0.00 |
| National Environmental **Authorities** | Natural Parks of Colombia/MADS | In kind | 3,554,640.00 | 4,574,585.76 |
| Others | Asociación Red Colombiana de Reservas Naturales de las Sociedad Civil - Resnatur, WWF, WCS, Fundación Palmarito, fob. | Cash (WWF Colombia) | 700,000.00 | 711,563.49 |
| | | In kind | 1,472,080.00 | 2,467,172.52 |
| **Total co-financing** | | | **16,029,515.00** | **19,800,064.61** |

***Source:*** *CEO Endorsement Request 2016, WWF-BID Convention 2016, GEF-SINAP 202*

## Map of Focal Areas of Intervention

Map 1: GEF-SINAP Project formulation focus: subsystems of the Orinoquia and the Northeastern Andes



## Links to Means of Verification and Knowledge Products

- Represents Knowledge Products

| Outcomes/ Indicators | Verification means: | Means of verification collected |
|---|---|---|
| *Indicator: Management effectiveness (METT) of 11 Protected Areas.* | - Updated met | I.0. METT of the two implementation periods: a) updated baseline once the project started; b) Second period |
| *Indicator 1: new* national protected areas within biological corridors incorporated into the SINAP | OFFICIAL GAZETTE | I.1.1. Administrative acts of the declarations of national areas in the SINAP |
| | - RUNAP databases | https://runap.parquesnacionales.gov.co/cifras |
| | - Maps of the new PAs and biological corridors | I.1.2. Map of new national areas in SINAP |
| *Indicator 2:* new regional PAs within biological corridors *incorporated* into the SINAP | - RUNAP databases | https://runap.parquesnacionales.gov.co/cifras |
| | - Maps of the new PAs and biological corridors | I.2.1. Map of new regional areas in SINAP |
| *Indicator 1:* new national protected areas within biological corridors *incorporated* into the SINAP | - RUNAP databases | https://runap.parquesnacionales.gov.co/cifras |
| | - Maps of the new PAs and biological corridors | I.3.1 Map of new private areas (Natural Reserves of Civil Society - RNSC) in SINAP |
| *Indicator 4:* ecosystem units represented in the SINAP | - SINAP National Reports (agreements, etc.) | I.1.2. Map of new national areas in SINAP |
| | OFFICIAL GAZETTE | I.4.1. Administrative acts of the declarations of regional areas and registers of RNSC in the SINAP |
| **Component 1: Strengthening of the National System of Protected Areas (SINAP)** | **Verification means:** | **Means of verification collected** |
| Output 1.1: Action plans of the SIRAP harmonized and articulated with the SINAP's | - SIRAP Action Plan documents | 1.1.1. SIRAP Orinoquia<br>Action Plan 1.1.2. SIRAP Action Plan Northeastern AndesPublication<br>ofresults Northeastern Andes:<br>https://en.calameo.com/read/0071111762e47238e9ee8 |
| | - Technical memorandum on the process to articulate the SIRAP Action Plans with the SINAP Action Plans. | 1.1.3. Guide for the alignment of SIRAP action plans with the SINAP policy action plan |
| | - Minutes and records of meetings of the SIRAP committees. | 1.1.4. Minutes of the technical committees of SIRAP Orinoquia and SIRAP Northeastern Andes |
| Output 1.2: Technical guidelines developed for preparing and updating PA management plans | - **Published technical guide.** | https://www.minambiente.gov.co/direccion-de-bosques-biodiversidad-y-servicios-ecosistemicos/guia-para-la-planificacion-del-manejo-en-las-areas-del-sistema-nacional-de-areas-protecgidas-de-colombia/ |

| | | |
|---|---|---|
| Output 1.3: Methodology for management effectiveness assessment developed and coordinated among stakeholders | **- Methodologies for assessing management effectiveness at the SINAP, subsystem, and PA levels.** | **1.3.1. Methodology of effectiveness of public protected areas Methodology for the effectiveness of private protected areas 1.3.3.** https://www.minambiente.gov.co/direccion-de-bosques-biodiversidad-y-servicios-ecosistemicos/guia-para-la-planificacion-del-manejo-en-las-areas-del-sistema-nacional-de-areas-protecgidas-de-colombia/ |
| | **- Technical memorandum on the process for participatory development of the methodology.** | **1.3.4. National effectiveness report of public protected areas, 2021 (includes the description of the participatory process)** https://www.dropbox.com/s/ngipfexqm3ahkij/1.3.4.%20Report%%20d 20nationaleffectiveness%20e %20%C3%A1areas%20p%C3%BAblicas%202021.pdf?dl=0 |
| | **- Publication of the methodology and application guidelines documents. Note: in the SINAP protected area planning guide (Output 1.2.) is the chapter on management effectiveness at the protected area level** | **1.3.5. System Level Effectiveness Booklethttps://www.dropbox.com/s/kp2c5qo1t2y6270/1** .3.5.%%20e 20Cartelafectividadistemae%20s %%20d 20%C3%A1reas%20protegidas.pdf?dl= **01.3.6. Brochure with effectiveness results at the protected area and systemlevelhttps://www.dropbox.com/s/d5eujsf4ibs35f0/1** .3.6.%%20d 20Brochuree% 20systemeffectivenessresults%20d%20e %%20s 20y%20%C3%A1areas%20protegidas.pdf?dl=0 |
| Output 1.4: Monitoring information systems for the SINAP developed for incorporating the regional subsystems | **- The Information Platform Interface is operating.** | https://test-sinap.parquesnacionales.gov.co/inicio |
| | **- Document of the monitoring strategy for the SINAP and its subsystems.** | **Conceptualization Document: https://drive.google.com/file/d/1ett9KXr73EzaoZ6O5mTOHfF4LTBq5lPA/view?usp=share_linkArchitectureManual: https://drive.google.com/drive/folders/1wsELfZi9z4kCmelU9JQee-JjUF48hMNO-?usp=share_link User Manual:** https://sites.google.com/view/manual-de-uso-sim-sinap/p%C3%A1gina-principal#h.7zqlosfe6gol |
| Output 1.5: Communication strategy of SINAP designed and implemented | - SINAP communication strategy document. | 1.5.1. SINAP communication strategy |
| | - Minutes of meetings of workshops held to structure the communication strategy. | 1.5.2. SINAP communications report |
| | - Progress Report on the implementation of the communication strategy. | |
| Output 1.6: Technical inputs for the construction of the SINAP policy developed | - Diagnosis for the construction of the SINAP policy | 1.6.1. Diagnosis for the construction of the SINAPpolicyhttps://www.dropbox.com/s/7645vtvof8gwvh3/1.6.1.\|\|\|UNTRANSLATED_CONTENT_START\|\|\|%20Diagn%C3%B3stico |

| | | |
|---|---|---|
| | | %20para%20la%20construcci%C3%B3n%20de%20la%20pol%C3%AD-tica%20SINAP.pdf?\|\|\|UNTRANSLATED_CONTENT_END\|\|\|dl=0 |
| | - CONPES 4050 | 1.6.2. CONPES4050https://colaboracion.dnp.gov.co/CDT/Ambiente/CONPES_4050%20Politica_Sinap.pdf |
| | 1.6.3. Action plan to follow up the SINAP policy | 1.6.3. SINAP policy follow-up action planhttps://www.dropbox.com/s/0iij42qo4d7em1i/1 .6.3.%20Plane%20d %20acci%C3%%20d B3neeguimientoe%20s %%20d 20la%20pol%C3%AD-tica%20SINAP.xlsx?dl=0 |
| **Component 2: Strengthening regional subsystems of Protected Areas** | **Verification means:** | **Means of verification collected** |
| Output 2.1: Action Plans of Northeast Andes and Orinoquia SIRAPs updated and implemented | - Annual Operation Plan | 2.1.1. Action Plan of SIRAP North-East Andes SIRAP Orinoquia Action Plan |
| | Annual Evaluation Report, CV | 2.1.1. Management reports on the implementation of the action plan of the SIRAP North-East Andes 2.1.2. Management reports on the implementation of the SIRAP Orinoquia action plan " |
| | - Progress Report on the implementation of the Action Plans | |
| Output 2.2: Institutions and local organizations located in strategic biological corridors trained in PA management and climate change mitigation and adaptation strategies | **- Databases of training events** | **2.2.1. SINAP training** planVirtual SINAPtraining platform: a**) Structure and management of SINAP: https://sinap.teachable.com/p/curso-2-estructura-y-gestion-del-sinapb) Creation of Protected Areas: https://sinap.teachable.com/p/curso-3-creacion-de-nuevas-areas-protected c) Nature's contributions to human well-being : https://sinap.teachable.com/p/curso-7-contribuciones-de-la-naturaleza d) Basic knowledge of protected areas: https://sinap.teachable.com/p/conocimiento-basico-de-areas-protegidase ) Management Planning in protected areas:** https://sinap.teachable.com/p/curso-5-Governance-5 |
| Output 2.3: Regional and national protected areas in strategic biological corridors implementing their management plans | Annual reports | You will find all the support information worked together with the Regional Autonomous Corporations |
| | - Progress reports | 2.3.2. Monitoring board of the protected areas of the project portfolio |

| | | |
|---|---|---|
| Output 2.4: Cycles of analysis of the management effectiveness methodology applied in subsystems and regional protected areas | - Updated management effectiveness assessments | 2.4.1. Effectiveness analysis of the 11 areas of the portfolio 2.4.2. Analysis of effectiveness of the SIRAP Orinoquia and SIRAP Northeastern Andes (also attached are the other SIRAPs that, although not part of the project portfolio, were provided within the framework of the same) |
| | - RUNAP reports | 2.4.3. National effectiveness report of public protected areas, 2021 (Note: RUNAP is not intended to increase effectiveness results, for this purpose, this component was included in the Monitoring Information System (SIM-SINAP, product 2.5.), where the results are already uploaded) |
| Output 2.5: Orinoquia and North East Andes regional subsystems of protected areas implementing the monitoring information system. | - SINAP's *Information* System database | https://test-sinap.parquesnacionales.gov.co/regional-indicators |
| | - Monitoring reports from regional institutions | https://drive.google.com/drive/folders/1CclSxHs5eZ3LiLncgdBgfeblDVy5HgIk |
| **Component 3: Increase ecosystem representativeness of the SINAP** | **Verification means:** | **Means of verification collected** |
| Output 3.1: Technical studies and consultations completed for the new national, regional, and local protected areas | - Synthesis document for the declaration of new PAs | https://wwfcolombia-my.sharepoint.com/:f:/r/personal/smchamorro_wwf_org_co/Documents/GEF%20SINAP/Component%203.%20Representativity/3.3.%20Documents%20s%C3%Briefly?csf=1&web=1&e=NgD84d |

## Signed Code of Conduct

Evaluators / Consultants: Victoria Galeano

You must present full and fair information in your assessment of strengths and weaknesses so that decisions or actions taken are well founded.

2. You must disclose the full set of evaluation findings along with information about their limitations and have it accessible to all affected by the evaluation with express legal rights to receive the results.

You must protect the anonymity and confidentiality of individual informants. They should give maximum notice, minimize time demands, and respect people's right not to participate. Evaluators must respect the right of individuals to provide confidential information, and must ensure that sensitive information cannot be traced back to its source.

Evaluators are not expected to evaluate people, and must balance an evaluation of management functions with this general principle.

4. Sometimes, he discovers evidence of irregularities while conducting assessments. Such cases should be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant supervisory entities when there is any doubt as to whether and how issues should be reported.

5. They must be sensitive to beliefs, manners and customs and act with integrity and honesty in their dealings with all stakeholders. According to the UN Universal Declaration of Human Rights, assessors must be sensitive and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of people they come into contact with during the assessment. Knowing that the evaluation could negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-esteem of the stakeholders.

6. They are responsible for their performance and their product (s). They are responsible for the clear, accurate and fair written or oral presentation of study limitations, findings and recommendations.

It should reflect sound accounting procedures and be prudent in the use of evaluation resources.

Evaluation Consultant Agreement Form Agreement to Comply with the Code of Conduct for Evaluation in the UN System: Consultant Name: _____Victoria Galeano

I confirm that I have received and understand and will abide by the United Nations Code of Conduct for Evaluation, and signed at the outset of this consultation. Signed at __Washington DC __ (Place) on _December 1, 2022

Name: **Victoria Galeano**